

CITY OF CONCORD



OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2017
JULY 1, 2016 – JUNE 30, 2017

For the City of Concord, New Hampshire, as
adopted by the Concord City Council on
June 6, 2016.

City Manager

2017 OPERATING BUDGET
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**FY 2017 FINANCE COMMITTEE BUDGET SCHEDULE
CITY COUNCIL CHAMBERS**

May 6	(Friday)		BUDGET DELIVERY TO COUNCILORS
May 9	(Monday)	7:00 PM	REGULAR CITY COUNCIL MEETING
May 14	(Saturday)	8:00 AM	BUDGET OVERVIEW & REVIEW MEETING SCHEDULE REVENUE REVIEW ADMINISTRATION POLICE FIRE GENERAL SERVICES COMMUNITY DEVELOPMENT LIBRARY PARKS & RECREATION HUMAN SERVICES
May 16	(Monday)	7:00 PM	SPECIAL REVENUE FUNDS: PARKING AIRPORT CONSERVATION PROPERTY PROJECT INSPECTION ENTERPRISE FUNDS: GOLF COURSE ARENA WATER UTILITY WASTEWATER UTILITY SOLID WASTE
May 23	(Monday)	6:30 PM	NON-PUBLIC SESSION RE: COMP ADJUSTMENT BONDED DEBT CAPITAL BUDGET
May 30	(Holiday)		
June 6	(Monday)	7:00 PM	COMMITTEE WORK SESSION PUBLIC HEARING/BUDGET ADOPTION



CITY OF CONCORD

DATE: May 6, 2016

TO: Honorable Mayor James Bouley and the Concord City Council

FROM: Thomas J. Aspell, Jr., City Manager

SUBJECT: Fiscal Year 2017 Budget Transmittal Letter

Herewith, I respectfully submit to you the City of Concord Operating Budget and Capital Improvement Program for the fiscal year July 1, 2016 through June 30, 2017.

As the City Council reviews this proposed budget, consideration should be given to the continued decreases in State funding, the annual downshifting of costs to local communities, and an improving economy although very slow growth in the City's tax base. The City Council and City Administration continue to take a strategic and long-term approach towards budgeting, which allows Concord to take many steps forward in creating a sustainable economic climate. This proposed budget continues that approach by strengthening core services and investing in initiatives, namely public safety and economic development, which will improve the quality of life for our residents, businesses and visitors. The Fiscal Year 2017 budget builds on the City's strong fiscal management record, implements thoughtful reforms that achieve savings and modernize processes, and invests in targeted initiatives to achieve a thriving, healthy and innovative City.

Through long-term planning, conservative spending and the making of sound investments, the City has made progress on many important fronts, while at the same time maintaining high quality services.

This organization has seen many accomplishments during Fiscal Year 2016, including:

- Very successful completion of the North Main Street section of the Downtown Complete Streets Project;
- Major progress on the Sewall's Falls Bridge project;
- Near completion of the final phases of the Route 3 North Project;
- Hiring of a new Wastewater Treatment Plant Superintendent, Downtown Services Manager and Battalion Chief;
- Development of a Parking Strategic Plan for City Council consideration;
- Continuation of a highly successful Problem Oriented Policing (POP) Unit to respond to neighborhood and downtown concerns;

- Successful public-private partnership to develop 31,000 square feet of retail, build a new leg to the D'Amante Drive/Old Loudon Road intersection, and continued expansion of the retail development space;
- Near completion of the Pleasant Street signalization at Concord Hospital;
- Utilization of City Council Agenda Software and a plan to roll out to other City Council committees;
- City Council approval of a Solar Net Metering project at the Hall Street Wastewater Treatment Facility, which is anticipated to begin construction in Fall 2016 and be put into service in Spring/Summer 2017;
- Successful implementation of 24-hour shift schedules at the Fire Department;
- Design of the Interstate 93 Exit 16 Roundabout;
- Replacement of the Concord Public Library roof;
- Renovation of the Green Street Community Center gym floor;
- Relocation of Information Technology Department offices; and
- Implementation of the first year of the Enhanced Neighborhood Street Paving Program.

The City has focused on improving communications and has provided for considerable public input opportunities on a wide array of policy topics and projects. The continued success of the "Report a Concern" module on the City's website, the daily use of social media, planning design workshops associated with major capital projects and street improvements, and the numerous speaking engagements undertaken by City staff all point to a local government fully engaged with its community.

As the weather has warmed, we have added more police officers on foot and bike patrol to expand our commitment to community policing. Officers will patrol regular beats where their presence will make a difference, building deep relationships with the neighborhoods they protect, and sending a strong message to those who would sell dangerous drugs in Concord.

We know, however, that law enforcement alone will not solve our opiate problem, nor is it the most effective tool for community members struggling with addiction. We must confront the opiate crisis as a broad public health challenge, requiring a coordinated response by our medical institutions, drug treatment and recovery agencies, corrections professionals, and child welfare services, as well as by multiple law enforcement agencies.

Fiscal Year 2017 Budget

This proposed budget focuses on five significant objectives which will continue the process of creating a more sustainable and economically viable community.

Citizen Safety – Public safety is the foremost responsibility of City government. All Concord residents deserve to be secure in their homes, safe in their neighborhoods and able to explore their city without threat or intimidation. To help achieve this goal, the proposed budget includes greater investments in the Concord Police Department, the Concord Fire Department and dispatch centers as highlighted below:

- Continues to fully fund the Problem Oriented Policing (POP) Unit;
- Adds two additional full time police officers;
- Increases resources for the Drug Enforcement Unit;
- Replaces Police Department communications equipment;
- Replaces Fire Engine #7 apparatus;
- Enhances the management structure of the Fire Department;

- Replaces Forestry Vehicle #4 and a support vehicle;
- Implements Phase 2 of the Fire Department Portable Radio Initiative;
- Replaces the roof at the Manor Fire Station; and
- Provides additional hours for the part-time Victim Witness Advocate position in the Legal Department.

Quality of Life – The City’s vibrancy depends on the complementary roles of the business community providing employment opportunities for a workforce of diverse skills, and the residential neighborhoods offering attractive places for individuals and families to build their lives. For example, fostering livable, walkable, mixed use neighborhoods and nearby parks are key strategies to enrich Concord’s neighborhoods. At the same time, action by the City can also help support growth among the City’s businesses, both large and small. This proposed budget includes several investments designed to protect and enhance Concord’s vibrancy as highlighted below:

- Renovates former Dame Elementary School into a Multi-Generational Community Center on the Heights;
- Builds a new multipurpose building at White Park to replace the dilapidated skate house;
- Replaces the Kimball Park pool;
- Increases Library staffing;
- Includes funding for Heritage Commission photo documentation of historic buildings;
- Includes funding for the installation of public art in Downtown Concord; and
- Includes funding for a third share for the Americans for the Arts Survey.

An Interconnected City – The investments included in the Fiscal Year 2017 Proposed Budget move toward an improved overall transportation system, while at the same time “taking care of basics,” including funding for repair and maintenance of the road system, and greater emphasis on the needs of individual neighborhoods. The proposed budget includes the second installment of the total \$6.8 million Annual Highway Improvement Program for Fiscal Years 2016 and 2017. This more than triples the Fiscal Year 2016 and 2017 planned appropriation of \$2.2 million. Projects and initiatives in this proposed budget include:

- Continuation of the Annual Neighborhood Paving Program;
- Addition of ½% on the tax rate to fund increases to the Annual Neighborhood Paving Program;
- Construction of the Main Street “bookend” improvements;
- Replacement of the North Pembroke Road Bridge;
- Improvements to the School Street Parking Garage;
- Phased rehabilitation of the Airport’s Taxiway A; and
- Phased replacement of Concord Area Transit buses and supplemental funding for staffing.

An Innovative City – To ensure that government keeps pace with the private sector for innovation, the proposed budget enhances the resources available for information technology, and security and compliance with new and emerging IT standards. Significant projects include:

- Implementation of Enterprise Resource Planning Software;
- Replacement of the telephone system;
- Upgrades to credit card reader technology;
- Network penetration testing and two factor authentication procedures; and
- The rollout of an agenda management system to appropriate boards and committees.

A Well Maintained City – One of the largest financial challenges before us is to properly steward our infrastructure. Like many New England cities, we face a major challenge in maintaining our water distribution and waste water collections systems, sidewalks, streets, buildings, and other physical infrastructure. Providing proper stewardship to this physical infrastructure is a core responsibility to local government, and our degree of success will have a great impact on the quality of life and economic future of our City. To ensure that city government provides good stewardship to the physical assets entrusted to the governing body, the proposed budget dedicates resources to appropriately maintain the existing building infrastructure. Projects include:

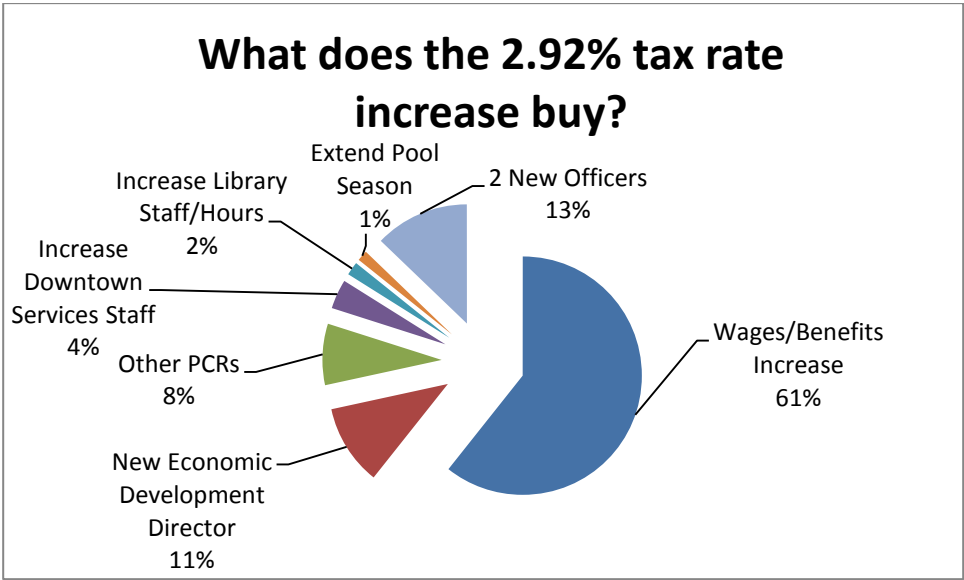
- Fire Station Improvements;
- School Street Parking Garage Improvements;
- City Hall Complex Renovations;
- Combined Operations Maintenance Facility Improvements;
- Cemetery Improvements;
- Storm Water System Improvements;
- Water Plant Improvements;
- Water Main Replacement and System Improvements;
- Water Meter Replacement Program;
- Sewer Main Rehabilitation and Construction;
- Hall Street Waste Water Treatment Plant Improvements;
- Sewer Pump Station Improvements; and
- Expanded Downtown Services Team.

Budget Details

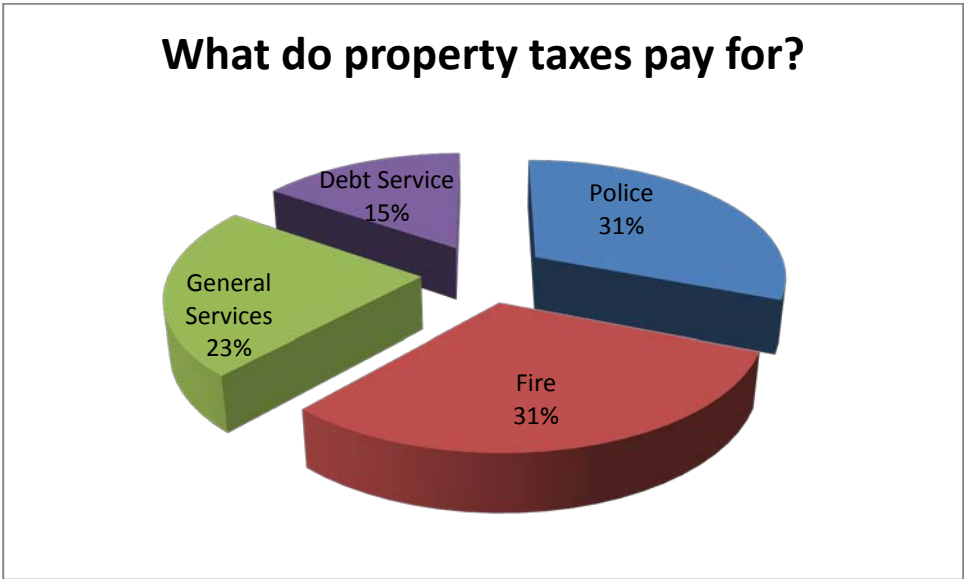
This budget is presented with a 2.92% proposed tax rate increase.

- \$159,000 for two new Police Officer positions.
- \$135,400 for an Economic Development Director.
- \$49,700 addition to the Downtown Services Team for a Senior Maintenance Aide.
- \$22,500 in additional Library staffing/hours.
- \$56,300 in increased workers comp and property/liability insurances costs.
- \$17,800 to extend the pool season for one week.
- \$752,300 additional wage and benefit changes.
- \$103,200 all other program change requests (PCRs).
- \$(57,800) Beneflex net savings primarily due to the 10% contribution from employees for medical insurance starting July 1, 2016. This savings is realized after applying the 6% overall health insurance premium increase, the inclusion of dental insurance, and includes the Beneflex costs for the new positions included in the Fiscal Year 2017 budget.
- \$280,100 for all other items.

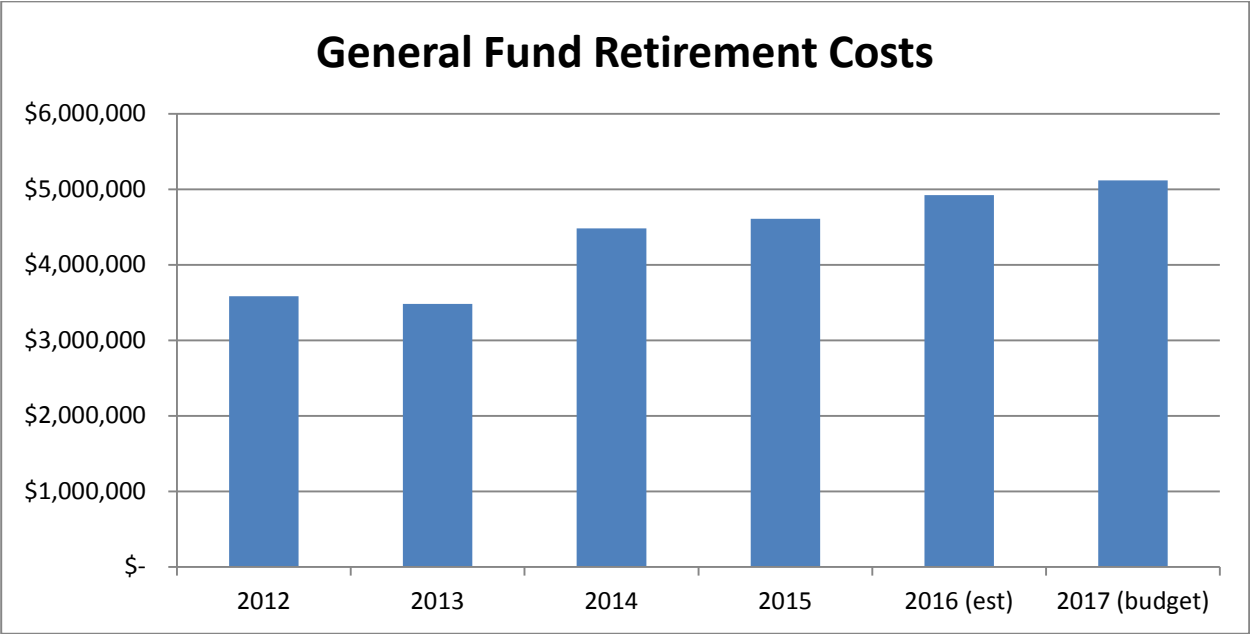
With this budget, the City continues to achieve its fiscal goal of maintaining debt service under the Council's fiscal goal of 10% of appropriations.



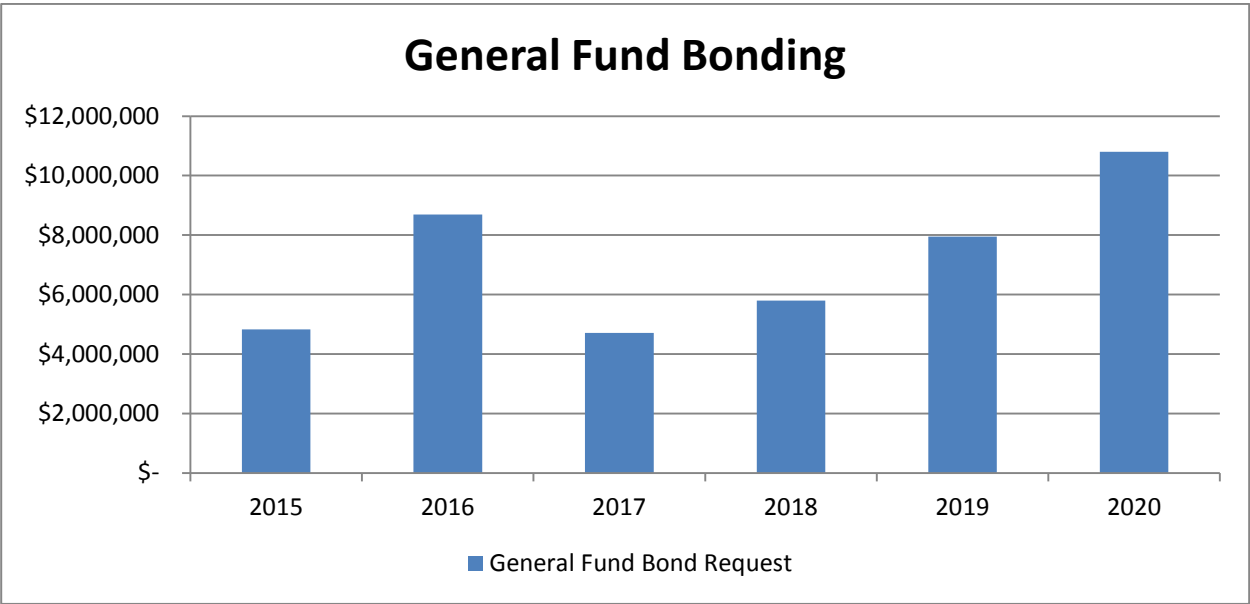
The total Fiscal Year 2017 General Fund Operating budget is \$59,578,112. The amount to raise in taxation, excluding overlay and veterans credits, is \$38,209,263. This amount essentially supports Police, Fire and General Services operations (less associated revenues), plus debt service, totaling \$35,750,445.



Due to State funding changes in the Retirement System, the City’s retirement expense has grown considerably in the past few years and now consumes 8.6% of the overall General Fund budget and just over \$5.1 million for Fiscal Year 2017.



For Fiscal Year 2017, the General Fund CIP budget presents total bonding needs of \$5,234,000. This amount includes the following projects: Fire Department Replacement of Engine #7, White Park Multi-purpose Building, New Pool at Kimball Park, City Hall Renovations, General Services Vehicle and Equipment Replacement, New Enterprise Resource Planning (ERP) Software, Fire Department Radios, Police Department Communications Equipment, Downtown Complete Streets Bookend funding, North Pembroke Road Bridge Replacement (Concord match only), match funding for CAT Bus Replacement and other smaller projects. The graph below illustrates the bond projections from Fiscal Years 2015 through 2020.



The City of Concord has been successful in maintaining a stable budget while continuing to provide very high quality services. Considering the State's finances, it is uncertain what the Legislature's move will be to balance the State's budget in the coming years and what costs may again be passed down to local municipalities.

Balanced Budget Financial Position and Improved Services

This is the eighth year in a row of proposing a balanced budget to the Concord City Council without using Unassigned Fund Balance. A truly balanced budget continues to improve the City's overall fiscal health. The strongest indication is the 2015 Fiscal Year End Unassigned Fund Balance of \$10.2 million dollars or 19.1% of operating expenditures, which is ahead of the City Council's revised goal of 18.5%.

Despite the difficult economic environment of the past years, Concord continues to maintain and improve City services and programs. Addressed in this budget document are the priorities of the City Council: a balanced budget; community-wide economic development initiatives to expand tax base; increasing public awareness through branding, marketing and communications; public safety; continued support of the social services network; the Main Street Complete Streets Project; continued increased effort for the Neighborhood Street Improvement Program; and sustainability of municipal facilities and recreational assets. Council priorities also include the completion of the ongoing initiatives that the City has underway.

The City's financial policies continue to pay dividends in the form of a very high credit rating. Standard and Poor's affirmed the City's AA+ rating in January 2016, citing "Very strong management conditions, very strong budget flexibility, and very strong liquidity."

Concord remains in a better financial position than most other communities in New Hampshire, the State government, and the nation. However, significant challenges remain. These challenges include unfunded post-employment liabilities (OPEB), benefit costs associated with an underfunded State retirement system, ever increasing health insurance costs, and ongoing capital needs primarily in public buildings and properties, neighborhood streets, water, wastewater and storm water systems.

Changes in Employee Positions and Improved Operating Efficiency

The Fiscal Year 2017 budget recommends the following staffing changes.

- \$4,897 for increased hours for the Victim Witness Advocate position in the Prosecutor's Office. This funding will increase the hours from 10 to 15 per week and will provide greater coverage and better continuity in victim advocacy.
- \$2,698 to increase the Administrative Technician II in the City Clerk's office from 37.5 to 40 hours per week. This change will allow more consistent coverage in the office and reduce overtime costs during election season.
- \$159,044 for two additional Police Officers in Fiscal Year 2017 as part of a planned three year approach to increase sworn officer positions. These positions will help allocate already scarce resources to deal with criminal offenses related to the drug epidemic here in Concord. The Police Department responds to approximately 60,000 calls annually, cases have become backlogged and follow up times have increased. These positions are a direct response to one of the City Council's 2016-2017 priorities.

- \$0 for the proposed restructuring of the Fire Department will meet both current and future needs. The reorganization will significantly improve service delivery through consistent and high quality training in fire suppression, technical rescue, and emergency medical services. There will be an increased emphasis on prevention and a focus on assuring quality patient care. The new structure allows for a more operative succession planning system to be put into place by developing company officers with training and tangible experience in prevention, training, and emergency medical services. With an emphasis on supporting firefighter safety initiatives we can proactively improve the safety of both our residents and our firefighters. The reorganization proposal eliminates two (2) employee positions, including an employee position at the chief officer level. The proposal includes no layoffs and will be accomplished within the existing budget. Once in place, it is anticipated that a cost savings of approximately \$50,000 will be achieved, which I request be used to provide and augment much needed training within the department. Both the Concord Fire Officers Association Local 3195 and the International Association of Fire Fighters Local 1045 are in full support of the proposal.
- \$49,725 for the addition of a Downtown Services Team Senior Maintenance Aide. This position will help provide continuity of maintenance for Main Street with the planned completion of the southern portion of the project. This lead position will be responsible when the Supervisor is on a different shift or tied up with other issues, and will help keep the project looking new. A portion of this position will be reimbursed from the Sears Block Tax Increment Finance District.
- \$135,422 for the addition of an Economic Development Director. This position will help expand the City's tax base through the retention of existing businesses and attraction of new businesses to the community. This position is in direct response to one of the City Council's 2016-2017 priorities and will be a dedicated associate whose primary focus is to meet and work with C-suite executives, entrepreneurs, site selectors and developers to foster greater investment in Concord.
- \$17,567 for a new part time Library Technician. This position will focus on Circulation and Reference Desk activities, and will allow other staff the opportunity to spend more time on public relations work through social media and the website, and creating brochures to better manage the Library's message.
- \$13,500 is added to this budget for fresh road stripe markings and will allow all roads to be restriped at least once each year. Currently, main roads are striped twice a year and outlying roads are every other year.
- \$14,400 for the maintenance agreement for the new permitting software in the Community Development Department. This program is expected to be rolled out in the summer 2016 and will replace the existing, antiquated permit tracking system, providing a higher level of service to the City's customers.

Fiscal Resources

Although fiscal resources continue to be scarce, some non-tax revenue sources are showing signs of improvement. Motor Vehicle registrations improved for Fiscal Year 2016 and are anticipated to be even greater for Fiscal Year 2017. Ambulance service charges and Rooms and Meals revenue are both projected to increase for Fiscal Year 2017.

Although there was one increase in the Federal Funds rate in Fiscal Year 2016, it continues to be at historically low levels. Interest income is expected to nearly double to \$111,200 in Fiscal Year 2017; however that is still considerably less than the \$1.5 million dollar range that this revenue item was in the early 2000's.

Demand for Services and Use of Resources

Total service calls for Public Safety over the past year have increased by approximately 0.6%, following a 2% overall increase the previous fiscal year. In Fiscal Year 2017, the volume of service calls is anticipated to climb at the current rate. The demand for Human Services remains steady and the City continues to monitor the impact of changes by other governmental entities very closely. Interest in recreation activities is increasing in the Parks and Recreation Department, particularly in swimming pool usage. Library circulation and request for services is surging with the demand for audio and e-downloads and borrowed items increasing significantly.

It is anticipated that long-term energy costs will continue to increase as the economy improves. The City anticipates continued increases in electricity rates in the long term; however, year over year costs are expected to decrease by 7%. Additionally, the City Council approved a Net Metering Solar Project at the Hall Street Wastewater Treatment Plant which will provide one or two megawatts of electricity to incorporate into the City's electricity purchase portfolio for its G1 accounts. Although the guaranteed twenty year level rate for this purchase is slightly higher than the current short term contract prices, it is approximately 11.3% lower than the utility default price and will provide a potentially significant hedge against future price increases for approximately 25% of the City's electricity purchases for the next twenty years. The location of the solar arrays for this project is also expected to be moved to an area at the Hall Street plant that will dramatically limit any impact to the current farmland and will allow the vast majority of that farmland to be farmed into the future. Natural gas costs are anticipated to remain stable for Fiscal Year 2017.

Economic Development – in creating the Economic Development Director position and rolling out the new Community Development Permitting Portal, the City is making targeted investments to promote a thriving, healthy, innovative business and development ecosystem. The funding will help spur economic development and generate local tax revenues, support new jobs and benefit numerous constituents.

The greatest long-term housing and job creation opportunity before us is the redevelopment of our downtowns and declining mall.

The Parking Committee is carefully studying the City's parking regulatory policies and infrastructure. It is time to maximize the use of this resource to spur job creation and housing investments that expand economic opportunities in our City.

General Fund Highlights

Summary of Fiscal Year 2017 General Fund Budget Appropriations, Revenues and Tax Rate – Compared to the adopted Fiscal Year 2016 budget. For Fiscal Year 2017, General Fund gross appropriations increased by \$1,518,450 or 2.6% of spending.

General Fund Budget Comparison Summary
FY 2016 Adopted Budget to
FY 2017 Manager's Recommended Budget

Revenues				
Description	FY 2016	FY 2017	Difference	%
All Other Revenues	\$21,676,973	\$21,930,074	\$253,101	1.2%
Property Taxes	\$36,382,689	\$37,648,038	\$1,265,349	3.5%
Total Sources	\$58,059,662	\$59,578,112	\$1,518,450	2.6%

Appropriations				
Description	FY 2016	FY 2017	Difference	%
All Expenses	\$58,059,662	\$59,578,112	\$1,518,450	2.6%
Total Use of Funds	\$58,059,662	\$59,578,112	\$1,518,450	2.6%

Tax Base Growth

This budget reflects a \$14 million real growth increase to the \$3.867 billion City tax base used in calculating property tax revenue. This increase is net of abatements and elderly/blind exemptions. Market value change is not included in the target tax rate calculation.

Use of General Fund Surplus

For the eighth year in a row, this budget does not include the use of any General Fund surplus to offset the tax rate.

State Funding Impacts

The ability to maintain a stable tax rate in the City is challenged regularly due to continued reduction in funds and the downshifting of obligations by the State of New Hampshire. Including the Fiscal Year 2017 budget, if State revenues to the City and New Hampshire State Retirement rates had remained stable since 2009, the City would have recognized an additional \$7.6 million in revenue and \$8.1 million less in retirement costs.

Tax Increment Finance (TIF) Districts

Currently, the City has three tax increment finance districts: the North End Opportunity Corridor TIF (NEOCTIF), the Sears Block TIF (SBTIF), and the Penacook Village TIF (PVTIF). Since 1998, the City has invested a combined \$30.5 million in infrastructure improvements in these three districts. This investment has yielded total new development valued at \$78.7 million. The NEOCTIF and SBTIF have exceeded expectations. While still in its infancy, the PVTIF, enacted in 2010, is performing well, despite limited development activity, and is well positioned to support the impending redevelopment of the remaining Allied Leather Tannery site.

Continuing in Fiscal Year 2017, the SBTIF will make financial contributions to the General Fund and Parking Fund for debt service reimbursements. Specifically, the SBTIF will make a contribution for debt service of \$412,560 to the General Fund in Fiscal Year 2017. Of this total, \$85,850 will reimburse the General Fund for debt service payments it supported from 2005 to 2013 for the Capital Commons Project.

These reimbursements will continue through Fiscal Year 2027. An additional \$153,560 represents debt service payments which will be paid by the SBTIF, rather than the General Fund, for non-TIF supported bonds previously issued to support the Capital Commons Project in 2005 and 2007. The SBTIF will also contribute \$127,500 to support the Complete Streets bond, and \$26,000 to support the new Downtown Services Team Senior Maintenance Aide, proposed in this budget. Lastly, \$19,650 is designated for ongoing administrative support.

Relative to the Parking Fund, the SBTIF will transfer a total of \$206,167 in Fiscal Year 2017. The SBTIF will make the third installment of four annual payments intended to reimburse the Parking Fund's equity contribution of \$550,000, plus interest, for the Capital Commons Garage in 2005 and 2007. The Fiscal Year 2017 payment is \$96,000. The 2017 Parking Lease bond cost transfer is \$102,777 and this payment will continue until 2021. The SBTIF will also transfer \$7,390 to support plowing of the former New Hampshire Employment Security Building parking lot.

Lastly, in accordance with standard practice implemented in Fiscal Year 2005, this budget includes the release of a significant portion of the captured tax revenues generated by new incremental development, which has been constructed in the NEOCTIF District since it was enacted in 1997. Sixty-six percent (66%) of the total new incremental assessed value within the District, equating to \$918,864 of tax revenues associated with \$32,949,774 in captured assessed value, shall be released in Fiscal Year 2017.

Enterprise Funds

Parking Fund

The Parking Fund continues to struggle. While a transfer-in from the Sears Block Tax Increment Finance District of \$206,167 is budgeted in the Fiscal Year 2017 budget, the inclusion of necessary maintenance and debt service costs due to major capital improvements adds significant stress to this fund. The Parking Fund is on target to lose almost \$168,000 in Fiscal Year 2016, and a similar amount is expected to be lost in Fiscal Year 2017. A strategic plan for the Parking System was conducted in Fiscal Year 2015. The results of this study, together with recommendations from the Parking Committee and City Administration, will be presented to the City Council in the summer of 2016 for consideration to implement in Fiscal Year 2017.

Golf Fund

Funding of \$19,760 is included in the General Fund budget to support clubhouse debt service, with the bond being fully repaid in Fiscal Year 2017. This fund anticipates a gain of \$2,917 for Fiscal Year 2016, due in part to the new simulators, and is anticipating a gain in Fiscal Year 2017 of \$1,214. Compared to last year, the 2016 golf season has started strong with the simulators and an early opening of the course. Memberships also appear to be off to a strong start and we will have more updates as the remainder of the year progresses.

Wastewater and Water Funds

For Fiscal Year 2017, the contribution to the overhead in the General Fund increased by \$30,000 for Water and by \$28,600 for Wastewater. Additionally, right-of-way maintenance contributions from the Water and Wastewater Funds remain at \$200,000 and \$120,000, respectively. These amounts are significantly more than the annual contributions made from Fiscal Year 2011 through 2015, and are on par with the amounts contributed prior to Fiscal Year 2010. Fiscal Year 2016 remained solid for both utility funds, and they anticipate ending the year with positive budget results.

The Fiscal Year 2017 projected Wastewater rate increase is 2.5%. The projected Water rate increase is 4.5%. The Water rate increase is the same as projected in the Fiscal Year 2016 pro forma projection. Wastewater is lower by half of the Fiscal Year 2016 pro forma projection. In both funds, the driving factor in increasing rates is the need for necessary capital investments in the out years. Regular rate increases will be required in future years in order to maintain the solvency of these funds at the target working capital levels.

Solid Waste Fund

This is the seventh year of the Pay-As-You-Throw (PAYT) program. Although the new contract with Casella Resource Solutions for both collection and disposal of municipal solid waste and recycling will again decrease expenses in Fiscal Year 2017, the fund will not remain solvent without a price increase for PAYT purple bags and containerized dumpsters. Again for Fiscal Year 2017, the City's Solid Waste Advisory Committee undertook an extensive review of all of the revenues and expenses in this fund and researched comparable programs. When the PAYT program was first instituted, the stated goal was to manage the program in such a way as to not require an increase in bag costs for a period of five years. This goal was achieved last year and extended by City Council action for one more year. The Fiscal Year 2017 budget projection includes a recommended 25% increase in PAYT prices, effective July 1, 2016. While Fiscal Year 2017 will have only partial recognition of the increased revenues for this increase, the full recognition of increased PAYT revenues will occur in Fiscal Year 2018. With this increase, it is anticipated that the Solid Waste Fund will remain solvent at least through Fiscal Year 2021.

Fiscal Year 2017 Budget Preparation

A presentation was made to the Fiscal Policy Advisory Committee (FPAC), in March 2016. FPAC again recommended that the City Manager bring a responsible budget to the City Council that is in keeping with the Council's priorities and goals, and cognizant of the continued downshifting of costs from the State.

Below are the major changes that helped to balance the budget

- \$90,000 Police Department reduction to manage vacancies through attrition;
- \$40,000 General Services reduction to manage vacancies through attrition;
- \$57,800 net savings in employee medical insurance (10% contribution by employees and 6% increase in premiums and factoring in insurance);
- \$224,100 net savings in retiree health insurance;
- \$30,300 savings in vehicle fuel;
- \$63,800 savings in electricity;
- \$317,500 increase in Motor Vehicle registration revenue;
- \$247,000 increase in Building and other permit fees;
- \$160,100 increase in Rooms and Meals tax; and
- \$150,000 increase in Ambulance Service charges.

Closing Notes on Fiscal Year 2016

Fiscal Year 2016 experienced very little snow with only 15 weather related events that resulted in plowing, salting and sanding; and only four that fell on weekends or holidays. However, there were still overtime costs related to the events, as crews arrived early and worked late as a result of the storms. As of this writing, General Services' Snow and Ice Control expenses are to be \$280,900 underspent. The sheds will be filled with salt before the end of the fiscal year, so this number will change the resulting surplus in this line. Additionally, only one street snow removal event occurred this year, compared to the typical budget of seven events. Other budgetary items that are putting pressure on the Fiscal Year 2016

budget are the cost of expert witnesses to settle abatement cases (an additional \$23,400); and in the Police Department, a higher than expected number of officers on temporary alternate duty, and vacancies due to retirements and resignations are both driving increases in overtime costs.

On a positive note, the City has realized additional savings in the cost of gasoline and diesel fuels, electricity costs at the Fire Department and for City street lights are lower than anticipated for this time of year, and motor vehicle revenue is 6% ahead of budget or approximately \$357,000 better than expected for this time of year. Additionally, Worker's Compensation Premium Holiday in the Insurance Distribution and Credit line is \$447,500 ahead of budget, and ambulance service charges are ahead of projections by 18% or approximately \$257,000. Based on all these factors, and generally conservative budget management, it is expected that at the close of the fiscal year operational results will exceed expectations. I also anticipate presenting a supplemental resolution to the City Council before the end of the year to reserve a portion of the unexpected revenue to go towards the newly approved Community Center project and/or its future debt service costs to minimize the impact of this expense on future budgets.

Conclusion

The economy is improving in the country, state and in Concord. New construction and improved economic activities are beginning to take hold, and in Fiscal Year 2017, the City is estimating \$14 million in real growth, only slightly less than the \$16 million in Fiscal Year 2016. Note that no net real growth was budgeted for Fiscal Year 2015. As such, this recommended budget reflects moderate growth estimates that will enable us to maintain existing levels of service. Within this constrained financial environment, this budget provides for significant progress in areas important in sustaining and improving the quality of life in Concord.

The City of Concord has established a history of achieving balanced budgets through an extremely difficult economic period. City management places a high priority on adhering to comprehensive financial policies and long-range planning strategies, as well as continuing to exercise strong fiscal discipline. These practices ensure the City's ability to preserve budgetary balance, maintain essential services and address future budget challenges.

The City Council's top priorities, including needed strategic investments, are reflected in this budget. The Fiscal Year 2017 budget is balanced in both the fiscal and policy sense, to ensure Concord's bright future.

Thank you

I wish to recognize the employees that helped bring the many parts of this endeavor together into one document for the City Council and this great community. All Department Heads and their immediate staff have provided creative leadership in shaping their budgets and various alternatives.

I recommend this budget to the City Council.

2017 OPERATING BUDGET

BUDGET SUMMARY

REVENUE by Function

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
General Fund					
General Government	\$46,055,779	\$50,710,939	\$52,868,194	\$52,964,572	\$52,852,487
Public Safety	\$3,326,725	\$3,351,796	\$3,152,179	\$3,453,775	\$3,268,981
General Services	\$1,851,276	\$292,746	\$729,715	\$722,095	\$773,485
Community Development	\$1,074,356	\$924,968	\$1,368,320	\$1,334,630	\$1,585,101
Leisure Services	\$995,200	\$1,046,996	\$1,151,680	\$970,520	\$980,058
Human Services	\$29,273	\$18,423	\$21,000	\$18,000	\$18,000
Sub Total	\$53,332,609	\$56,345,868	\$59,291,088	\$59,463,592	\$59,478,112
Special Revenue Funds					
Project Inspection	\$208,538	\$260,518	\$272,550	\$315,700	\$289,750
Parking	\$2,095,122	\$2,120,847	\$2,055,581	\$2,033,319	\$1,929,326
Airport	\$381,045	\$357,495	\$370,090	\$346,403	\$347,257
Conservation Property	\$66,792	\$65,713	\$127,074	\$124,400	\$130,588
Sub Total	\$2,751,497	\$2,804,573	\$2,825,295	\$2,819,822	\$2,696,921
Enterprise Funds					
Golf	\$918,200	\$929,228	\$984,315	\$1,031,620	\$1,096,040
Arena	\$603,064	\$597,186	\$653,900	\$623,113	\$601,735
Solid Waste	\$4,031,265	\$3,745,056	\$3,477,194	\$3,712,186	\$3,934,262
Water	\$5,577,602	\$5,819,045	\$5,726,185	\$5,830,495	\$5,881,955
Wastewater	\$7,246,335	\$7,216,363	\$7,326,029	\$7,329,970	\$7,281,673
Sub Total	\$18,376,467	\$18,306,877	\$18,167,623	\$18,527,384	\$18,795,665
Capital and Other Funds					
Capital Projects	\$15,496,381	\$10,680,620	\$20,047,222	\$20,047,222	\$17,483,308
N End Opportunity Corridor TIF	\$702,394	\$647,509	\$466,407	\$462,760	\$474,854
Sears Block TIF District	\$567,837	\$859,388	\$772,744	\$741,008	\$753,272
Penacook Village TIF District	\$51,921	\$56,454	\$57,529	\$56,246	\$57,328
Sub Total	\$16,818,534	\$12,243,971	\$21,343,902	\$21,307,236	\$18,768,762
Total Revenue	\$91,279,106	\$89,701,288	\$101,627,908	\$102,118,034	\$99,739,460

2017 OPERATING BUDGET

BUDGET SUMMARY

EXPENSE by Function

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
General Fund					
General Government	\$14,918,802	\$16,247,851	\$17,729,575	\$17,224,156	\$16,752,587
Public Safety	\$23,295,799	\$23,786,952	\$24,598,428	\$24,062,224	\$25,299,692
General Services	\$8,186,509	\$8,278,940	\$8,825,435	\$8,550,067	\$8,982,465
Community Development	\$2,402,719	\$2,539,381	\$2,890,137	\$2,867,318	\$3,085,762
Leisure Services	\$4,031,719	\$4,197,524	\$4,394,514	\$4,267,067	\$4,494,773
Human Services	\$801,071	\$790,648	\$852,999	\$814,430	\$862,833
Sub Total	\$53,636,619	\$55,841,295	\$59,291,088	\$57,785,262	\$59,478,112
Special Revenue Funds					
Project Inspection	\$237,225	\$258,547	\$302,115	\$321,212	\$286,759
Parking	\$2,052,502	\$2,047,774	\$2,219,392	\$2,200,962	\$2,097,142
Airport	\$404,843	\$446,193	\$459,739	\$405,775	\$410,797
Conservation Property	\$34,480	\$71,440	\$127,074	\$119,354	\$130,588
Sub Total	\$2,729,050	\$2,823,955	\$3,108,320	\$3,047,303	\$2,925,286
Enterprise Funds					
Golf	\$920,408	\$937,189	\$979,933	\$1,028,703	\$1,094,826
Arena	\$642,040	\$548,229	\$686,223	\$662,301	\$599,509
Solid Waste	\$4,360,073	\$3,839,860	\$3,655,266	\$3,968,541	\$4,011,954
Water	\$5,988,706	\$5,593,460	\$6,113,562	\$6,011,191	\$6,164,417
Wastewater	\$6,947,492	\$6,909,565	\$7,401,099	\$7,290,416	\$7,574,444
Sub Total	\$18,858,720	\$17,828,303	\$18,836,083	\$18,961,152	\$19,445,150
Capital and Other Funds					
Capital Projects	\$15,496,381	\$10,680,620	\$20,047,222	\$20,047,222	\$17,483,308
N End Opportunity Corridor TIF	\$967,956	\$491,705	\$355,689	\$342,229	\$210,815
Sears Block TIF District	\$756,114	\$801,521	\$928,470	\$929,345	\$882,077
Penacook Village TIF District	\$52,451	\$22,211	\$61,418	\$55,358	\$59,470
Sub Total	\$17,272,902	\$11,996,057	\$21,392,799	\$21,374,154	\$18,635,670
Total Expense	\$92,497,291	\$88,489,610	\$102,628,290	\$101,167,871	\$100,484,218

2017 OPERATING BUDGET

BUDGET SUMMARY

REVENUE by Classification

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
General Fund					
Property Taxes	\$30,943,887	\$34,767,887	\$36,394,497	\$36,625,000	\$37,493,038
Other Taxes	\$719,478	\$734,467	\$751,022	\$768,031	\$702,286
Intergovernmental	\$3,655,092	\$3,796,571	\$3,864,277	\$3,834,164	\$3,904,974
Rents and Leases	\$293,753	\$291,536	\$266,520	\$248,690	\$252,348
Fines and Penalties	\$743,900	\$814,518	\$640,744	\$697,365	\$616,000
Licenses and Permits	\$1,025,786	\$893,205	\$994,790	\$988,762	\$1,259,712
Investment Income	\$22,835	\$56,135	\$68,690	\$66,190	\$111,200
Donations	\$236	\$546	\$33,500	\$32,400	\$36,100
Transfer In	\$2,569,779	\$2,562,364	\$3,625,859	\$3,584,559	\$3,254,490
Use of Fund Balance/Retained Earnings	\$0	\$0	\$960,000	\$0	\$0
Motor Vehicle Registrations	\$5,662,857	\$6,123,498	\$5,957,500	\$6,248,970	\$6,275,000
Department Service Charges	\$3,181,069	\$3,262,018	\$3,155,399	\$3,325,220	\$3,161,919
Retiree Health Reimbursement	\$1,481,913	\$1,450,305	\$1,553,540	\$1,553,540	\$1,366,370
Other Revenue	\$3,032,023	\$1,592,817	\$1,024,750	\$1,490,701	\$1,044,675
Sub Total	\$53,332,609	\$56,345,868	\$59,291,088	\$59,463,592	\$59,478,112
Special Revenue Funds					
Intergovernmental	\$2,130	\$1,108	\$1,000	\$1,704	\$1,700
Rents and Leases	\$944,259	\$944,370	\$919,072	\$901,300	\$944,653
Licenses and Permits	\$102,328	\$120,858	\$102,000	\$110,000	\$105,000
Investment Income	\$938	\$1,525	\$1,200	\$1,965	\$1,950
Transfer In	\$359,744	\$403,490	\$393,563	\$397,077	\$277,678
Capital Contributions	\$10,500	\$10,343	\$10,500	\$10,500	\$10,500
Use of Fund Balance/Retained Earnings	\$0	\$0	\$83,275	\$55,600	\$48,800
Department Service Charges	\$115,887	\$165,939	\$202,110	\$234,000	\$218,540
Parking Metered Spaces	\$845,879	\$826,043	\$786,925	\$793,025	\$775,450
Parking Penalties	\$340,205	\$328,134	\$325,000	\$298,000	\$312,000
Other Revenue	\$29,628	\$2,763	\$650	\$16,651	\$650
Sub Total	\$2,751,497	\$2,804,573	\$2,825,295	\$2,819,822	\$2,696,921

2017 OPERATING BUDGET

BUDGET SUMMARY

REVENUE by Classification (continued)

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Enterprise Funds					
Intergovernmental	\$156,129	\$134,562	\$343,035	\$224,561	\$346,144
Rents and Leases	\$508,058	\$495,128	\$513,400	\$513,968	\$519,065
Fines and Penalties	\$58,069	\$57,131	\$53,000	\$59,500	\$56,500
Licenses and Permits	\$2,060	\$3,445	\$2,870	\$2,100	\$2,200
Investment Income	\$7,715	\$12,327	\$9,890	\$17,070	\$12,500
Transfer In	\$1,277,744	\$1,044,862	\$1,025,930	\$1,038,645	\$1,024,780
Capital Contributions	\$67,136	\$71,556	\$60,000	\$65,000	\$60,000
Use of Fund Balance/Retained Earnings	\$0	\$0	\$45,730	\$0	\$0
Department Service Charges	\$524,129	\$455,493	\$455,760	\$477,220	\$456,400
Water Sales	\$5,249,764	\$5,500,144	\$5,429,000	\$5,483,000	\$5,580,440
Wastewater Sales	\$6,907,382	\$6,972,642	\$6,901,500	\$6,978,380	\$6,865,000
SW Commercial Sales	\$1,448,267	\$1,309,350	\$1,056,253	\$1,382,480	\$1,349,701
SW Residential Sales	\$1,181,069	\$1,263,667	\$1,266,170	\$1,165,370	\$1,412,455
Golf Permit and Fees	\$540,763	\$543,859	\$553,085	\$554,820	\$576,080
Golf Sales	\$268,374	\$304,316	\$336,160	\$387,880	\$417,000
Retiree Health Reimbursement	\$89,089	\$75,862	\$81,370	\$81,375	\$76,230
Other Revenue	\$90,720	\$62,534	\$34,470	\$96,015	\$41,170
Sub Total	\$18,376,467	\$18,306,877	\$18,167,623	\$18,527,384	\$18,795,665
Capital and Other Funds					
Capital Projects	\$15,496,381	\$10,680,620	\$20,047,222	\$20,047,222	\$17,483,308
Property Taxes	\$1,241,381	\$1,554,525	\$1,295,705	\$1,255,294	\$1,284,074
Investment Income	\$915	\$1,804	\$975	\$2,220	\$1,380
Other Revenue	\$79,856	\$7,021	\$0	\$2,500	\$0
Sub Total	\$16,818,534	\$12,243,971	\$21,343,902	\$21,307,236	\$18,768,762
Total Revenue	\$91,279,106	\$89,701,288	\$101,627,908	\$102,118,034	\$99,739,460

2017 OPERATING BUDGET

BUDGET SUMMARY

EXPENSE by Classification

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
General Fund					
Compensation	\$24,527,152	\$25,447,895	\$26,404,888	\$25,765,941	\$27,616,721
Fringe Benefits	\$14,912,960	\$15,197,510	\$16,491,873	\$15,921,949	\$16,386,831
Outside Services	\$2,114,455	\$2,198,607	\$2,429,524	\$2,333,601	\$2,467,293
Supplies	\$2,435,023	\$2,567,040	\$2,409,006	\$2,389,645	\$2,489,459
Utilities	\$1,207,906	\$1,337,948	\$1,393,685	\$1,352,970	\$1,318,399
Insurance	\$448,518	\$480,695	\$522,460	\$524,564	\$532,100
Capital Outlay	\$250,071	\$96,567	\$139,150	\$139,200	\$25,200
Debt Service	\$4,938,768	\$5,569,571	\$5,489,690	\$5,482,390	\$5,396,754
Miscellaneous	\$941,635	\$989,563	\$1,123,630	\$987,820	\$1,149,243
Allocated Costs	(\$670,749)	(\$729,007)	\$0	\$0	\$0
Transfer Out	\$2,530,880	\$2,684,906	\$2,887,182	\$2,887,182	\$2,096,112
Sub Total	\$53,636,619	\$55,841,295	\$59,291,088	\$57,785,262	\$59,478,112
Special Revenue Funds					
Compensation	\$606,313	\$611,347	\$635,212	\$638,260	\$657,516
Fringe Benefits	\$288,520	\$298,688	\$324,797	\$324,374	\$333,354
Outside Services	\$301,146	\$296,490	\$370,495	\$371,138	\$404,816
Supplies	\$68,555	\$91,646	\$135,476	\$99,471	\$112,185
Utilities	\$66,274	\$78,409	\$87,445	\$86,390	\$80,701
Insurance	\$28,610	\$30,160	\$32,020	\$32,070	\$34,280
Capital Outlay	\$1,600	\$0	\$30,000	\$27,000	\$0
Debt Service	\$899,632	\$896,391	\$899,545	\$899,565	\$798,690
Miscellaneous	\$176,482	\$178,363	\$171,853	\$174,233	\$188,354
Allocated Costs	\$11,250	\$16,929	\$0	\$0	\$0
Transfer Out	\$280,669	\$325,533	\$421,477	\$394,802	\$315,390
Sub Total	\$2,729,050	\$2,823,955	\$3,108,320	\$3,047,303	\$2,925,286

Note: Beginning in FY 2016, Allocated Cost expense credits are reported as Transfer-in revenue from the respective Funds.

2017 OPERATING BUDGET

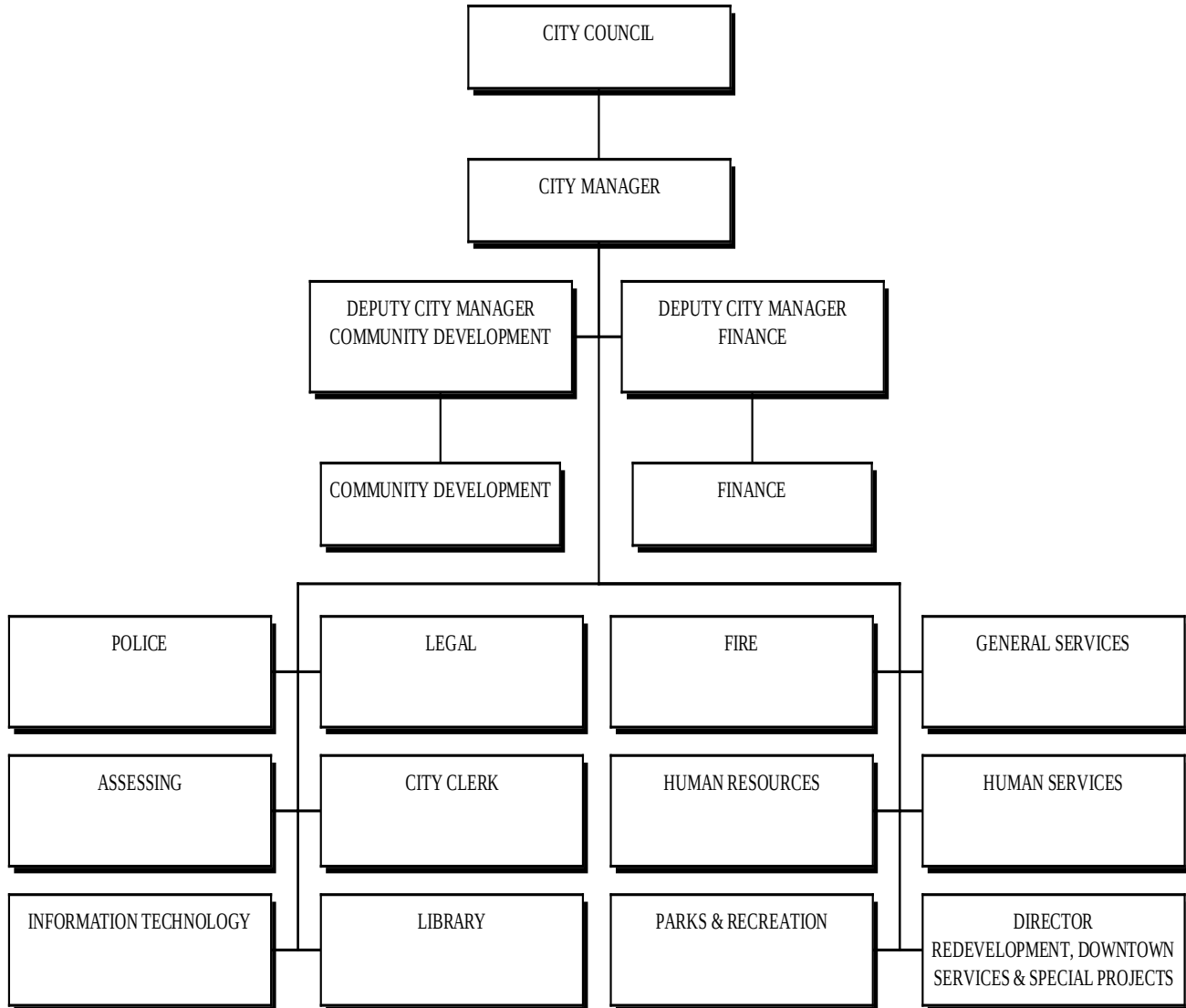
BUDGET SUMMARY

EXPENSE by Classification (continued)

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Enterprise Funds					
Compensation	\$3,141,762	\$3,203,368	\$3,456,034	\$3,384,030	\$3,507,340
Fringe Benefits	\$1,689,564	\$1,687,620	\$1,951,266	\$1,826,773	\$1,878,054
Outside Services	\$4,828,717	\$4,198,025	\$4,040,847	\$4,397,268	\$4,488,848
Supplies	\$1,116,497	\$1,059,060	\$1,129,677	\$1,146,939	\$1,149,694
Utilities	\$848,672	\$907,476	\$1,093,515	\$1,036,078	\$952,459
Insurance	\$107,631	\$109,431	\$119,514	\$120,210	\$128,850
Capital Outlay	\$80,075	\$117,781	\$163,500	\$163,500	\$171,000
Debt Service	\$4,712,795	\$4,242,695	\$4,208,760	\$4,254,554	\$4,545,550
Miscellaneous	\$47,597	\$50,852	\$7,600	\$6,300	\$6,000
Allocated Costs	\$594,940	\$649,691	\$0	\$0	\$0
Transfer Out	\$1,690,469	\$1,674,290	\$2,665,370	\$2,625,500	\$2,617,355
(Gain) Loss on Refunding	\$0	(\$71,986)	\$0	\$0	\$0
Sub Total	\$18,858,720	\$17,828,303	\$18,836,083	\$18,961,152	\$19,445,150
Capital and Other Funds					
Capital Projects	\$15,496,381	\$10,680,620	\$20,047,222	\$20,047,222	\$17,483,308
Outside Services	\$0	\$2,425	\$44,050	\$20,440	\$45,350
Debt Service	\$639,125	\$626,852	\$482,805	\$487,770	\$335,910
Miscellaneous	\$15,936	\$0	\$0	\$0	\$0
Transfer Out	\$1,121,460	\$686,160	\$818,722	\$818,722	\$771,102
Sub Total	\$17,272,902	\$11,996,057	\$21,392,799	\$21,374,154	\$18,635,670
Total Expense	\$92,497,291	\$88,489,610	\$102,628,290	\$101,167,871	\$100,484,218

BUDGET SUMMARY

CITY OF CONCORD, NEW HAMPSHIRE
TABLE OF ORGANIZATION



BUDGET SUMMARY

Staff Listing by Department

CITY MANAGER	FY15	FY16	FY17
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
TOTAL CITY MANAGER	3.00	3.00	3.00

LEGAL

Full time			
Assistant City Prosecutor	3.00	3.00	3.00
City Prosecutor	1.00	1.00	1.00
City Solicitor	1.00	1.00	1.00
Deputy City Solicitor	1.00	1.00	1.00
Legal Secretary	3.00	3.00	3.00
Full Time Total	9.00	9.00	9.00
Part Time			
Legal Secretary	0.56	0.56	0.56
Victim & Witness Advocate	0.00	0.25	0.38
Part Time Total	0.56	0.81	0.94
TOTAL LEGAL	9.56	9.81	9.94

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
TOTAL ASSESSING	6.00	6.00	6.00

HUMAN RESOURCES

Full Time			
Human Resources Benefits Administrator	1.00	1.00	1.00
Human Resources & Labor Relations Director	1.00	1.00	1.00
Human Resources Coordinator	-	1.00	1.00
Human Resources Generalist	1.00	-	-
Safety & Training Coordinator	1.00	1.00	1.00
TOTAL HUMAN RESOURCES	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

2017 OPERATING BUDGET

BUDGET SUMMARY

FINANCE (continued)	FY15	FY16	FY17
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	3.00
Management & Budget Analyst	1.00	1.00	1.00
Municipal Customer Service Representative	3.00	3.00	3.00
Purchasing Agent	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			
Fiscal Technician III	0.70	0.00	0.00
Municipal Customer Service Representative	0.60	0.60	0.60
Part Time Total	1.30	0.60	0.60
TOTAL FINANCE	19.30	18.60	18.60

INFORMATION TECHNOLOGY

Full Time			
Information Technology Director	1.00	1.00	1.00
Network Engineer	1.00	1.00	1.00
Systems Administrator	1.00	1.00	1.00
Systems Administrator II	1.00	2.00	2.00
Systems Analyst I	1.00	1.00	1.00
Systems Analyst II	1.00	1.00	1.00
TOTAL INFORMATION TECHNOLOGY	6.00	7.00	7.00

CITY CLERK

Full Time			
Administrative Technician II	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Data Technician	0.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
Full Time Total	3.00	4.00	4.00
Part Time			
Data Technician	0.63	0.00	0.00
Part Time Total	0.63	0.00	0.00
TOTAL CITY CLERK	3.63	4.00	4.00

POLICE

Full Time			
Administrative Assistant	1.00	1.00	1.00
Administrative Specialist I	2.00	1.00	1.00
Administrative Technician III	0.00	1.00	1.00
Administrative Technician II	2.00	2.00	2.00

2017 OPERATING BUDGET

BUDGET SUMMARY

POLICE (continued)	FY15	FY16	FY17
Full Time			
Deputy Police Chief	2.00	2.00	2.00
Fiscal Technician III	1.00	1.00	1.00
Parking Enforcement Officer	4.00	3.00	3.00
Parking Supervisor	1.00	1.00	1.00
Parking Technician	1.00	1.00	1.00
Police Chief	1.00	1.00	1.00
Police Dispatch Supervisor	1.00	1.00	1.00
Police Dispatcher	7.00	7.00	7.00
Police Lieutenant	8.00	8.00	8.00
Police Officer	64.00	64.00	66.00
Police Sergeant	9.00	9.00	9.00
Records Supervisor	1.00	1.00	1.00
Full Time Total	105.00	104.00	106.00
Part Time			
Administrative Technician II	1.58	1.39	1.39
Parking Enforcement Officer	0.45	0.60	.60
Property Room Technician	0.50	0.50	.50
Part Time Total	2.53	2.49	2.49
TOTAL POLICE	107.53	106.49	108.49

FIRE

Full Time			
Administrative Specialist II	2.00	2.00	2.00
Assistant Fire Marshal	1.00	1.00	1.00
Battalion Chief	4.00	4.00	4.00
Deputy Fire Chief	1.00	1.00	2.00
EMS Professional Standards Officer	1.00	1.00	0.00
Fire Alarm/Traffic Signal Supervisor	1.00	1.00	0.00
Fire Captain	4.00	4.00	4.00
Fire Captain – Communications Supervisor	1.00	1.00	1.00
Fire Captain – EMS Officer	0.00	0.00	1.00
Fire Captain – Fire Alarm Superintendent	0.00	0.00	1.00
Fire Captain – Fire Marshal	0.00	0.00	1.00
Fire Captain – Fire Training Officer	0.00	0.00	1.00
Fire Chief	1.00	1.00	1.00
Fire Dispatcher	4.00	4.00	4.00
Fire Lieutenant	12.00	13.00	10.00
Fire Marshal	1.00	1.00	0.00
Firefighter	44.00	44.00	44.00
Firefighter Paramedic	16.00	16.00	16.00
Lead Dispatcher	4.00	4.00	4.00
Paramedic Fire Lieutenant	4.00	3.00	3.00
TOTAL FIRE	101.00	101.00	100.00

GENERAL SERVICES

Full Time			
Arena Properties Manager	1.00	1.00	1.00

BUDGET SUMMARY

GENERAL SERVICES (continued)	FY15	FY16	FY17
Full Time			
Automotive Body Repair Technician	1.00	1.00	1.00
Automotive Mechanic II	4.00	4.00	4.00
Automotive Parts Technician	1.00	1.00	1.00
Building Systems Supervisor	0.00	0.00	1.00
Business Analyst	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00
Carpenter	1.00	1.00	0.00
Communication Coordinator	1.00	1.00	1.00
Communication Technician	1.00	1.00	1.00
Custodial Supervisor	0.00	0.00	1.00
Deputy General Services Director	1.00	1.00	1.00
Engineering Technician II	1.00	1.00	1.00
Equipment Operator II	4.00	4.00	4.00
Equipment Operator III	4.00	4.00	4.00
Facilities Maintenance Supervisor	2.00	3.00	1.00
Field Technician	1.00	1.00	1.00
Fiscal Supervisor	1.00	1.00	2.00
Fiscal Technician III	3.00	3.00	2.00
Fleet Manager	1.00	1.00	1.00
General Services Director	1.00	1.00	1.00
Highway Systems Supervisor	1.00	1.00	1.00
Highway & Utilities Division Superintendent	1.00	1.00	1.00
Laboratory IPP Technician	1.00	1.00	1.00
Laboratory Manager	1.00	1.00	1.00
Laboratory Technician II	1.00	1.00	1.00
Laborer/Truck Driver	13.00	13.00	13.00
Maintenance Aide	10.00	8.00	8.00
Maintenance Technician	7.00	7.00	7.00
Meter Technician	3.00	3.00	3.00
Painter	0.00	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 Division Superintendent	1.00	1.00	1.00
Public Properties Supervisor	0.00	0.00	1.00
Road Crew Supervisor	3.00	3.00	3.00
Senior Maintenance Aide	3.00	4.00	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
Solid Waste Manager	1.00	1.00	1.00
Tree Maintenance Specialist	1.00	1.00	1.00
Tree Supervisor	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 Maintenance Supervisor	1.00	1.00	1.00

2017 OPERATING BUDGET

BUDGET SUMMARY

GENERAL SERVICES (continued)		FY15	FY16	FY17
Full Time				
Wastewater Treatment Plant Operations Supervisor		1.00	1.00	1.00
Wastewater Treatment Plant Operator I		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 Maintenance Supervisor		1.00	1.00	1.00
Water Meter Maintenance Supervisor		1.00	1.00	1.00
Water Systems Supervisor		1.00	1.00	1.00
Water Treatment Plant Operator		3.00	3.00	3.00
Water Treatment Plant Operations Supervisor		1.00	1.00	1.00
Water Treatment Plant Superintendent		1.00	1.00	1.00
Welder Mechanic II		1.00	1.00	1.00
	Full Time Total	108.00	109.00	110.00
Part Time				
Arena Supervisor (PPT)		0.00	0.60	0.60
Custodian		1.23	1.78	1.78
Fiscal Technician II		0.50	0.50	0.50
	Part Time Total	1.73	2.88	2.88
Shared Laborer/Truck Drivers		1.50	1.50	1.50
TOTAL GENERAL SERVICES		111.23	112.38	113.38

COMMUNITY DEVELOPMENT

Full Time				
Administrative Assistant		2.00	2.00	1.00
Administrative Specialist II		1.00	1.00	1.00
Administrative Supervisor		0.00	0.00	1.00
Assistant City Planner		1.00	1.00	1.00
Associate Engineer		2.00	2.00	2.00
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
Deputy City Manager Development		1.00	1.00	1.00
Economic Development Director		0.00	0.00	1.00
Electrical Inspector		1.00	1.00	1.00
Engineering Aide		1.00	1.00	1.00
Engineering Technician I		4.00	4.00	4.00
Engineering Technician II		2.00	2.00	2.00
Fiscal Supervisor		1.00	1.00	1.00
GIS Analyst		1.00	1.00	1.00
GIS Coordinator		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

2017 OPERATING BUDGET

BUDGET SUMMARY

COMMUNITY DEVELOPMENT (continued)

	FY15	FY16	FY17
Full Time			
Traffic Engineer	1.00	1.00	1.00
Zoning Administrator	1.00	1.00	1.00
Full Time Total	30.00	30.00	31.00
Part Time			
Administrative Specialist I	0.70	0.70	0.70
Code Inspector	0.50	0.50	0.50
Health & Licensing Officer	0.70	0.70	0.70
Health Services Inspector	0.70	0.70	0.70
Licensing Coordinator	0.48	0.48	0.48
Part Time Total	3.08	3.08	3.08
TOTAL COMMUNITY DEVELOPMENT	33.08	33.08	34.08

LIBRARY

Full Time			
Administrative Specialist II	1.00	1.00	1.00
Adult Services Manager	1.00	1.00	1.00
Children's Branch Services Manager	1.00	1.00	1.00
Circulation Supervisor	1.00	1.00	1.00
Library Assistant II	2.00	2.00	2.00
Library Director	1.00	1.00	1.00
Library Technician	2.00	2.00	2.00
Reference Librarian	2.00	2.00	2.00
Technical Services Manager	1.00	1.00	1.00
Full Time Total	12.00	12.00	12.00
Part Time			
Librarian	0.19	0.19	0.23
Library Assistant II	1.19	1.19	1.20
Library Page	3.91	3.91	3.86
Library Technician	1.94	1.94	2.36
Part Time Total	7.23	7.23	7.65
TOTAL LIBRARY	19.23	19.23	19.65

PARKS & RECREATION

Full Time			
Buildings & Grounds Supervisor	2.00	2.00	2.00
Cemetery Administrator	1.00	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 Technician III	1.00	1.00	1.00
Golf Course Manager	1.00	1.00	1.00
Grounds Division Superintendent	1.00	1.00	1.00

2017 OPERATING BUDGET

BUDGET SUMMARY

PARKS & RECREATION (continued)		FY15	FY16	FY17
Full Time				
Head Golf Professional		0.00	1.00	1.00
Laborer/Truck Driver		4.00	4.00	4.00
Shared Laborer/Truck Drivers		2.50	2.50	2.50
Maintenance Aide		1.00	1.00	1.00
Parks & Recreation Director		1.00	1.00	1.00
Program Coordinator		1.00	1.00	1.00
Recreation Assistant		2.00	2.00	2.00
Recreation Supervisor		1.00	1.00	1.00
Senior Maintenance Aide		2.00	2.00	2.00
	Full Time Total	25.50	26.50	26.50
Part Time				
Custodian		0.75	0.75	0.76
Recreation Building Supervisor		0.38	0.38	0.38
Senior Citizen Coordinator		0.38	0.38	0.38
	Part Time Total	1.51	1.51	1.52
TOTAL PARKS & RECREATION		27.01	28.01	28.02
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		0.38	0.38	0.38
TOTAL HUMAN SERVICES		4.38	4.38	4.38
GRAND TOTAL		454.95	456.98	460.54

The total number of unique full-time and part-time positions is 481.

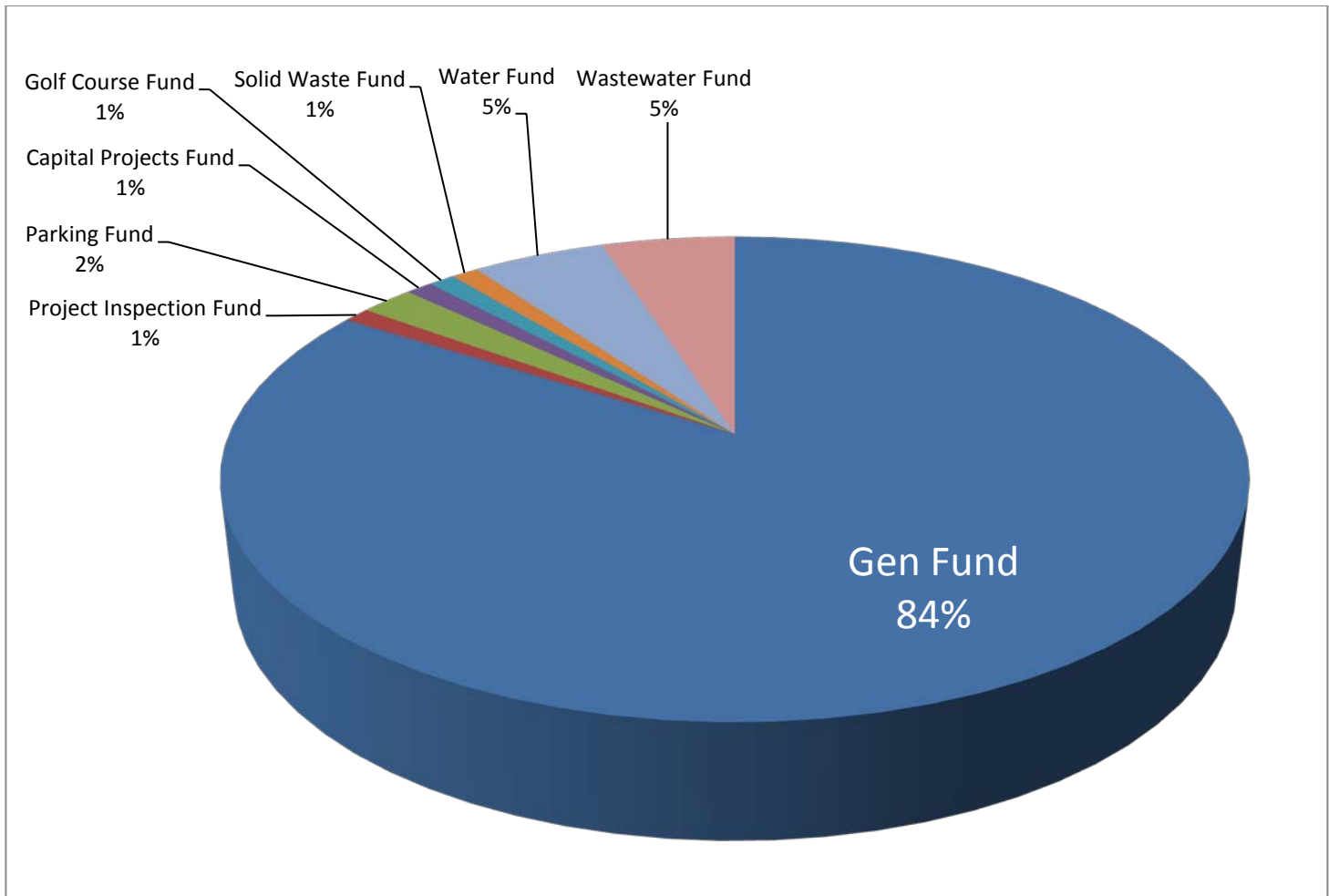
Position Changes FY16 to FY17

Department	Position Change
Legal	Hours are proposed to increase for the Victim & Witness Advocate from 10 hours to 15 hours.
City Clerk	Proposed hours increase for the Administrative Technician II.
Police	The addition of two Police Officers is proposed.
Fire Department	The proposed reorganization of the staffing is the elimination of six positions: EMS Professional Standards Officer, Fire Marshal, Fire Alarm/Traffic Signal Supervisor and three Fire Lieutenants and the addition of five positions; one Deputy Fire Chief and four Fire Captains; EMS Officer, Fire Marshal, Fire Training Officer, and Fire Alarm Superintendent.
General Services	Equipment Services budget proposes to change the Fiscal Technician III position to a Fiscal Supervisor. The proposed Public Properties reorganization is to eliminate three positions: a Carpenter and 2 Facility Maintenance Supervisors and add

BUDGET SUMMARY

	three positions: Building Systems Supervisor, Custodial Supervisor, and a Public Properties Supervisor. The proposed budget adds one Senior Maintenance Aide in Highways/Utilities Downtown Services. Note: Facility Maintenance Supervisor, Highways/Utilities, Downtown Services was added as part of the amended FY16 budget
Community Development	In Building Code the budget proposes to change the Administrative Assistant position to an Administrative Supervisor position. This budget proposed the addition of an Economic Development Director.
Library	The Library proposes to add a part time Library Technician.
Parks & Recreation	The Golf Professional position was added in mid-FY16 as part of the amended Golf Fund budget.

Percentage of FTEs by Fund



BUDGET SUMMARY

Budgeted Temporary/Seasonal FTEs by Department and Fund

Department - Fund	FY15	FY16	FY17
Assessing - General Fund	0.37	0.38	0.38
City Clerk - General Fund*	3.34	3.43	3.43
Police - General Fund	0.40	0.36	0.34
Fire – General Fund	0.00	0.00	0.06
General Services - General Fund	3.29	3.43	3.31
Community Development - General Fund	0.28	0.28	0.28
Parks & Recreation - General Fund	10.99	11.61	12.51
Parks & Recreation - Golf Fund	7.91	6.78	6.78
General Services – General Fund	4.86	4.86	4.86
General Services - Arena Fund	2.57	2.19	2.19
General Services - Water Fund	0.69	1.13	1.13
General Services - Wastewater Fund	0.35	0.26	0.26
Police - Parking Fund	-	0.18	0.34
Total Temporary/Seasonal FTEs	35.05	34.89	35.87

* Includes election workers

Planned Temporary Staff Levels by Department

Department	FY15	FY16	FY17
Assessing	1	1	1
City Clerk*	130	130	130
Police	3	3	3
General Services	24	24	24
Community Development	4	4	4
Parks & Recreation (revised)	77	77	77
Total Temporary Employee Count	239	239	239

* Includes election workers

2017 OPERATING BUDGET

RESOLUTIONS

General Fund

	2016 COUNCIL <u>ADOPTED</u>	2017 COUNCIL <u>ADOPTED</u>
<u>Uses of Funds</u>		
Budget Appropriations	\$58,059,662	\$59,478,112
War Credits (1)	261,225	261,225
Overlay	<u>300,000</u>	<u>300,000</u>
Total Uses of Funds	\$58,620,887	\$60,039,337

Sources of Funds

Miscellaneous Revenues	\$21,676,973	\$21,985,074
Amount to be raised by property taxes	<u>\$36,943,914</u>	<u>\$38,054,263</u>
Total Sources of Funds	\$58,620,887	\$60,039,337

TAX RATE DETERMINATION

Assessed Value (A.V.) in thousands of dollars*	\$3,779,545	\$3,867,334
Amount to be Raised	\$36,943,914	\$38,054,263
Current Year Recommended Tax Rate / \$1000 A.V.	9.77	**9.84
Prior Year Tax Rate / \$1000 A.V.	<u>9.38</u>	<u>*9.60</u>
Increase over Prior Year	.39	.24
% Change	4.21%	2.5%

* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$3,853,334,193 for municipal purposes and a tax rate of \$9.60 per \$1,000 of assessed value.

** Portion of Recommended Tax Rate Allocated to Debt Service	1.42
Portion of Prior Year Tax Rate Allocated to Debt Service	<u>1.42</u>
Increase over Prior Year	.00
% Change	0.0%

** Portion of Recommended Tax Rate Allocated to All Other Costs	8.42
Portion of Prior Year Tax Rate Allocated to All Other Costs	<u>8.18</u>
Increase over Prior Year	.24
% Change	2.93%

RESOLUTIONS

RESOLUTION AMENDING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2017 ENDING JUNE 30, 2017.

(Page 1 of 5)

The City of Concord resolves as follows:

Section 1: **General Fund**

That there be appropriated the sum of \$59,478,112
for general purposes as detailed in the Fiscal 2017 Budget recommended to
the City Council by the City Manager as summarized below:

GENERAL FUND BUDGET

<u>APPROPRIATIONS</u>	<u>MANAGER RECOMMENDED</u>
General Government	\$16,752,587
Public Safety	\$25,299,692
General Services	\$8,982,465
Community Development	\$3,085,762
Leisure Services	\$4,494,773
Human Services	<u>\$862,833</u>
Total Appropriations	\$59,478,112
Reserve for Overlay and War Service Credits	<u>\$561,225</u>
TOTAL	<u>\$60,039,337</u>
 <u>REVENUE</u>	
Miscellaneous	\$21,985,074
Amount to be Raised by Taxation	\$38,054,263
TOTAL	<u>\$60,039,337</u>

RESOLUTIONS

RESOLUTION AMENDING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF
CONCORD FOR THE FISCAL YEAR 2017 ENDING JUNE 30, 2017.

(Page 2 of 5)

That there shall be raised and there is hereby ordered to be raised on the ratable estates within the City the sum of	\$38,054,263
to defray the necessary expenses and charges of the City for Fiscal Year 2017 which together with the sum which may be raised from other sources in the amount of	\$21,985,074

Section 2: **Project Inspection Fund**

That there shall be appropriated the sum of	\$286,759
for administration of the Project Inspection Fund.	

Funds to meet said appropriation shall be made available from the Project Inspection Fund, fund balance, or other funds as deemed appropriate by City Council.

Section 3: **Parking Fund**

A. That there shall be appropriated the sum of	\$2,097,142
For enforcement of the parking ordinances; maintenance of parking meters; operation and maintenance of plazas and off-street parking areas; payment of bonds, notes and interest thereon; and capital transfer; as provided for in the Fiscal 2017 Budget.	

Funds to meet said appropriation shall be derived from income of the Parking Fund, fund balance and transfers, as provided in the Fiscal 2017 Budget.

B. That there shall be appropriated the sum of	\$13,000
in the Capital Fund(s) for Capital Projects. Said sum shall be available as follows: Parking / Capital Transfer.	

Section 4: **Airport Fund**

A. That there shall be appropriated the sum of	\$410,797
for the operation, maintenance and improvements to the Concord Municipal Airport, as provided for in the Fiscal 2017 Budget.	

Funds to meet said appropriation shall be derived from income to the Airport Fund and fund balance, as provided in the Fiscal 2017 Budget.

B. That there shall be appropriated the sum of	\$6,000
in the Capital Fund(s) for Capital Projects. Said sum shall be available as follows: Airport / Capital Transfer.	

RESOLUTIONS

RESOLUTION AMENDING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2017 ENDING JUNE 30, 2017.

(Page 3 of 5)

Section 5: **Conservation Property Fund**

That there shall be appropriated the sum of \$130,588
for administration of the Conservation Fund.

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

Section 6: **Golf Course Fund**

- A. That there shall be appropriated the sum of \$1,094,826
for the operation and maintenance of the Golf Course; payment of bonds, notes and interest thereon; and capital transfers; as provided for in the Fiscal 2017 Budget.

Funds to meet said appropriation shall be derived from income of the Municipal Golf Course, retained earnings, and General Fund subsidy, as provided for in the Fiscal 2017 Budget.

- B. That there shall be appropriated the sum of \$4,500
in the Capital Fund(s) for Capital Projects. Said sum shall be available as follows: Golf / Capital Transfer.

Section 7: **Arena Fund**

- A. That there shall be appropriated the sum of \$599,509
for the operation and maintenance of the Everett Arena; payment of bonds, notes and interest thereon; and capital transfers; as provided for in the Fiscal 2017 Budget.

Funds to meet said appropriation shall be derived from income of the Arena facility and retained earnings, as provided for in the Fiscal 2017 Budget.

- B. That there shall be appropriated the sum of \$2,500
in the Capital Fund(s) for Capital Projects. Said sum shall be available as follows: Arena / Capital Transfer.

RESOLUTIONS

RESOLUTION AMENDING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2017 ENDING JUNE 30, 2017.

(Page 4 of 5)

Section 8: **Solid Waste Fund**

- A. That there shall be appropriated the sum of \$4,011,954
for the operation and maintenance of the Solid Waste Fund; and payment of
bonds, notes and interest thereon; as provided for in the Fiscal 2017 Budget.

Funds to meet said appropriation shall be derived from income of the Solid Waste Fund, retained earnings, and General Fund subsidy, as provided for in the Fiscal 2017 Budget.

- B. That there shall be appropriated the sum of \$10,000
in the Capital Fund(s) for Capital Projects. Said sum shall be available as
follows: Solid Waste / Transfer to Capital.

Section 9: **Water Fund**

- A. That there shall be appropriated the sum of \$6,164,417
for the operation and maintenance of the water system and the water
filtration facilities; necessary construction and replacements of water mains
and other facilities and equipment; payment of bonds, notes and interest
thereon; capital transfers and capital outlay; as detailed in the Fiscal 2017
Budget.

Funds to meet said appropriations shall be derived from water sales and other income and retained earnings of the Water Fund, as provided for in the Fiscal 2017 Budget.

- B. That there shall be appropriated the sum of \$238,685
in the Capital Fund(s) for Capital Projects. Said sum shall be available as
follows: Water / Capital Transfer and Capital Close-Out.

Section 10: **Wastewater Fund**

- A. That there shall be appropriated the sum of \$7,574,444
for operation and maintenance of the sanitary sewer system and wastewater
treatment facilities; necessary construction and replacement of sanitary
sewer facilities and equipment, and payment of bonds, notes and interest
thereon; capital transfers and capital outlay; as provided for in the Fiscal
2017 Budget.

Funds to meet said appropriation shall be derived from income and retained earnings of the Sewer Fund, as provided for in the Fiscal 2017 budget.

- B. That there shall be appropriated the sum of..... \$200,722
in the Capital Fund(s) for Capital Projects. Said sum shall be available as
follows: Sewer / Capital Transfer and Capital Close-Out.

RESOLUTIONS

RESOLUTION AMENDING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF
CONCORD FOR THE FISCAL YEAR 2017 ENDING JUNE 30, 2017.

(Page 5 of 5)

Section 11:	That there shall be appropriated the sum of..... in the Capital Projects Fund – General. Said sum to be made available as follows:	\$2,378,901
	Capital Transfer	\$391,750
	Capital Close-Out	\$185,314
	Transfer from Trust/General Highway Reserve	\$1,475,500
	Transfer from Impact Fee Fund	\$50,000
	Transfer from Trust/Fire Department Vehicle Replacement	\$151,337
	Transfer from Trust/Building Improvement Reserve	\$25,000
	Transfer from Trust/Vehicle & Equipment Replacement Reserve	\$100,000
Section 12:	There having been established a tax increment district known as the North End Opportunity Corridor Tax Increment Financing District (NEOCTIFD) pursuant to Resolution #7036, dated March 13, 2000 as amended, there shall be appropriated the sum of	\$210,815
Section 13:	There having been established a tax increment district known as the Sears Block Tax Increment Financing District (A.K.A. Capital Commons Garage) pursuant to Resolution #7205, dated July 9, 2001 as amended, there shall be appropriated the sum of	\$882,077
Section 14:	There having been established a tax increment district known as the Penacook Village Tax Increment Financing District pursuant to Resolution #8376, dated June 14, 2010 as amended, there shall be appropriated the sum of	\$59,470
Section 15:	As Resolution #8120 relative to the acceptance of de minimis gifts and donations was accepted on December 12, 2002, and there being ample reason to continue the practice therein established, there shall be appropriated the sum of for De minimis Gifts and Donations and other de minimis items.	\$125,000
Section 16:	That this Resolution shall take effect on July 1, 2016.	

RESOLUTIONS

RESOLUTION AMENDING THE AMOUNT OF MONEY TO BE RAISED FOR THE BONDED PROJECTS WITHIN THE CAPITAL BUDGET FOR FISCAL YEAR 2017 (JULY 1, 2016 TO JUNE 30, 2017) HEREBY AUTHORIZING AND APPROVING THE EXPENDITURE OF FOURTEEN MILLION SIX HUNDRED TWENTY NINE THOUSAND DOLLARS (\$14,629,000) AND AUTHORIZING THE ISSUANCE OF FOURTEEN MILLION SIX HUNDRED TWENTY NINE THOUSAND DOLLARS (\$14,629,000) IN BONDS AND NOTES FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED BELOW AND IN THE ATTACHED WORKSHEET 1.

(Page 1 of 2)

The City of Concord resolves as follows:

WHEREAS, the 2017-2026 Capital Improvement Plan (CIP) includes recommendations for various capital projects; and

WHEREAS, the projects are noted as General Fund G.O. Bonds CIP #s 4, 56, 59, 63, 65, 83, 121, 252, 283, 297, 302, 305, 323, 359, 368, 375,460, 477, 525, 551, 561, 569, 575, and 587; Parking Fund G.O. Bonds CIP #s 433, 595, and 596; Golf Fund G.O. Bonds CIP # 530; Arena Fund G.O. Bonds CIP #64; Water Fund G.O. Bonds CIP #s 85, 88, 121, 302, 321, 323, 347, 372, and 451; Sewer Fund G.O. Bonds CIP #s 83, 91, 104, 121, 275, 302, 321, 323, and 466; and

WHEREAS, CIP #51 (New Skate House at White Park) requires matching funds from donations; CIP #478 (Pembroke Road Bridge Repairs) requires matching funds from donations and State sources; CIP #584 (Replacement of CAT Buses) requires matching funds from State and Federal sources; and portions of these projects are specifically not included as part of this CIP appropriation and may be considered at a later date for City Council approval when confirmation of outside funding has been received and contract negotiations have been completed; 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, which shall be taken by roll call vote; 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..... \$14,629,000
be and is hereby appropriated as follows:

General Fund Notes and Bonds (Detail Worksheet 1 attached).....	\$4,839,000
Parking Fund Notes and Bonds (Detail Worksheet 1 attached).....	\$3,310,000
Golf Fund Notes and Bonds (Detail Worksheet 1 attached).....	\$50,000
Arena Fund Notes and Bonds (Detail Worksheet 1 attached).....	\$100,000
Water Fund Notes and Bonds (Detail Worksheet 1 attached)	\$2,585,000
Sewer Fund Notes and Bonds (Detail Worksheet 1 attached)	\$3,745,000

RESOLUTIONS

RESOLUTION AMENDING THE AMOUNT OF MONEY TO BE RAISED FOR THE BONDED PROJECTS WITHIN THE CAPITAL BUDGET FOR FISCAL YEAR 2017 (JULY 1, 2016 TO JUNE 30, 2017) HEREBY AUTHORIZING AND APPROVING THE EXPENDITURE OF FOURTEEN MILLION SIX HUNDRED TWENTY NINE THOUSAND DOLLARS (\$14,629,000) AND AUTHORIZING THE ISSUANCE OF FOURTEEN MILLION SIX HUNDRED TWENTY NINE THOUSAND DOLLARS (\$14,629,000) IN BONDS AND NOTES FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED BELOW AND IN THE ATTACHED WORKSHEET 1.

(Page 2 of 2)

2. In order to meet said expenditures, the City Treasurer, with approval of the City Manager, is authorized to issue up to \$14,629,000 in bonds and notes for the City of Concord under the Municipal Finance Act.
3. The discretion of the fixing of dates, maturities, rate of interest, form and other details of such bonds and notes and providing for the sale are hereby delegated to the City Treasurer.
4. Sums as appropriated shall be expended under the direction of the City Manager.
5. The useful life of the improvements is expected to be not less than five (5) years and is noted on Worksheet 1.
6. This resolution shall take effect upon its passage.

RESOLUTIONS

WORKSHEET 1
FY2017 CAPITAL IMPROVEMENT PROGRAM - BOND FUNDED PROJECTS

<u>Fund</u>	<u>CIP#</u>	<u>Project Type</u>	<u>Project Title</u>	<u>Useful Life</u>	<u>Description of Work</u>	<u>Bonded Amount</u>
General	4	Fire Vehicles	Fire Department Vehicle Replacement	10	Replace Engine #7	\$ 490,000
General	56	Parks and Open Space	Rollins Park	15	Repoint Broadway stone walls	\$ 60,000
General	59	Parks and Open Space	Terrill Park	15	Design of Multi-Purpose Field	\$ 125,000
General	63	Public Buildings	Citywide Recreation Facility Improvements	15	Replace Kimball pool	\$ 440,000
General	65	Public Buildings	City Hall Renovations	15	Refurbish sidewalks, interior	\$ 285,000
General	83	Storm Sewer	Storm Water Improvements	10	Drainage restoration and repair	\$ 510,000
General	121	GSD Vehicles	Equip Replacement Program	10	Dump trucks, pick up trucks, etc	\$ 650,000
General	252	Public Safety	Fire Station Improvements	25	Manor Station roof	\$ 200,000
General	283	Intersections	Traffic Signals/Operations Improvements	10	Traffic signal equip replacement	\$ 95,000
General	297	IT & Communications	Geographic Information Systems (GIS)	5	Digital tax map development	\$ 125,000
General	302	IT & Communications	Enterprise Wide Information System	10	ERP replacement	\$ 615,000
General	305	Public Safety	Fire Communications Equip	7	Replacement of portable radios	\$ 90,000
General	323	Public Buildings	COMF Improvements	15	Boiler replacement	\$ 150,000
General	359	Parks and Open Space	Merrill Park	10	Softball backstop replacement	\$ 15,000

2017 OPERATING BUDGET

RESOLUTIONS

<u>Fund</u>	<u>CIP#</u>	<u>Project Type</u>	<u>Project Title</u>	<u>Useful Life</u>	<u>Description of Work</u>	<u>Bonded Amount</u>
General	368	Public Safety	Police Department Communications Equip	10	Radio system upgrades	\$ 410,000
General	375	Public Safety	Fire Department Boats	15	Boat replacement	\$ 25,000
General	460	Sidewalks and Streetscapes	Downtown Complete Streets Improvement	25	Main Street paving	\$ 160,000
General	477	IT & Communications	Library Equip Replacement	5	Library server replacement	\$ 105,000
General	525	IT & Communications	Telephone System Replacement Program	15	Telephone system replacement	\$ 70,000
General	551	Public Buildings	Library Maintenance	20	HVAC improvements	\$ 70,000
General	561	Public Safety	Fire Alarm Infrastructure Replacement	5	Ph I form four replacement	\$ 20,000
General	569	Other Vehicles	Parks and Cemeteries Small Turf Equip	10	Infield pro replacement	\$ 24,000
General	575	Other Vehicles	Police Vehicle & equip Replacement	5	Cruiser lightbar replacement	\$ 25,000
General	587	Cemeteries	Cemetery Improvements	10	Blossom Hill garage repairs	<u>\$ 80,000</u>
Total General Fund						<u>\$ 4,839,000</u>
Parking	433	Parking	School Street (Durgin) Parking Garage	10	Garage repairs and improvements	\$ 3,200,000
Parking	595	Parking	Parking Meters	10	Replace kiosk modems	\$ 65,000
Parking	596	Parking	Surface Lots	10	Storrs Street lot improvements	<u>\$ 45,000</u>
Total Parking Fund						<u>\$ 3,310,000</u>

2017 OPERATING BUDGET

RESOLUTIONS

<u>Fund</u>	<u>CIP#</u>	<u>Project Type</u>	<u>Project Title</u>	<u>Useful Life</u>	<u>Description of Work</u>	<u>Bonded Amount</u>
Golf	530	Golf	Golf Course Equip	10	Replace aerator	\$ 50,000
Total Golf Fund						\$ 50,000
Arena	64	Arena	Arena Improvements	20	Replace chiller system	\$ 100,000
Total Arena Fund						\$ 100,000
Water	85	Water Distribution System	Water Main Replacement	90	Main replacement	\$ 1,500,000
Water	88	Water Treatment	Water Plant Improvements	25	Raw water pump improvements	\$ 595,000
Water	121	GSD Vehicles	Vehicle & Equip Replacement Program	10	Dump trucks, pick up trucks, etc	\$ 125,000
Water	302	IT & Communications	Enterprise Wide Information System	10	ERP replacement	\$ 100,000
Water	321	Water Treatment	Water System Master Plan/Implementation	30	Rate study update	\$ 40,000
Water	323	Public Buildings	COMF Improvements	15	Boiler replacement	\$ 75,000
Water	347	Water Treatment	Water Storage Tank Repairs	20	Tank restoration and repair	\$ 30,000
Water	372	Water Treatment	Water System Pump Station Improvements	10	Pump station repairs and upgrades	\$ 90,000
Water	451	Water Distribution System	Leak Detection	5	Replace leak detection equip	\$ 30,000
Total Water Fund						\$ 2,585,000

2017 OPERATING BUDGET

RESOLUTIONS

<u>Fund</u>	<u>CIP#</u>	<u>Project Type</u>	<u>Project Title</u>	<u>Useful Life</u>	<u>Description of Work</u>	<u>Bonded Amount</u>
Sewer	83	Storm Sewer	Storm Water Improvements	10	Drainage restoration and repair	\$ 40,000
Sewer	91	Sewer Collection	Sewer Main Rehabilitation/Construction	50	Main and gate replacement	\$ 350,000
Sewer	104	Sewer Treatment	Hall Street WWTP Improvements	15	Structural/equipment improvements	\$ 2,470,000
Sewer	121	GSD Vehicles	Vehicle & Equip Replacement Program	10	Dump trucks, pick up trucks, etc	\$ 100,000
Sewer	275	Sewer Collection	Sewer Pump Station Improvements	20	Pump station improvements	\$ 335,000
Sewer	302	IT & Communications	Enterprise Wide Information System	10	ERP replacement	\$ 100,000
Sewer	321	Water Treatment	Water System Master Plan/Implementation	30	Rate study update	\$ 40,000
Sewer	323	Public Buildings	COMF Improvements	15	Boiler replacement	\$ 75,000
Sewer	466	Sewer Treatment	Penacook WWTP Improvements	15	Structural/equipment improvements	\$ 235,000
Total Sewer Fund						\$ 3,745,000
Grand Total						\$ 14,629,000

2017 OPERATING BUDGET

GENERAL FUND REVENUE

SUMMARY

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Property Taxes	\$30,943,887	\$34,767,887	\$36,394,497	\$36,625,000	\$37,493,038
Other Taxes	\$719,478	\$734,467	\$751,022	\$768,031	\$702,286
Intergovernmental	\$3,655,092	\$3,796,571	\$3,864,277	\$3,834,164	\$3,904,974
Rents and Leases	\$293,753	\$291,536	\$266,520	\$248,690	\$252,348
Fines and Penalties	\$743,900	\$814,518	\$640,744	\$697,365	\$616,000
Licenses and Permits	\$1,025,786	\$893,205	\$994,790	\$988,762	\$1,259,712
Investment Income	\$22,835	\$56,135	\$68,690	\$66,190	\$111,200
Donations	\$236	\$546	\$33,500	\$32,400	\$36,100
Transfer In	\$2,569,779	\$2,562,364	\$3,625,859	\$3,584,559	\$3,254,490
Use of Fund Balance/Retained Earnings	\$0	\$0	\$960,000	\$0	\$0
Motor Vehicle Registrations	\$5,662,857	\$6,123,498	\$5,957,500	\$6,248,970	\$6,275,000
Department Service Charges	\$3,181,069	\$3,262,018	\$3,155,399	\$3,325,220	\$3,161,919
Retiree Health Reimbursement	\$1,481,913	\$1,450,305	\$1,553,540	\$1,553,540	\$1,366,370
Other Revenue	\$3,032,023	\$1,592,817	\$1,024,750	\$1,490,701	\$1,044,675
Total Revenue	\$53,332,609	\$56,345,868	\$59,291,088	\$59,463,592	\$59,478,112

2017 OPERATING BUDGET

GENERAL FUND REVENUE

DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Property Taxes					
Property Taxes-2014	\$30,943,887	\$0	\$0	\$0	\$0
Property Taxes-2015	\$0	\$34,767,887	\$0	\$0	\$0
Property Taxes-2016 on	\$0	\$0	\$36,394,497	\$36,625,000	\$37,493,038
Sub Total	\$30,943,887	\$34,767,887	\$36,394,497	\$36,625,000	\$37,493,038
Other Taxes					
Timber Tax	\$20,516	\$29,574	\$15,000	\$15,000	\$15,000
Payment-In-Lieu of Tax	\$698,924	\$704,089	\$735,822	\$752,741	\$687,086
Excavation Activity Tax	\$39	\$804	\$200	\$290	\$200
Sub Total	\$719,478	\$734,467	\$751,022	\$768,031	\$702,286
Intergovernmental					
Railroad Tax	\$2,416	\$1,609	\$1,286	\$2,000	\$2,000
US Dep of Homeland Security/FEMA	\$17,200	\$0	\$0	\$0	\$0
Medicare D Reimbursement	\$101,664	\$103,119	\$100,000	\$100,000	\$0
Drug Forfeiture/Restitution	\$22,985	\$16,461	\$7,130	\$12,000	\$11,000
Drug Unit OT Reimbursement	(\$226)	\$0	\$0	\$0	\$0
Rooms and Meals Tax	\$1,896,673	\$2,053,492	\$2,042,723	\$2,042,723	\$2,202,800
Highway Block Grant	\$752,607	\$764,379	\$843,681	\$843,681	\$843,681
Share of Debt Service	\$38,728	\$36,499	\$0	\$0	\$0
Forest Loss Reimbursement	\$209	\$393	\$393	\$393	\$393
Fire Service Aid	\$125,000	\$125,000	\$175,000	\$125,000	\$125,000
School District Payments	\$138,999	\$142,739	\$147,150	\$145,260	\$154,160
Multiple Local Governments	\$558,835	\$542,259	\$546,914	\$563,107	\$565,940
Misc. State of NH	\$0	\$10,621	\$0	\$0	\$0
Sub Total	\$3,655,092	\$3,796,571	\$3,864,277	\$3,834,164	\$3,904,974
Rents and Leases					
Cruiser Rental Fee	\$64,673	\$47,854	\$40,000	\$40,000	\$40,000
Building Lease or Rental	\$172,777	\$191,287	\$174,310	\$156,500	\$160,300
Facility Lease or Rental	\$32,184	\$27,552	\$26,770	\$26,750	\$25,828
Land Lease or Rental	\$24,120	\$24,844	\$25,440	\$25,440	\$26,220
Sub Total	\$293,753	\$291,536	\$266,520	\$248,690	\$252,348

2017 OPERATING BUDGET

GENERAL FUND REVENUE

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Fines and Penalties					
Interest Costs and Penalties	\$544,524	\$614,213	\$453,244	\$500,515	\$425,000
Court Ordered Payments-Burials & Markers	\$908	\$0	\$0	\$0	\$0
Court Ordered Payments-Cemeteries	\$219	\$93	\$0	\$50	\$0
Court Ordered Payments-Legal	\$5,135	\$1,862	\$3,000	\$400	\$1,000
Non-Metered Parking Penalties	\$101,610	\$99,944	\$100,000	\$100,000	\$100,000
False Alarm Penalties	\$37,045	\$35,557	\$37,500	\$42,400	\$37,000
Fines For Overdue Books	\$33,858	\$33,720	\$32,000	\$34,000	\$33,000
Fines For Code Prosecution	\$20,601	\$29,130	\$15,000	\$20,000	\$20,000
Sub Total	\$743,900	\$814,518	\$640,744	\$697,365	\$616,000
Licenses and Permits					
Building Permits	\$483,684	\$409,226	\$500,000	\$500,000	\$750,000
Electrical Permits	\$70,113	\$80,954	\$80,000	\$85,000	\$99,000
Mechanical Permits	\$139,163	\$90,379	\$95,000	\$90,000	\$93,500
Plumbing Permits	\$46,460	\$39,396	\$45,000	\$45,000	\$49,500
Sign Permits	\$13,043	\$10,394	\$12,000	\$13,000	\$12,500
Fire Protect Permits	\$2,500	\$3,640	\$1,500	\$2,500	\$3,000
Misc Permits	\$58,179	\$52,444	\$50,000	\$50,000	\$48,000
PD Licenses and Permits	\$7,398	\$6,655	\$8,000	\$7,000	\$8,000
Engineering Licenses	\$5,500	\$4,900	\$4,560	\$4,560	\$4,560
Engineering Pole License Recording Fees	\$90	\$70	\$100	\$50	\$50
POA Inspection Fees	\$17,830	\$18,485	\$19,800	\$18,260	\$18,260
School Inspection Fees	\$2,968	\$3,180	\$3,180	\$2,862	\$2,862
Food Service Licenses	\$96,703	\$86,899	\$95,000	\$90,000	\$90,000
Amusement Center Licenses	\$326	\$478	\$330	\$660	\$660
Rooming House Licenses	\$4,222	\$4,222	\$4,200	\$4,200	\$4,200
Yard Sales Permits	\$1,290	\$1,160	\$1,200	\$1,200	\$1,200
Taxi Cab Licenses	\$1,937	\$3,250	\$3,500	\$3,550	\$3,500
Peddler Licenses	\$16,576	\$13,160	\$10,000	\$9,000	\$9,000
Amusement Device Licenses	\$6,200	\$6,235	\$6,000	\$6,000	\$6,000
Billiard and Bowling Licenses	\$270	\$270	\$270	\$270	\$270
Entertainment Licenses	\$9,419	\$9,575	\$9,500	\$9,500	\$9,500
Convalescent Home Licenses	\$1,335	\$1,335	\$1,400	\$1,400	\$1,400
Recycling Center Licenses	\$1,531	\$1,531	\$1,550	\$1,550	\$1,550
Solicitation Licenses	\$982	\$901	\$1,100	\$1,100	\$1,100
Taxi Drivers Licenses	\$3,041	\$6,225	\$5,500	\$6,000	\$6,000
Misc Licenses & Permits	\$2,249	\$1,945	\$1,300	\$1,300	\$1,300
Pawnbroker/Secondhand Dealer Licenses	\$2,125	\$2,000	\$2,000	\$2,000	\$2,000
Dog Licenses	\$27,642	\$31,502	\$30,000	\$30,000	\$30,000
Marriage Licenses	\$3,010	\$2,793	\$2,800	\$2,800	\$2,800
Sub Total	\$1,025,786	\$893,205	\$994,790	\$988,762	\$1,259,712

2017 OPERATING BUDGET

GENERAL FUND REVENUE

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Investment Income					
Investment Income	\$22,835	\$56,135	\$68,690	\$66,190	\$111,200
Sub Total	\$22,835	\$56,135	\$68,690	\$66,190	\$111,200
Donations					
Donations	\$0	\$0	\$30,000	\$30,000	\$35,000
Music Program Donations	\$236	\$546	\$1,500	\$1,100	\$1,100
Fireworks Donation	\$0	\$0	\$2,000	\$1,300	\$0
Sub Total	\$236	\$546	\$33,500	\$32,400	\$36,100
Transfer In					
Transfer in-Engineering Inspections Fund	\$400	\$400	\$1,892	\$2,442	\$3,230
Transfer In-Parking Fund	\$96,150	\$96,150	\$106,870	\$106,870	\$106,940
Transfer In-Parking Fund Snow Reim	\$58,200	\$58,200	\$58,200	\$58,200	\$58,200
Transfer In-Airport Fund	\$30,500	\$32,360	\$67,390	\$67,390	\$68,720
Transfer In-CD Con Prop Mgmt Fund	\$23,300	\$47,560	\$55,600	\$55,600	\$48,800
Transfer In-Impact Fee Fund	\$329,100	\$151,794	\$151,790	\$151,790	\$60,000
Transfer In-NEOCTIF	\$125,850	\$132,140	\$138,749	\$138,749	\$145,685
Transfer In-Sears Block TIF	\$287,430	\$282,780	\$385,210	\$385,210	\$412,560
Transfer In-Penacook TIF	\$1,180	\$1,240	\$6,618	\$6,618	\$6,690
Transfer In-Golf Fund	\$74,950	\$74,950	\$76,440	\$76,440	\$76,560
Transfer In-Arena Fund	\$42,760	\$47,444	\$64,630	\$64,630	\$64,350
Transfer In-Solid Waste Fund	\$0	\$0	\$3,600	\$3,600	\$3,600
Transfer In-Water Fund	\$441,710	\$454,970	\$821,225	\$821,225	\$832,650
Transfer In-Wastewater Fund	\$544,040	\$560,361	\$914,145	\$914,145	\$951,705
Transfer In-Trust/Capital Reserve	\$70,000	\$150,703	\$108,000	\$108,000	\$0
Transfer In-Trust/Concord Calvary	\$14,080	\$15,000	\$15,000	\$15,000	\$15,000
Transfer In-Trust/Economic Dev	\$20,000	\$20,000	\$105,000	\$105,000	\$34,000
Transfer In-Trust/Flowers	\$5,000	\$4,000	\$8,000	\$8,000	\$6,000
Transfer In-Trust/Forest	\$0	\$0	\$54,000	\$17,150	\$31,500
Transfer In-Trust/General Care	\$79,766	\$95,789	\$92,000	\$92,000	\$122,000
Transfer In-Trust/Library	\$185,800	\$186,300	\$186,300	\$186,300	\$186,300
Transfer In-Trust/Self Insurance	\$138,863	\$149,523	\$203,000	\$198,000	\$20,000
Transfer In-Trust/Shrubs	\$700	\$700	\$2,200	\$2,200	\$0
Sub Total	\$2,569,779	\$2,562,364	\$3,625,859	\$3,584,559	\$3,254,490
Use of Fund Balance/Retained Earnings					
Budgetary Use of Fund Balance	\$0	\$0	\$960,000	\$0	\$0
Sub Total	\$0	\$0	\$960,000	\$0	\$0

2017 OPERATING BUDGET

GENERAL FUND REVENUE

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Motor Vehicle Registrations					
Motor Vehicle Registrations	\$5,662,857	\$6,123,498	\$5,957,500	\$6,248,970	\$6,275,000
Sub Total	\$5,662,857	\$6,123,498	\$5,957,500	\$6,248,970	\$6,275,000
Department Service Charges					
Salt Sales	\$57,554	\$35,984	\$30,000	\$15,000	\$30,000
Street Tree Sales	\$2,913	\$1,765	\$9,000	\$7,500	\$9,000
Timber Sales	\$24,513	\$30,529	\$8,150	\$30,000	\$7,500
MV State Agent Admin	\$120,561	\$122,667	\$118,000	\$120,990	\$120,000
MV Transportation Admin	\$19,126	\$19,401	\$19,000	\$19,250	\$19,000
MV Transportation Surcharge	\$172,134	\$174,605	\$172,000	\$172,780	\$172,000
MV Waste Disposal	\$19,377	\$19,662	\$19,000	\$19,225	\$19,000
Alarm Panel Plug In/Out	\$5,856	\$5,551	\$6,100	\$5,700	\$5,490
Master Alarm Box Connection	\$197,165	\$197,697	\$198,770	\$200,700	\$198,960
Advanced Life Support Intercept	\$2,745	\$6,588	\$1,647	\$2,745	\$1,647
Ambulance Service Charge	\$1,456,815	\$1,624,491	\$1,425,000	\$1,750,000	\$1,595,000
Recording Fees	\$11,705	\$4,880	\$7,000	\$5,500	\$6,000
Application Fee	\$20,300	\$21,484	\$19,032	\$21,500	\$19,032
Application for Appeal	\$15,396	\$16,208	\$19,000	\$19,000	\$19,000
Review Fee-Site Plans	\$43,867	\$41,730	\$40,000	\$30,000	\$30,000
Review Fee-Subdivision	\$11,107	\$9,578	\$11,000	\$4,000	\$9,000
Reports, Prints and Copies	\$33,147	\$21,337	\$22,400	\$17,200	\$19,350
Special Fire Duty Services	\$22,203	\$21,516	\$17,000	\$22,200	\$19,000
Recreation Player Fee-Facilities	\$16,338	\$6,112	\$16,500	\$0	\$0
Recreation Player Fee-Parks	\$6,912	\$6,956	\$6,000	\$4,500	\$6,230
Sundry Services	\$48,492	\$50,409	\$35,000	\$40,000	\$37,500
Police Patrol Services	\$4,018	\$6,260	\$4,650	\$4,700	\$4,650
Police Witness Fees	\$15,683	\$12,957	\$15,200	\$15,200	\$15,200
Special Police Duty Services	\$351,769	\$308,732	\$305,000	\$305,000	\$305,000
Interment	\$98,681	\$97,660	\$103,500	\$91,000	\$92,000
Cemetery Maintenance	\$3,231	\$2,416	\$4,000	\$3,400	\$3,500
Inventory Mark-up	\$8,082	\$7,952	\$7,400	\$15,000	\$15,400
Professional Service Mark-up	\$0	\$0	\$0	\$400	\$0
Overtime & Supply Charges	\$12,766	\$9,711	\$9,000	\$8,320	\$8,320
Miscellaneous Services	\$211,848	\$212,876	\$314,060	\$201,450	\$206,640
Non-Resident Library Fees	\$8,280	\$8,447	\$8,300	\$7,700	\$8,000
Camps	\$126,505	\$121,790	\$152,640	\$126,840	\$127,550
Aquatics Program	\$21,118	\$27,216	\$23,550	\$30,020	\$23,850
Lighting Charge	\$6,711	\$3,567	\$5,000	\$4,300	\$4,800
Concession Income	\$4,151	\$3,286	\$3,500	\$4,100	\$4,300
Sub Total	\$3,181,069	\$3,262,018	\$3,155,399	\$3,325,220	\$3,161,919

2017 OPERATING BUDGET

GENERAL FUND REVENUE

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Retiree Health Reimbursement					
NHRS subsidy for Retiree Health Ins	\$1,003,419	\$994,283	\$1,013,650	\$1,013,650	\$974,960
Retiree share of Health Ins	\$478,493	\$456,021	\$539,890	\$539,890	\$391,410
Sub Total	\$1,481,913	\$1,450,305	\$1,553,540	\$1,553,540	\$1,366,370
Other Revenue					
Cable TV Franchise	\$749,281	\$799,876	\$820,000	\$831,381	\$853,164
Finance Charges	(\$448)	\$1,296	\$2,500	\$2,500	\$2,500
Insurance Distributions & Credits	\$327,702	\$163,786	\$82,500	\$529,980	\$80,000
Contribution-Purchase of Lots	\$16,452	\$23,136	\$17,000	\$19,000	\$18,000
Contribution-Purchase of Niches	\$3,982	\$0	\$2,000	\$2,000	\$2,000
Reimbursements	\$29,273	\$18,423	\$21,000	\$18,000	\$18,000
Sale of Surplus Property	\$36,978	\$92,888	\$30,000	\$39,250	\$30,000
Miscellaneous	\$1,843,723	\$474,713	\$39,750	\$43,090	\$35,511
Advertising Revenue	\$25,080	\$18,700	\$10,000	\$5,500	\$5,500
Sub Total	\$3,032,023	\$1,592,817	\$1,024,750	\$1,490,701	\$1,044,675
Total Revenue	\$53,332,609	\$56,345,868	\$59,291,088	\$59,463,592	\$59,478,112

GENERAL FUND REVENUE

DESCRIPTION OF REVENUE DETAIL

The following items represent 84.4% of all General Fund revenues:

Property Taxes	\$37,493,038	63.0%
Intergovernmental		
Rooms and Meals Tax	\$2,202,800	3.7%
Transfer-In		
General Overhead	\$1,930,315	3.2%
Motor Vehicle Registrations	\$6,275,000	10.6%
Department Service Charges		
Ambulance Service Charge	\$1,595,000	2.7%
TOTAL	\$49,596,153	83.2%

Property Taxes

FY 2017 property taxes account for approximately 63.0% of General Fund revenues. This represents a 2.5% tax rate increase over FY 2016. 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 2017, and instead instructed the City Manager to present a responsible budget and work towards the City Council priorities.

In addition to the taxes to be raised for appropriations, \$561,225 of tax revenue is estimated to be raised for tax abatements or overlay (\$300,000) and war service credits (\$261,225). Including overlay and war service credits, the FY 2017 total tax revenue is \$38,054,263, up from the \$36,943,914 adopted by City Council for FY 2016. Please refer to the Budget Summary section for a comparison of FY 2016 versus the FY 2017 budgetary tax rate.

Intergovernmental

Rooms and Meals taxes represent 3.7% of all General Fund revenue and are determined to be slightly higher than FY 2016, based on estimates received from the State of New Hampshire.

Transfer In

The General Overhead portion of this revenue represents 3.2% of all General Fund revenue and is comprised of general overhead charges to most of the City's Enterprise and Special Revenue funds, as well as Information Technology (IT) computer charges to the Parking, Airport, Golf, Arena, Water and Wastewater Funds. General Overhead is determined using a formula to calculate General Fund overhead expenses and prorating the expenses to the applicable funds based on their percentage of budgets. The amounts may also be adjusted slightly 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 formula cost per computer as applicable to the individual Funds.

In addition to the General Overhead transfer, the City also recognizes revenues as transfer-in from trusts and trust funds for various purposes including cemetery, library, and insurance; and transfers from Impact Fee and Tax Increment Finance (TIF) District funds as reimbursement for operating expenses and applicable debt service costs.

GENERAL FUND REVENUE

Motor Vehicle Registrations

Revenue from motor vehicle registrations represent 10.6% 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.

Department Service Charges

Ambulance Service charges represent 2.7% of all General Fund revenue is the fourth largest source of revenue for the fund. Revenue is projected primarily based on historical trends and increases in emergency medical services demand. Changes in payor mix (Medicare, Medicaid, private insurance, no insurance) can have a significant effect on revenues received.

USE OF FUND BALANCE

The City Council has adopted balanced budgets since FY 2010, and, if adopted, FY 2017 will be the eighth consecutive year. 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.

<u>Fiscal Year</u>	<u>Total Fund Balance</u>	<u>Unassigned Fund Balance</u>
2006	7,119,336	4,079,762
2007	5,724,246	3,453,608
2008	5,747,884	4,447,779
2009	6,471,747	5,302,478
2010	7,992,313	5,695,545
2011	12,590,168	6,736,075
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

Source: 2006-2015 Comprehensive Annual Financial Reports

2017 OPERATING BUDGET

GENERAL GOVERNMENT

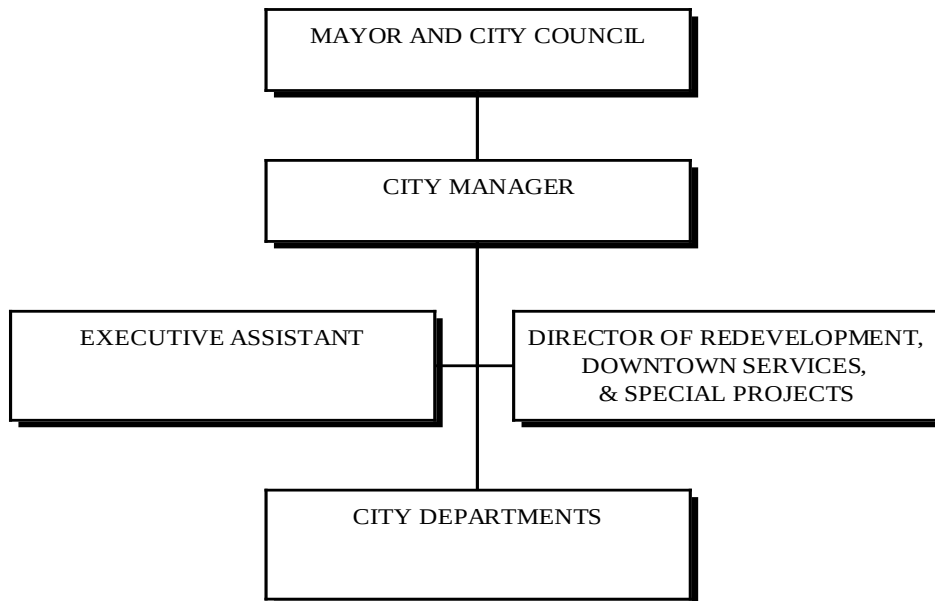
	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
City Manager	\$0	\$14,093	\$90,000	\$90,000	\$0
Legal	\$88,095	\$93,140	\$82,634	\$85,109	\$86,940
Assessing	\$885,451	\$735,526	\$752,315	\$768,874	\$703,179
Human Resources	\$101,664	\$103,119	\$130,000	\$130,030	\$35,000
Finance	\$40,271,247	\$45,208,389	\$47,107,621	\$46,728,784	\$47,715,719
City Clerk	\$108,523	\$98,473	\$79,300	\$81,590	\$81,800
General Overhead	\$4,600,799	\$4,458,199	\$4,626,324	\$5,080,185	\$4,229,849
Total Revenue	\$46,055,779	\$50,710,939	\$52,868,194	\$52,964,572	\$52,852,487
Expense					
City Manager	\$533,103	\$545,408	\$648,048	\$643,562	\$567,276
Legal	\$1,064,932	\$1,109,928	\$1,178,124	\$1,165,019	\$1,206,448
Assessing	\$626,959	\$699,209	\$645,224	\$660,521	\$638,027
Human Resources	\$389,139	\$397,024	\$494,114	\$488,815	\$507,397
Finance	\$1,848,063	\$1,931,997	\$2,081,219	\$2,112,172	\$2,150,641
Information Technology	\$617,025	\$633,284	\$842,093	\$801,450	\$914,308
City Council	\$26,443	\$26,003	\$42,904	\$41,440	\$42,664
City Clerk	\$329,796	\$356,948	\$431,687	\$425,705	\$445,337
General Overhead	\$9,483,343	\$10,548,050	\$11,366,162	\$10,885,472	\$10,280,489
Total Expense	\$14,918,802	\$16,247,851	\$17,729,575	\$17,224,156	\$16,752,587

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.

2017 OPERATING BUDGET

CITY MANAGER

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Miscellaneous	\$0	\$1	\$0	\$0	\$0
Transfer In-Trust/Capital Reserve	\$0	\$14,092	\$15,000	\$15,000	\$0
Transfer In-Trust/Economic Dev	\$0	\$0	\$75,000	\$75,000	\$0
Total Revenue	\$0	\$14,093	\$90,000	\$90,000	\$0
Expense					
Compensation	\$321,973	\$335,865	\$337,263	\$353,420	\$355,487
Fringe Benefits	\$132,437	\$131,183	\$137,185	\$135,220	\$129,809
Outside Services	\$73,219	\$71,624	\$90,710	\$72,542	\$75,620
Supplies	\$2,965	\$3,865	\$4,860	\$4,350	\$3,200
Insurance	\$2,510	\$2,870	\$3,030	\$3,030	\$3,160
Capital Outlay	\$0	\$0	\$75,000	\$75,000	\$0
Total Expense	\$533,103	\$545,408	\$648,048	\$643,562	\$567,276

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. CDBG Grant Applications	3	1	1	1
2. CDBG Grant Awards	3	1	1	1
3. Amount of CDBG Funding Requested	\$655,000	\$345,000	\$200,000	\$500,000
4. Amount of CDBG Funding Awarded	\$545,000	\$345,000*	\$200,000	\$500,000

*Project was subsequently cancelled by Independent Living Concord and the grant was returned.

2017 GOALS

1. Maintain or improve the City's financial position and bond ratings while managing a balanced budget.
2. Complete priority infrastructure projects including, but not limited to: the Sewall's Falls Bridge, the Downtown Complete Streets Project, the Horseshoe Pond Watershed Study, and the Exit 16 Roundabout.
3. Work with Community Development to implement new economic development initiatives.
4. Begin implementation of a new financial Enterprise Resource Planning system for the organization, if funded by City Council.
5. Enhance public information accessibility, increase marketing outreach and improve communications abilities throughout the organization.
6. Working with Fire Department staff, fully implement the planned reorganization, if approved by City Council.
7. Undertake the implementation of the Heights Community Center plan.
8. Implement the Strategic Parking Plan as approved by City Council.
9. Apply for the maximum funding possible for housing and economic development related projects under the Community Development Block Grant (CDBG) Program as administered by the NH Community Development Finance Authority.

CITY MANAGER

2016 GOALS STATUS

1. Maintain or improve the City's financial position and bond ratings.
9-Month Status: S&P has reaffirmed the AA+ rating with a stable outlook for the January 2016 bond sale and the SP-1+ rating for the bond anticipation note. The rating report cited the City's strong management conditions with strong budgetary performance and very strong budget flexibility and liquidity, supported by a strong local economy.
2. Advance the construction of the following major transportation projects in accordance with their respective program schedules: a) US Route 3 North (CIP #35); b) Main Street Downtown Complete Streets Improvement Project (CIP #460); and c) Sewalls Falls Road Bridge Replacement Project (CIP #22).
9-Month Status: The Sewall's Falls Bridge project is progressing on schedule. Construction is expected to be complete in the fall of 2016. The Loudon Road lane conversion has been delayed pending analysis of alternatives with the NH Department of Transportation. The North Main Street phase of the Downtown Complete Streets Project was successful and has generated significant interest from new merchants, developers and visitors. The South Main Street phase began on March 28th, and is expected to conclude in November.
3. Advance the design and construction of the Exit 16/Mountain Road/Shawmut Street Roundabout Project (CIP #24).
9-Month Status: The Community Development Department Engineering Services Division hosted a well-received public information meeting on March 24, 2016. The purpose of the meeting was to present the latest roundabout design features, as well as to get feedback from residents and City officials and outline a tentative construction schedule for the 2016 season.
4. Take a leadership role in the design and fundraising efforts for a new multi-generational community center located at the former Dame School.
9-Month Status: On February 8, 2016, the City Administration presented three new concepts for a new City-wide multi-generational community center at the site of the former Dame School, together with a recommendation that the City pursue Option 1A. Concepts included floor plans with financial pro formas and conceptual exterior renderings. On March 14, 2016, City Administration submitted a comprehensive staff report detailing the three project options, as well as additional information about other potential amenities requested by the City Council. A public hearing on a \$6.55 million appropriation resolution was set for April 11, 2016.
5. Complete a comprehensive strategic plan for the City parking system.
9-Month Status: As of March 31, 2016, the draft Strategic Parking Plan was completed and a comprehensive 10 year financial pro forma had been prepared by City staff. A report outlining the draft recommendations, together with a financial pro forma modeling the fiscal impacts of recommendations, were reviewed by the City Manager. The City Manager completed his review and as of March 31, 2016, a final staff report was being prepared, with the goal of presenting the findings of the plan to the Parking Committee in April. It is the City Administration's hope that the final report, together with financial pro forma, will be adopted by the City Council in early FY2017.
6. Implement an enhanced neighborhood street paving program.
9-Month Status: The paving project bids opened on February 26th, and the low bidder, Continental Paving, was within budget. Work started on March 28th and is expected to be completed in November 2016.

CITY MANAGER

7. Implement a new building permit tracking system to improve customer service and increase economic development.

9-Month Status: A Request for Proposals was issued in 2015 and the successful proposer was GovQA. The City entered into a contract with GovQA and began migrating data from the City's legacy Permit Tracker system to GovQA in late January 2016. Weekly conference calls have been held with the company to properly set up the new system, based on the City's development process. The City expects to go live with the new system in late FY 2016.

8. Focus on improving resources available for information technology to improve efficiency, enhance capacity and improve customer service throughout the organization.

9-Month Status: The new computers are being slowly phased in with a security focus in mind, as we are implementing encryption on all City desktops and notebooks. This, along with legacy applications being slow to upgrade compatibility with a new operating system, has restricted progress. The last switches to be installed and configured to support VOIP will be implemented during the summer of 2016. A new database server was installed in August 2016, and all databases were migrated and tested with departmental applications. The offices of the IT Department were relocated to the Green Street Community Center.

9. Apply for the maximum funding possible for housing and economic development related projects under the Community Development Block Grant (CDBG) Program as administered by the NH Community Development Finance Authority.

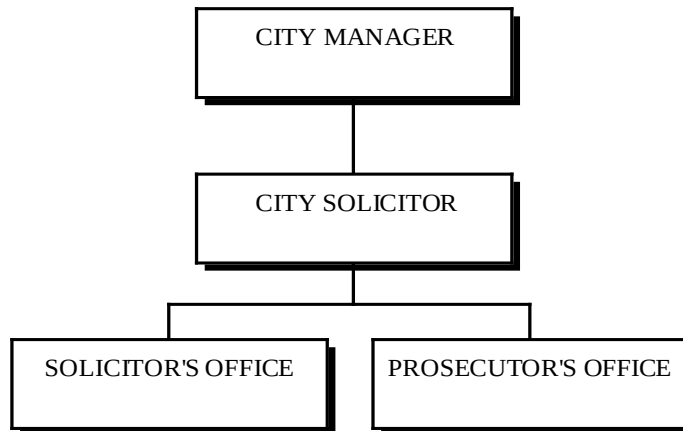
9-Month Status: As of March 31, 2016, the City had applied for and received a \$200,000 CDBG to support renovations to Merrimack Valley Daycare Services' North Fruit Street facility. The application was filed in July 2016 and awarded in October 2016.

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 Concord District Court 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.

2017 OPERATING BUDGET

LEGAL

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Multiple Local Governments	\$62,118	\$62,118	\$64,634	\$64,634	\$65,940
Reports, Prints and Copies	\$241	\$30	\$0	\$50	\$0
Court Ordered Payments-Legal	\$5,135	\$1,862	\$3,000	\$400	\$1,000
Fines For Code Prosecution	\$20,601	\$29,130	\$15,000	\$20,000	\$20,000
Miscellaneous	\$0	\$0	\$0	\$25	\$0
Total Revenue	\$88,095	\$93,140	\$82,634	\$85,109	\$86,940
Expense					
Compensation	\$635,690	\$674,767	\$701,191	\$709,843	\$740,327
Fringe Benefits	\$257,141	\$277,990	\$302,892	\$283,630	\$289,906
Outside Services	\$163,457	\$147,186	\$164,031	\$161,536	\$165,675
Supplies	\$2,953	\$3,925	\$4,000	\$4,000	\$4,000
Insurance	\$5,690	\$6,060	\$6,010	\$6,010	\$6,540
Total Expense	\$1,064,932	\$1,109,928	\$1,178,124	\$1,165,019	\$1,206,448

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Civil Litigation Cases	*14	*21	*20	*20
2. Tax Abatement Cases	48	*28	35	30
3. Tax Lien Mortgages (Research at Registry)	609	558	550	500
4. Tax Deed Mortgages (Research at Registry)	125	90	92	100
5. Tax Title Searched for Properties to be Deeded	745	662	600	600
6. Ordinances, Reports and Resolutions	15	18	16	15
7. Negotiated Union Contracts (out of 6)	3	1	1	3
8. Licenses, Agreements and MOUs			**60	40
9. Bankruptcy Matters (Claims Filed)	12	11	14	15
10. City Department/Public Body Westlaw Legal Research			***1,022	900
11. Financial Guarantees for City Projects/Developments	****22	****37	30	30
12. Right-to-Know Requests	30	26	28	30
13. Criminal Dispositions and Hearings	18,816	21,313	21,000	18,500
14. Juvenile Dispositions and Hearings	1,305	595	706	700
15. Administrative License Suspensions	201	206	260	255
16. Concord Code Enforcement	35	15	30	50

* Includes pending cases from prior years.

** New service indicator.

*** First year reported.

**** Does not include currently active guarantees.

LEGAL

2017 GOALS

1. Organize and create a database for Legal research files.
2. Provide Right-to-Know law training to City Boards and Commissions.
3. Review and prepare recommendations for a citywide policy and fees when responding to electronic Right-to-Know requests.
4. Train the Concord Police Department and other represented police departments regarding methods for drafting and preparing criminal complaints, as well as writing reports and what is expected during courtroom testimony.
5. Provide training and assistance to the Evidence Technicians of the Concord Police Department and other represented police departments in an attempt to resolve overcrowding issues in the evidence rooms.
6. Work with Finance Department to determine the feasibility of self-insuring for property/liability and workers compensation insurances.

2016 GOALS STATUS

1. Conduct a City-wide update and training on New Hampshire's Right-to-Know law, as applicable, which pertains to responding to Right-to-Know Law requests and conducting public meetings.
9-Month Status: Ongoing. The Solicitor's Office has begun training of all City Departments.
2. Create a database which catalogues NH Supreme Court, Superior Court, and BTLA tax abatement cases by subject matter.
9-Month Status: The Solicitor's Office has updated its electronic filing system to allow easier access to various cases pending in the City and continues to work towards a more electronic-based filing system.
3. Continue to work with other City departments to collect past due accounts and, when necessary, file civil action.
9-Month Status: The Solicitor's Office has successfully completed this goal.
4. Train the Concord Police Department and other represented departments regarding the appropriate use of the new Domestic Violence law, RSA 631:2-b.
9-Month Status: The Prosecutor's Office has completed training of the police departments on the new domestic violence law. Training is ongoing regarding drafting legally correct complaints. In addition, the Prosecutor's Office is assisting the police departments with updating their computer systems with legally correct complaint wording and is working with officers on an individual basis to ensure they understand the elements necessary in domestic violence cases.
5. Train the Concord Police Department and other represented departments regarding the significant legal and procedural changes in New Hampshire's juvenile law.
9-Month Status: The police departments have received training on the new juvenile law and have successfully integrated its requirements into their procedures.

ASSESSING

MISSION

To discover, list, and value all property in the City of Concord and provide fair and equitable property assessments each year for all property owners.

ASSESSING DEPARTMENT ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

1. Administer the current use program; excavation and timber taxes; elderly and blind exemptions; veteran tax credits; and religious, educational, and charitable tax exemptions.
2. Conduct annual property valuation using the New Hampshire constitution and statutes governing property assessments and internationally accepted mass appraisal practices.
3. Warrant the annual tax levies to the City Tax Collector and review and make decisions for the abatement of taxes.

2017 OPERATING BUDGET

ASSESSING

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Timber Tax	\$20,516	\$29,574	\$15,000	\$15,000	\$15,000
Payment-In-Lieu of Tax	\$698,924	\$704,089	\$735,822	\$752,741	\$687,086
Excavation Activity Tax	\$39	\$804	\$200	\$290	\$200
Forest Loss Reimbursement	\$209	\$393	\$393	\$393	\$393
Miscellaneous	\$165,763	\$666	\$900	\$450	\$500
Total Revenue	\$885,451	\$735,526	\$752,315	\$768,874	\$703,179
Expense					
Compensation	\$359,629	\$383,950	\$375,257	\$360,770	\$380,170
Fringe Benefits	\$192,948	\$195,475	\$208,549	\$189,670	\$195,104
Outside Services	\$68,372	\$114,614	\$54,548	\$103,211	\$55,403
Supplies	\$2,860	\$1,740	\$3,540	\$3,540	\$3,700
Insurance	\$3,150	\$3,430	\$3,330	\$3,330	\$3,650
Total Expense	\$626,959	\$699,209	\$645,224	\$660,521	\$638,027

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Building Permits Processed	534	462	500	525
2. Building Permits Inspected	456	388	350	360
3. New Homes Added	48	28	15	20
4. New Parcels Added	18	16	20	15
5. Deed Changes Processed	378	536	600	625
6. Sales Reviews Conducted	616	643	600	620
7. Appeals: BTLA & Superior Court	48	25	20	25

2017 GOALS

1. Complete a statistical update for all property for market value as of April 1, 2016.
2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
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.

2016 GOALS STATUS

1. Complete a statistical update for all property for market value as of April 1, 2015.
9-Month Status: Completed.

ASSESSING

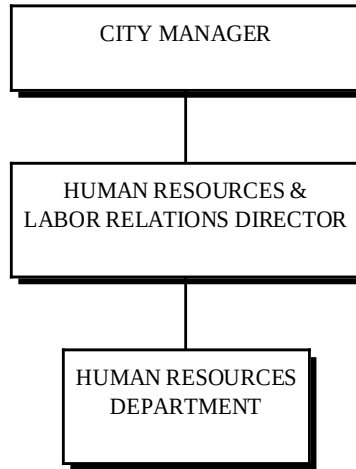
2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
9-Month Status: Cartographic Associates completed phase III of the mapping project and supplied the updated information to both the Assessing and GIS departments. The new parcel numbering has been provided to Vision Appraisal and the Assessing Department is working in conjunction with Vision to complete the upload of the new parcel numbers to the CAMA system.
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: A review of the property exemption application from the Brain Injury Association of NH for tax year 2015 was denied. The application requesting a charitable property tax exemption was received after the statutory deadline. Presently, two new applicants have filed for property tax exemption and will be reviewed for tax year 2016.

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 the retirees of the City of Concord.
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.

2017 OPERATING BUDGET

HUMAN RESOURCES

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Medicare D Reimbursement	\$101,664	\$103,119	\$100,000	\$100,000	\$0
Donations	\$0	\$0	\$30,000	\$30,000	\$35,000
Miscellaneous	\$0	\$0	\$0	\$30	\$0
Total Revenue	\$101,664	\$103,119	\$130,000	\$130,030	\$35,000
Expense					
Compensation	\$238,935	\$243,209	\$274,744	\$278,950	\$287,058
Fringe Benefits	\$100,505	\$99,041	\$118,679	\$117,540	\$119,281
Outside Services	\$46,375	\$49,825	\$94,121	\$85,685	\$94,998
Supplies	\$1,274	\$2,770	\$4,330	\$4,400	\$3,700
Insurance	\$2,050	\$2,180	\$2,240	\$2,240	\$2,360
Total Expense	\$389,139	\$397,024	\$494,114	\$488,815	\$507,397

Note: Beginning in FY 2016, revenue and expenses related to operation of the City's Wellness Program are reflected here. Additionally, in FY 2017 the City is no longer eligible for the Medicare D Reimbursement revenue as a result of a change in carrier for the Group D plan.

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Recruitments Conducted	49	48	60	66
2. Grievances/Appeals Resolved	2	2	3	5
3. Wellflex Enrollments	450	412	431	440
4. Wellflex Completions	90	67	78	80
5. Training Programs Conducted	47	44	45	45

2017 GOALS

1. Have 90% of employees attend training related to safety or policy compliance.
2. Have 80% of supervisory staff participate in development activities.
3. Maintain employee retention rate of 97% excluding retirements and reduction in force.
4. Implement cost saving initiatives for workers compensation based on type and frequency of claims.
5. Implement a new ERP system for Human Resources to include a self service module for use by employees to make personal information updates, print paystubs, and enroll in benefits.
6. Increase utilization of online business oriented networking sites like Linked In for all job postings.

HUMAN RESOURCES

2016 GOALS STATUS

1. Track Worker's Compensation cost per claim, as well as frequency of claims, and compare to a five-year trend. Implement cost saving initiatives based on this data.

9-Month Status:

Fiscal Year	Total Claims	Includes Lost Time	Total Incurred	Average Cost Per Claim
FY 2011	90	12	\$359,317	\$3,992
FY 2012	106	15	\$230,684	\$2,176
FY 2013	125	4	\$103,010	\$824
FY 2014	85	6	\$276,286	\$3,250
FY 2015	90	6	\$156,465	\$1,738
Total	496	43	\$969,297	\$1,954

FY2016	68	9	\$461,487	\$6,787

Cost saving measures which have been implemented include:

- The Department submitted a Prime Program Annual Self-Assessment to ensure recertification of Prime Designation. The City receives a 2.5% discount on both Workers' Compensation and Property and Liability contributions/premiums based on maintaining Prime status. This equates to a \$13,000 discount on Workers' Compensation and an overall \$30,000 discount on all lines.
 - The Department actively promoted, collected, and provided required employer data to the NH Secondary Injury Fund. This fund provides reimbursement benefits for claims that cost over \$10,000.
 - The Department promoted medical alternatives to the emergency room for non-emergency injuries.
 - The Department continued its work with the Joint Loss Management Committee to reduce injuries through safety initiatives.
 - Through close tracking of currently open workers' compensation claims, and strong support of the City's temporary alternate duty program, the estimated cost per claim for FY 2016 will likely decrease.
2. Implement an onboarding program that requires Department contact with new hires at the three month, six month, and nine month marks.
9-Month Status: The Department's three month follow up included a survey to gauge level of job satisfaction at that point in time. The six and nine month follow-up consisted of one-on-one conversations with the Human Resources Director. Information gathered from these sources was used to update the Department's orientation program, as well as the process that each department uses for onboarding. The Department has met with various departments that do the bulk of hiring (General Services, Parks and Recreation, Library, and Police) to gain ideas for successful onboarding of candidates.
 3. Increase our goal to 78% participation in at least one unit of the Wellness Program. Benchmark and strive to increase the number of participants who participate in City-offered education sessions and screenings.
9-Month Status: City employees and spouses are actively engaged in the program.

HUMAN RESOURCES

These percentages represent employee participation only:

- 71% of eligible employees have pledged to participate by signing a registration form (down 4% from last year at this time).
- 40% of employees have attended a Beneflex Education session.
- 48% of employees have participated in a screening (up 19% from last year at this).
- 38% of employees have attended a Wellness Education program (up 3% from last year).
- 23% of employees have completed the 3-month exercise requirement (up 2% from last year).

These numbers represent all eligible employees and their city-insured spouses:

- 185 participants attended a Wellness Education program.
- 238 participants obtained a screening offered by the program.
- 249 participants have completed this year's major component – an online Health Questionnaire.
- 124 participants have completed the 3-month exercise requirement.

4. Implement the New World Systems e-suite module for Human Resources, which can be utilized by employees to make personal information updates, print paystubs, and enroll in benefits.

9-Month Status: New World Systems determined it was not cost effective to develop the cafeteria module to integrate with e-suite. As a result, the e-suite module would not have allowed employees to enroll in benefits, check on medical enrollments, and other information that was initially marketed as part of the software package. As a result, the City discontinued testing and made a decision to not implement the module.

5. Identify and report to the City Manager on key Human Resources Strategic Initiatives.

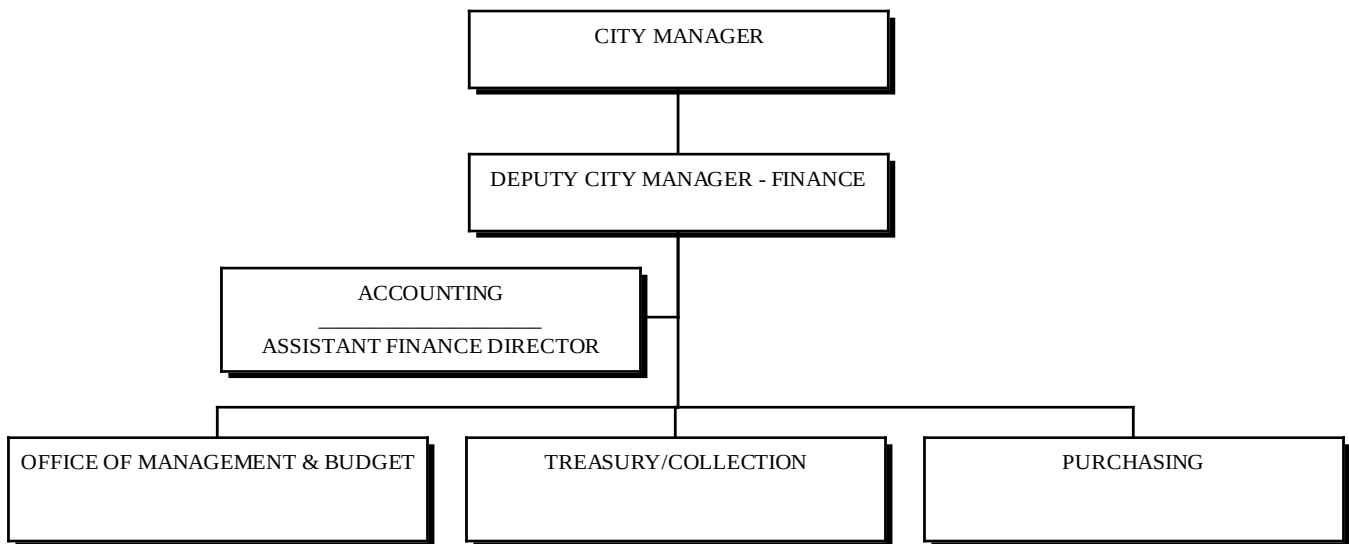
9-Month Status: Ongoing. Key strategic initiatives include completion of the Primex Prime Program; the City's application for the FY 2016 Retiree Drug Subsidy; the increased use of social media to attract talent to the City workforce; and premium holidays for Workers Compensation and Property Liability insurance; to name just a few.

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 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.

2017 OPERATING BUDGET

FINANCE

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Property Taxes-2014	\$30,943,887	\$0	\$0	\$0	\$0
Property Taxes-2015	\$0	\$34,767,887	\$0	\$0	\$0
Property Taxes-2016 on	\$0	\$0	\$36,394,497	\$36,625,000	\$37,493,038
Railroad Tax	\$2,416	\$1,609	\$1,286	\$2,000	\$2,000
Motor Vehicle Registrations	\$5,662,857	\$6,123,498	\$5,957,500	\$6,248,970	\$6,275,000
Interest Costs and Penalties	\$544,524	\$614,213	\$453,244	\$500,515	\$425,000
Rooms and Meals Tax	\$1,896,673	\$2,053,492	\$2,042,723	\$2,042,723	\$2,202,800
Highway Block Grant	\$752,607	\$764,379	\$843,681	\$843,681	\$843,681
Share of Debt Service	\$38,728	\$36,499	\$0	\$0	\$0
MV State Agent Admin	\$120,561	\$122,667	\$118,000	\$120,990	\$120,000
MV Transportation Admin	\$19,126	\$19,401	\$19,000	\$19,250	\$19,000
MV Transportation Surcharge	\$172,134	\$174,605	\$172,000	\$172,780	\$172,000
MV Waste Disposal	\$19,377	\$19,662	\$19,000	\$19,225	\$19,000
Investment Income	\$22,835	\$56,135	\$68,690	\$66,190	\$111,200
Finance Charges	(\$448)	\$1,296	\$2,500	\$2,500	\$2,500
Sale of Surplus Property	\$36,978	\$92,888	\$30,000	\$39,250	\$30,000
Miscellaneous	\$1,412	\$346,959	\$500	\$5,710	\$500
Advertising Revenue	\$25,080	\$13,200	\$5,000	\$0	\$0
Budgetary Use of Fund Balance	\$0	\$0	\$960,000	\$0	\$0
Transfer In-Trust/Capital Reserve	\$12,500	\$0	\$20,000	\$20,000	\$0
Total Revenue	\$40,271,247	\$45,208,389	\$47,107,621	\$46,728,784	\$47,715,719
Expense					
Compensation	\$1,125,770	\$1,193,169	\$1,247,284	\$1,256,640	\$1,291,940
Fringe Benefits	\$449,682	\$482,711	\$530,204	\$542,430	\$564,551
Outside Services	\$211,180	\$211,593	\$227,648	\$238,722	\$235,577
Supplies	\$51,615	\$33,893	\$45,293	\$43,590	\$46,983
Insurance	\$9,810	\$10,630	\$10,790	\$10,790	\$11,590
Capital Outlay	\$0	\$0	\$20,000	\$20,000	\$0
Miscellaneous	\$5	\$0	\$0	\$0	\$0
Total Expense	\$1,848,063	\$1,931,997	\$2,081,219	\$2,112,172	\$2,150,641

FINANCE

<u>SERVICE INDICATORS</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Estimated</u>	<u>2017 Projected</u>
1. Collection Rate as a % of Current Levy	97.4%	98.5%	98.5%	98.5%
2. Total Number of Motor Vehicle Registrations	43,569	44,680	45,000	45,200
3. Bond Rating – Moody's/S&P	Aa1/AA+	Aa1/AA+	Aa1/AA+	Aa1/AA+
4. Number of Purchasing Transactions	7,523	7,409	7,500	7,600
5. Dollar Value of All Purchasing Transactions	\$37,456,699	\$41,711,105	\$42,000,000	\$42,500,000
6. Direct Deposit Participation Rate	79%	82%	85%	85%

2017 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 ratings.
3. Apply for and achieve the GFOA Budget award.
4. Provide data and analysis that will help make informed decisions in the preparation of a balanced budget.
5. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.
6. Develop and implement a closeout process for the City's Grants and Donations Fund.
7. Evaluate, select and begin implementation of new financial Enterprise Resource Planning (ERP) software, pending funding approval by City Council.
8. Work with the Legal Department to determine the feasibility of self-insuring for property/liability and workers compensation insurances.

2016 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 collection rate for the year ending June 30, 2015 was 98.7%. The collection rate for the year ending June 30, 2016 is anticipated to be 98% or greater.
2. Continue to maintain or improve the City's current bond ratings.
9-Month Status: S&P has reaffirmed the AA+ rating with a stable outlook for the January 2016 bond sale and the SP-1+ rating for the bond anticipation note. The rating report cited the City's strong management conditions with strong budgetary performance and very strong budget flexibility and liquidity, supported by a strong local economy.
3. Apply for and achieve the Government Finance Officers Association (GFOA) Budget award.
9-Month Status: The application for the award was prepared during the first quarter of FY 2016. The GFOA conducted a peer review of the City's FY 2016 budget during the second quarter. The City was awarded the Distinguish Budget Presentation Award from GFOA in December 2015. A report to City Council was provided in January 2016.

FINANCE

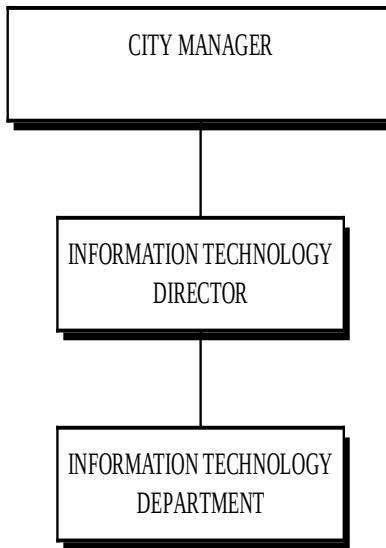
4. Develop and prototype improved financial pro formas for all funds.
9-Month Status: A prototype was developed and tested in the first and second quarters of FY 2016. The model is being used to prepare all the current fiscal year pro formas. The most significant improvement is the automatic updating of the current fiscal year's estimates and the next fiscal year's request amounts. This was a time consuming effort to ensure that the changes made to the next fiscal year's request were accurately reflected in the financial pro forma for the fund being reviewed.
5. 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: The Purchasing Division continues to actively pursue cooperative purchasing opportunities with other NH municipalities, the State of NH, and several purchasing consortiums. Specifically, in cooperation with the Cities of Dover, Laconia, Keene, Rochester and Somersworth, the Division issued a competitive solicitation and entered into a contract with Morton Salt, Inc. for road salt for the 2015-2016 winter season. The Division is currently discussing the award of a contract for janitorial supplies to W.B. Mason with the State of NH. The Division continues to contract for most of the City's water and wastewater chemicals through its membership in the New England/ Merrimack Valley Chemical Consortium.
6. Develop internal monthly financial statements for all Capital Project and Special Revenue Funds.
9-Month Status: The City's current ERP system does not provide budgetary performance reporting in the Project Accounting module, where Capital Project and Special Revenue Fund transactions are recorded, that is consistent with the format available for the City's operating funds. Work has begun on developing a monthly report using Business Analytics with an anticipated completion date of June 30, 2016.
7. Work with the IT Department to research and coordinate departmental reviews of time management recording software, with a goal of building a comprehensive and standardized time keeping system for the City which will integrate with our ERP system.
9-Month Status: With the City's issuance of a Request for Proposals (RFP) for an ERP software solution, and work underway to issue an RFP for new ERP software and implementation services, a decision was made to not move forward on a search for time management software that would work with the City's current ERP system. The hope is that the new ERP system will have built-in time and attendance capabilities that will meet the City's needs.

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

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Expense					
Compensation	\$420,649	\$437,674	\$472,289	\$451,980	\$517,549
Fringe Benefits	\$191,079	\$190,335	\$219,974	\$204,240	\$238,649
Outside Services	\$357	\$226	\$144,300	\$139,400	\$152,080
Supplies	\$1,500	\$1,370	\$1,500	\$1,800	\$1,800
Insurance	\$3,440	\$3,680	\$4,030	\$4,030	\$4,230
Total Expense	\$617,025	\$633,284	\$842,093	\$801,450	\$914,308

Note: Beginning in FY 2016, Outside Services reflects the full cost of Information Technology maintenance charges. Previously, this line was reduced for costs charged out to departments.

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Number of support calls	4,000	3,800	3,600	4,100
2. Network availability - estimated percentage	99.2%	99.0%	99.6%	99.4%
3. Average website visitors per month	8,200	21,000	23,000	26,000
4. Number of employee systems supported	451	458	478	472
5. Average age of hardware systems	2.20	3.40	4.40	2.10

2017 GOALS

1. Support the planning, acquisition, and implementation of a replacement Enterprise Resource Planning (ERP) system.
2. Replace legacy infrastructure data storage with new Storage Area Network for hosting Virtual Server environment.
3. Replace Fire Apparatus mobile units.
4. Upgrade 90% of City desktop phones to Voice Over Internet Protocol (VOIP) technology.
5. Replace end of life Internet firewall with current technology.

2016 GOALS STATUS

1. Support the implementation of a time and attendance system and integration with the City's payroll system.
9-Month Status: Delayed. The time and attendance system has been postponed until the implementation of a new ERP system.
2. Replace 225 computers with new hardware and updated operating systems.
9-Month Status: 20% completed. The new computers are being slowly phased in with a security focus in mind, as we are implementing encryption on all City desktops and notebooks. This, along with legacy applications being slow to upgrade compatibility with a new operating system, has restricted progress.

INFORMATION TECHNOLOGY

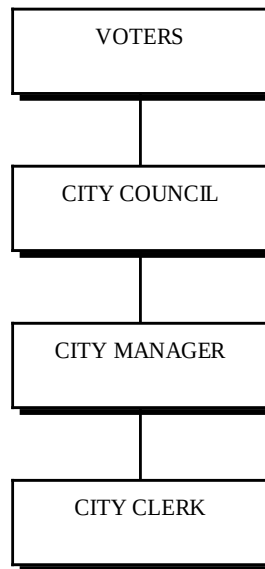
3. Upgrade City networking to include Voice Over IP technology to prepare for replacement phone system.
9-Month Status: 80% completed. The last switches to be installed and configured to support VOIP will be implemented during the summer of 2016.
4. Improve response times and handle increased support calls due to new operating systems and hardware.
9-Month Status: Due to the delay in new operating system compatibility, and the delay of computer replacements, support calls have remained at current levels.
5. Replace and migrate main database server to current hardware standards and software levels. Main City databases will need to be migrated including Collections' Munismart software, fleet management, Fire information system, GIS mapping, as well as antivirus system logs and virtualization control databases. The six year old database server is scheduled for replacement by winter 2015/2016.
9-Month Status: Completed. A new database server was installed in August 2016, and all databases were migrated and tested with departmental applications.

CITY COUNCIL

MISSION

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

CITY COUNCIL ORGANIZATIONAL CHART



2016 OPERATING BUDGET

CITY COUNCIL

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Expense					
Compensation	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Fringe Benefits	\$1,235	\$1,233	\$1,254	\$1,240	\$1,254
Outside Services	\$5,115	\$5,216	\$24,000	\$22,850	\$24,000
Supplies	\$3,963	\$3,403	\$1,500	\$1,200	\$1,250
Insurance	\$130	\$150	\$150	\$150	\$160
Total Expense	\$26,443	\$26,003	\$42,904	\$41,440	\$42,664

CY 2016-2017 PRIORITIES

Members of City Council met on January 25, 2016 to discuss and set priorities for the remainder of CY 2016, as well as CY 2017. The following items are the top priorities that members of Council chose for 2016-2017.

Responsible Fiscal Management is the guiding principal pertaining to all priorities listed below.

1. Balanced Budget Issues: FY 2017 and FY 2018
 - Collective Bargaining/Contract Negotiations
 - Health Insurance Costs
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Information, Marketing and Communications
4. Public Safety Work & Continued Support of Social Safety Network
5. Parking Master Plan/Implementation Measures
6. Foster/Enhance Dialogue with Legislative Delegation
7. Enhanced Community Event Opportunities

CY 2016-2017 PROJECTS

1. Main Street Complete Streets Project
2. Citywide Multi-Generational Community Center
3. Sustainability: Municipal Facilities, Recreation Assets, Northern Pass
4. Opportunity Corridor Economic Development Initiatives
 - South Main Street
 - Penacook Village
 - Downtown 2nd & 3rd Floor Redevelopment
 - North Central Corridor / Storrs Street Connection & South End Rail Yard

ONGOING INITIATIVES

1. Sewalls Falls Bridge
2. Major Transportation Corridor Improvements – Loudon Road
3. Create and Expand Partnerships (particularly in regards to Recreation and Economic Development opportunities)
4. Creative Economy Work
5. Continue Expanded Neighborhood Street Improvement Program

CITY COUNCIL

CY 2016-1017 GOALS STATUS

GOAL 1. BALANCED BUDGET ISSUES: FY 2017 AND FY 2018

- a) Collective Bargaining/Contract Negotiations: The City's negotiating team has reached a tentative agreement with the Concord Police Supervisors Association (CPSA) which provides for 2.5% cost of living adjustments in the next three years. The parties also agreed to re-opener language in the event medical plans need to be modified to avoid the Excise Tax (Cadillac Tax) on medical plans. The City will be negotiating contracts in 2016 with AFSCME, CPPA, and UAW.
- b) Health Insurance Costs: This year, the Health Benefits Review Team sent out a Request for Proposals for medical insurance. Six vendors responded. The incumbent, Harvard Pilgrim, had given the City a not-to-exceed rate increase of 14% in December 2015. After a lengthy review process of the proposals received, the City negotiated with Harvard Pilgrim to offer the same plans to active employees with a 6.9% increase. This brings our five year average for premium increases with Harvard Pilgrim to 4.6%, as this five year period includes two years with no increases.

As of July 1, 2016, all City employees will be paying 10% of their medical and dental plan premiums. This cost sharing was implemented as a way to control the cost of health care. Compared to the previous health insurance points structure provided by the City, these changes will reduce the overall health insurance costs and share part of the responsibility with employees.

The City is moving retirees over the age of 65 to a new Medicare Enhanced plan that does not cover prescriptions and is one third of the cost. The City will be adding a supplemental drug plan through Aetna that is a Part D Medicare plan. This will reduce the monthly premium from \$477 to \$318 per month, representing a 33% decrease in cost for a substantially similar plan.

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

On April 11, 2016, the City Council approved a resolution which expanded the RSA 79-E Program to make historic buildings not located within the two established RSA 79-E Districts in downtown and Penacook Village potentially eligible to participate in the program.

Over the last several months, the Community Development Department put forth two significant changes to the Zoning Ordinance to facilitate the development and redevelopment of property. The first, approved by Council, eliminated the 60% open space requirement for minor subdivisions, addressing what was considered a particularly onerous regulation for property owners in Concord. The second change is scheduled for a public hearing in May and will alter the base thresholds that trigger minor site plan review. Currently, property owners or would-be tenants must submit a full site plan in limited instances where a new use is permitted but no change to the site is actually proposed. If adopted by Council, such conversions, which have virtually no impact on the surrounding neighborhood, will no longer require the expense and time of site plan submittal making it easier for business growth.

GOAL 3. PUBLIC INFORMATION, MARKETING AND COMMUNICATIONS

The City is working effectively towards increasing public awareness through branding, marketing and communications.

City Administration: A "Communications Collaborative" has been created, which consists of public information specialists from Parks & Recreation, the Library, Police, Fire, General Services, and the City Manager's office. The "Collaborative" will meet regularly to discuss initiatives and ideas for increasing/improving communications.

CITY COUNCIL

Fire Department: The Fire Department maintains an active presence in print, electronic and social media. WKXL hosts a weekly segment to provide an update on Fire Department activities and safety messages. Recent topics have included fire safety and fall prevention, drug abuse, and major incidents. The Department's Facebook page has 3,024 friends, and its Twitter account has 754 followers.

General Services Department: The General Services Department continues to increase communications with the community. The Department disseminates public information via website updates, print media, press releases, the City Manager's newsletter, its monthly General Gazette newsletter, and bill stuffers. Social media is used to improve community engagement, continue branding, and encourage public awareness of services.

During the first quarter of calendar year 2016, the General Services Department promoted curbside Christmas Tree collection, the 2016 Solid Waste Brochure, water main break updates, employee spotlights, water quality, Everett Arena events, spring road load limits, and EPA Watersense's "Fix a Leak" Week. A YouTube video, "How to Detect a Toilet Leak," was created in conjunction with free toilet dye test kits for Fix a Leak Week to encourage water consumers to find toilet leaks to save water and, potentially, money on their utility bills. Through March 2016, the Department has 666 Facebook likes, 316 Twitter followers, 24 Google+ followers, and 38 subscribers to its YouTube channel. Approximately 50 press releases have been issued to the local media.

Human Resources Department: In an effort to improve outreach activities as they pertain to position vacancies within the City, the Human Resources Department utilizes online cloud-based recruitment software for applications. An applicant can be made aware of other City job opportunities by completing a job interest card. Job interest cards are sent out to those who have completed a profile and have let the Department know what types of work they are looking for. This has served to reduce phone calls within the Department, while saving the job seeker time in having to check back to our website. It has also saved in recruitment advertising costs. Job vacancies are a hotlink on the home page of the City's website. The Department also advertises vacant positions on Facebook.

Concord Public Library: The Library makes good use of social media to post information about upcoming programs and library services. A YouTube channel was created for the posting of videos about Library programs and a Facebook page is also maintained. The Library recently launched a Twitter account to market to a new demographic of patrons. The Library also makes good use of the News Flash feature on the City website.

Parks & Recreation Department: The Parks & Recreation Department creates four seasonal brochures each year, which are delivered to all elementary school children in the city. These brochures highlight all Department programs and events for a 3-4 month span. The content of the brochures is also posted on the Parks & Recreation website. In addition, the Department maintains a very active Facebook page, with over 2,000 "likes". The Department also creates a monthly newsletter for the website, weekly news releases for local media, a monthly TV show ("We Are Serious About Fun") with Concord TV, and numerous public service announcements. The Department works very closely with the Friends of the Audi to advertise events and rental opportunities.

The Parks & Recreation Department also maintains the website for the Beaver Meadow Golf Course. Staff creates and sends out weekly and monthly e-mail blasts to several thousand golfers who have signed up to belong to its online e-club. The website receives 2,500-3,500 unique web hits per month. The Department maintains a very active Facebook page for the course as well, with over 1,400 "likes". During the golf season, staff coordinates weekly newspaper and radio ads.

Police Department: The Police Department utilizes a number of social media sites, as well as the City website to present information regarding the Department to the public and to keep the public informed of events occurring within the City. The Department's website includes many pages of valuable information, including guidance on how to obtain reports and other services that the Department provides. The site also provides notification of upcoming hiring processes, drug take-back days, citizen police academies, and other events. In addition, all Police Department press releases are placed on the website.

CITY COUNCIL

The Police Department's Twitter page has approximately 1,400 followers, and its Facebook page has approximately 1,700 friends. Both of these venues are used to disseminate information regarding Department and/or City events, and provide emergency information as necessary.

The Police Department administers the Concord Regional Crimeline, which allows individuals to anonymously provide tips regarding ongoing investigations in Concord and surrounding towns. Tips can be submitted by phone, online, or by text message. During 2015, 399 tips were received through Crimeline leading to the arrest of 32 individuals and the ability to close out numerous cases.

The Police Chief participates in a weekly radio show on WKXL, where different topics are addressed based upon events occurring in the city, state and, on occasion, the nation.

Another initiative of the Police Department is "Coffee with a Cop." This program is designed to promote interaction between the community and the Department by sharing coffee and fostering discussion in a relaxed atmosphere. Since its inception, the Department has held six "Coffee with a Cop" events at different locations throughout the city. The most recent event was held on March 16, 2016, at White Mountain Coffee on Pleasant Street. All of these events have been well received by the public and business owners.

During the 2015-2016 school year, the Police Department took part in two new programs focused on the schools: "Lunch with a Cop" and "Police Readers". "Lunch with a Cop" features police officers joining students throughout the city during lunch time to field questions and leave a positive impression with the students. The "Police Readers" program has police officers go into K-2nd grade classrooms and read books to the students. The Department participated in both programs in the early months of 2016 and plans to do a few more sessions before school lets out in June.

The Police Department offers Rape Aggression Defense (RAD) classes, which is a comprehensive course for women and includes situational awareness, prevention, risk reduction and avoidance, and progresses to the basics of hands-on defense training. The RAD System is dedicated to teaching women defensive concepts and techniques against various types of assault by utilizing easy, effective and proven self-defense tactics. The system of realistic defense will provide a woman with the knowledge to make an educated decision about resistance.

GOAL 4. PUBLIC SAFETY WORK AND CONTINUED SUPPORT OF SOCIAL SAFETY NETWORK

The Police Department takes an aggressive stance in combatting the opioid crisis facing the City. In January of 2016, the Department assigned an additional investigator to the Drug Enforcement Unit in order to augment the Unit's efforts in conducting undercover drug investigations and to assist in collecting and disseminating drug intelligence. The Department has worked closely with other stakeholders on this matter to include other police agencies, service providers, and other branches of the criminal justice system. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the City. During the first three months of calendar year 2016, the Department made 100 arrests of individuals for illegal drug related charges. This is a 61% increase over the same period last year.

The Police Department also continues with initiatives put in place to best address community safety concerns. The highly successful Problem Oriented Policing (POP) Unit is a tool the department utilizes to address issues which can be best resolved with a concentrated pro-active approach, which is not always possible through the Patrol Division. The POP Unit is able to address public safety issues through enforcement and by coordinating with other City and community resources. The POP Unit has been very successful in addressing issues with the homeless population, panhandling, nuisance properties, and many other quality of life issues within the city.

CITY COUNCIL

In an attempt to strengthen its partnership with the refugee/New American community, the Police Department has held several Q&A type meetings with this population to address any questions or concerns they may have relating to the community, local and state laws, and the Police Department. The Department has its next scheduled Q&A meeting with the refugee community in mid-April. With the assistance of the NH Department of Motor Vehicles, the Police Department has implemented a driver training course to assist those having difficulty obtaining a driver's license due to language and cultural obstacles. This remains a work in progress.

The Fire Department actively participates in collaborative efforts with Concord Hospital, Riverbend Community Mental Health, and the Concord Regional Visiting Nurses Association for effective patient care, particularly for patients suffering from mental health conditions. The Department works with a broad range of agencies to assure that persons who access emergency services receive appropriate follow-up and support from agencies that assist aging persons and persons with disabilities. The Department was a participant in the recent NH Falls Prevention Task Force data meeting, reporting that falls were the leading cause for emergency medical dispatches and providing information on the increase of falls in the last calendar year.

GOAL 5. PARKING MASTER PLAN / IMPLEMENTATION MEASURES

Draft recommendations and a pro forma modeling the financial implications of the recommendations were presented to the City Manager for review, which was completed on March 24, 2016. The staff report is now being finalized for presentation to the Parking Committee in May.

GOAL 6. FOSTER/ENHANCE DIALOGUE WITH LEGISLATIVE DELEGATION

In coordination with Merrimack County, the City provided support regarding a proposal to construct a new County Courthouse, adjacent to the existing courthouse, instead of on the Heights. Support included testifying at numerous State Legislative Committee hearings and background work associated with those hearings.

In coordination with the Greater Concord Chamber of Commerce, the City provided support regarding a proposal to open the State House to the public on weekends to promote tourism in downtown Concord.

GOAL 7. ENHANCED COMMUNITY EVENT OPPORTUNITIES

The Mayor is in the process of establishing an Ad-Hoc City Council Committee to review the process, costs, and revenues associated with community events. City staff has collected information needed for the committee to conduct its analysis.

The Concord Public Library is the current repository of the four community mosaics created by Concord residents as part of the citywide 250th celebration.

PROJECT 1. MAIN STREET COMPLETE STREETS PROJECT

The South Main Street phase of the project began on March 28, 2016. Currently, work is primarily taking place on the east side of the street.

On April 11, 2016, the City Council appropriated \$2 million for installation of underground utilities on a section of South Main Street, roughly between FIT Outfitters and Thompson Street.

CITY COUNCIL

PROJECT 2. CITYWIDE MULTI-GENERATIONAL COMMUNITY CENTER

On February 8, 2016, City Administration presented three new conceptual plans for a citywide community center at the site of the former Dame School. On March 14, 2016, City Administration provided a comprehensive staff report, which discusses these options in detail, as well as provided supplemental information about potential turf centers and walking tracks for each of the three options. City Administration recommended that the Council pursue Option 1A for \$7.1 million. On April 11, 2016, the City Council approved \$6.55 million of additional funding for design and construction of Option 1A. The approved design will include Library programming for 15 hours per week. Design and permitting will commence immediately with a goal of soliciting bids for construction in September 2016.

PROJECT 3. SUSTAINABILITY: MUNICIPAL FACILITIES, RECREATION ASSETS, AND NORTHERN PASS

In March 2016, City Council approved a proposal to locate solar array(s) at the Hall Street Wastewater Treatment Facility. One or two 1.98 million kilowatt hours (each) solar photo voltaic arrays will be installed.

City staff provided a report and presentation to the City Council on the impact of invasive insect species within the City of Concord at its April 2016 meeting. The City Council accepted the report with the understanding that there will be several action items over the next several years.

The City continues to follow the Northern Pass project closely. Per Council's direction, the City has filed as an intervener at the federal and state levels. The Council's Northern Pass Committee, the Community Development Department, and the City Solicitor's office are working closely to fully engage the City as an intervener.

PROJECT 4. OPPORTUNITY CORRIDOR ECONOMIC DEVELOPMENT INITIATIVES

- a) South Main Street: The City continues its efforts to market the former NH Employment Security property at 32-34 South Main Street.
- b) Penacook Village: The City continues its efforts to market the remaining City-owned portions of the former Allied Leather Tannery property at 27-35 Canal Street.

Working with local partners, the City has engaged with the developer of the former Summer Street School, located at 12 Cross Street, about financing needs in order to renovate the property into eight market rate residential condominium units.

The Concord Public Library is monitoring potential locations to better house the Penacook Branch Library, as the current building has increasing challenges.

- c) Downtown 2nd & 3rd Floor Redevelopment: In February 2016, the developer of the Remi Block (formerly known as the Vegas Block) closed on a \$2.8 million financing package for renovation of the property into 20 market rate apartments and three commercial store fronts. The City contributed \$200,000 to the financing package through its Revolving Loan Program. The City has further supported the project with a RSA 79-E Tax Relief Incentive benefit (valued at \$315,000), a license for installation of balconies over the City's adjacent streets, and parking.
- d) North Central Corridor/Storrs Street Connection & South End Rail Yard: Using budget surplus associated with the recent cleanup of the former Tsunis property, staff has begun the process of securing an engineering consultant to commence the preliminary design process.

CITY COUNCIL

ONGOING INITIATIVE 1. SEWALLS FALLS BRIDGE

The old bridge has been removed in its entirety. The south abutment is complete and work is progressing on the north abutment. Erection of the steel for the new bridge will begin in June 2016. Construction is still on schedule for substantial completion by November 1, 2016.

ONGOING INITIATIVE 2. MAJOR TRANSPORTATION CORRIDOR IMPROVEMENTS – LOUDON ROAD.

The City Manager, Deputy City Manager for Development, and City Engineer met with representatives of the NH Department of Transportation (NHDOT) to review alternatives for Loudon Road. City staff will work with NHDOT on costing out and itemizing potential revenue sources for those alternatives and will return to City Council in May or June.

ONGOING INITIATIVE 3. CREATE & EXPAND PARTNERSHIPS (particularly in regards to Recreation and Economic Development opportunities)

The Parks & Recreation Department coordinates work with many community groups to expand recreation opportunities and to help with the offering of the following programs and services:

- Coordinates the Adopt-a-Spot Program with over 50 different organizations maintaining areas around the City.
- Works with numerous youth sports groups to assist with marketing and registering of participants. In addition to the Concord Crush Youth Lacrosse Program, the Department works with Concord Youth Hockey to assist with their “learn to play hockey” registrations.
- Works with the Pope Memorial SPCA for the operating of the dog park at Terrill Park.
- Coordinates with several groups for community park clean-up days, including the Friends of White Park, Concord Crew at Kiwanis Riverfront Park, the Merrimack River Greenway Trail Committee, and the group representing the Skate Board Park.
- The Senior Citizen Program continues to expand, due, in part, to partnerships with the Concord Regional Visiting Nurses Association, AARP, and the Community Action Program.
- Works with the Concord School District to host their weekly Concord Heights Family Resource Center at the former Dame School.
- Works with the Friends of the Audi to promote events, marketing, and volunteer days.
- Works with the Capital Area Wellness Coalition, the Patriots Alumni Club, the Concord Police Department, the Concord Rotary Club, the Black Ice Pond Hockey Association, and Friends of White Park to offer several special events around the city.

ONGOING INITIATIVE 4. CREATIVE ECONOMY WORK

Creative Concord is preparing to undertake a strategic planning and priority setting effort in the spring and summer of 2016. At present, Creative Concord is actively engaged in conducting the Americans for the Arts economic prosperity survey and is working with the City on the development of pilot programs for the coming year.

ONGOING INITIATIVE 5. CONTINUE EXPANDED NEIGHBORHOOD STREET IMPROVEMENT PROGRAM

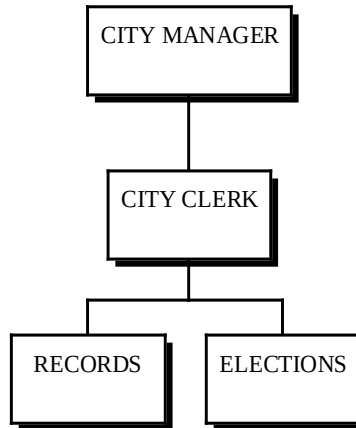
Working with the City’s Purchasing Division, the General Services Department successfully procured bids for the upcoming construction season. Depending upon weather, the work may begin as early as April.

CITY CLERK

MISSION

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

CITY CLERK 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.

2017 OPERATING BUDGET

CITY CLERK

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Dog Licenses	\$27,642	\$31,502	\$30,000	\$30,000	\$30,000
Marriage Licenses	\$3,010	\$2,793	\$2,800	\$2,800	\$2,800
School District Payments	\$3,677	\$5,455	\$4,000	\$2,990	\$5,000
Recording Fees	\$11,705	\$4,880	\$7,000	\$5,500	\$6,000
Sundry Services	\$48,492	\$50,409	\$35,000	\$40,000	\$37,500
Miscellaneous	\$1,498	\$3,435	\$500	\$300	\$500
Transfer In-Trust/Capital Reserve	\$12,500	\$0	\$0	\$0	\$0
Total Revenue	\$108,523	\$98,473	\$79,300	\$81,590	\$81,800
Expense					
Compensation	\$232,231	\$260,118	\$290,658	\$284,870	\$293,991
Fringe Benefits	\$64,681	\$66,915	\$96,850	\$101,880	\$113,007
Outside Services	\$8,956	\$11,907	\$24,814	\$20,260	\$18,594
Supplies	\$9,556	\$15,608	\$17,145	\$16,475	\$17,225
Insurance	\$2,040	\$2,400	\$2,220	\$2,220	\$2,520
Capital Outlay	\$12,332	\$0	\$0	\$0	\$0
Total Expense	\$329,796	\$356,948	\$431,687	\$425,705	\$445,337

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Birth Certificates Issued	1,928	2,308	2,200	2,200
2. Marriage Certificates Issued	805	936	800	800
3. Death Certificates Issued	3,668	3,579	3,450	3,400
4. Divorce Records Issued	124	137	140	130
5. Marriage Licenses Issued	419	393	385	375
6. Marriage Ceremonies Performed	136	122	115	120
7. Dog Licenses Issued	5,155	5,405	5,400	5,400
8. Notice of Intent to Issue Summons	751	655	600	550
9. Voter Registrations Processed	289	1,540	3,300	3,500
10. Absentee Voters Serviced	142	1,348	1,293	2,500
11. Average Number of Ballots Cast	4,173	21,733	21,681	29,000

CITY CLERK

2017 GOALS

1. Implement use of the automated agenda system by other boards and commissions within municipal government with a goal of getting all boards and commission to use our current automated system.
2. Finalize and implement updated procedures for all committees to use in order to assure compliance with Right to Know laws specific to the posting of meetings, as well as the production of minutes for those meetings.
3. Continue to work with all departments on finalizing a citywide retention schedule for municipal documents in accordance with State law.
4. Complete a vital records, general office, and election procedure manual that clearly defines and provides guidance specific to the many duties that must be completed by municipal staff relating to the various areas of work completed by the City Clerk's Office.
5. Investigate and implement potential electronic improvements to Election Day activities.

2016 GOALS STATUS

1. Implement the ability for citizens to request vital records and/or license their dogs online.
9-Month Status: Staff has completed the conversion of the City's dog licensing database to a new system. Final adjustments to the online program are currently being completed by the vendor. The online dog licensing system will be available to citizens by the end of April 2016. Staff is also working with the vendor of the online vital records program, which is expected to go live in mid-May and will allow for citizens to request vital records online.
2. Implement an updated procedure for all committees to use in order to assure compliance with Right to Know laws specific to the posting of meetings, as well as the production of minutes for those meetings.
9-Month Status: Procedures for committees and staff members to use to ensure compliance with Right to Know Laws and municipal policies will be drafted for final review by the Legal Department and City Administration. Minimal progress to date.
3. Continue to work with all departments on finalizing a citywide retention schedule for municipal documents in accordance with State law.
9-Month Status: The City's Municipal Records Committee has been tasked with making recommendations as to how long municipal records not listed within State retention statutes should be kept, along with which departments should retain documents currently stored by more than one municipal office. After recommendations are complete, they will be submitted to City Administration for review and approval. This goal remains a department priority.
4. Complete a vital records manual and a general office manual to outline procedures staff should follow when performing their duties.
9-Month Status: Staff has made great progress on this goal. The vital records manual is approximately 60% complete, with the goal of completion by the end of calendar year 2016. Minimal progress has been made on the general office manual.
5. Complete an election procedures manual that clearly defines and provides guidance specific to the many duties of staff prior to and in follow-up to any election.
9-Month Status: Staff continues to update the Ward Official Election Manual prior to each election, ensuring that the most up to date information is within the manual. Staff continues to draft an internal departmental manual that outlines the in-office duties that must be completed pre- and post-election.

2017 OPERATING BUDGET

GENERAL OVERHEAD

BUDGET DETAIL

Revenue

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Transfers					
Transfer in-Engineering Inspections Fund	\$400	\$400	\$1,892	\$1,892	\$1,830
Transfer In-Parking Fund	\$96,150	\$96,150	\$97,390	\$97,390	\$97,460
Transfer In-Airport Fund	\$30,500	\$32,360	\$32,340	\$32,340	\$33,670
Transfer In-CD Con Prop Mgmt Fund	\$23,300	\$47,560	\$55,600	\$55,600	\$48,800
Transfer In-Impact Fee Fund	\$309,100	\$131,794	\$131,790	\$131,790	\$45,000
Transfer In-NEOCTIF	\$31,520	\$33,090	\$34,744	\$34,744	\$36,480
Transfer In-Sears Block TIF	\$287,430	\$282,780	\$385,210	\$385,210	\$386,560
Transfer In-Penacook TIF	\$1,180	\$1,240	\$1,368	\$1,368	\$1,440
Transfer In-Golf Fund	\$74,950	\$74,950	\$76,440	\$76,440	\$76,260
Transfer In-Arena Fund	\$42,760	\$47,444	\$48,370	\$48,370	\$48,090
Transfer In-Water Fund	\$441,710	\$454,970	\$471,315	\$471,315	\$501,320
Transfer In-Wastewater Fund	\$544,040	\$560,361	\$570,825	\$570,825	\$599,405
Transfer In-Trust/Capital Reserve	\$0	\$111,611	\$30,000	\$30,000	\$0
Transfer In-Trust/Self Insurance	\$138,863	\$1,523	\$20,000	\$15,000	\$20,000
Sub Total	\$2,021,903	\$1,876,233	\$1,957,284	\$1,952,284	\$1,896,315
Special Programs					
Cable TV Franchise	\$749,281	\$799,876	\$820,000	\$831,381	\$853,164
Transfer In-Trust/Economic Dev	\$20,000	\$20,000	\$30,000	\$30,000	\$34,000
Sub Total	\$769,281	\$819,876	\$850,000	\$861,381	\$887,164
Risk and Insurance					
Insurance Distributions & Credits	\$327,702	\$163,786	\$82,500	\$529,980	\$80,000
NHRS subsidy for Retiree Health Ins	\$1,003,419	\$994,283	\$1,013,650	\$1,013,650	\$974,960
Retiree share of Health Ins	\$478,493	\$456,021	\$539,890	\$539,890	\$391,410
Sub Total	\$1,809,615	\$1,614,091	\$1,636,040	\$2,083,520	\$1,446,370
Comp Adjustment					
Transfer In-Trust/Self Insurance	\$0	\$148,000	\$183,000	\$183,000	\$0
Sub Total	\$0	\$148,000	\$183,000	\$183,000	\$0
Total Revenue	\$4,600,799	\$4,458,199	\$4,626,324	\$5,080,185	\$4,229,849

2017 OPERATING BUDGET

GENERAL OVERHEAD

Expense

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Transfers					
Transfer Out - Capital Proj Fund	\$235,690	\$340,100	\$340,000	\$340,000	\$391,750
Transfer Out-Golf Course Fund	\$28,104	\$26,480	\$20,520	\$20,520	\$19,760
Transfer Out-Arena Fund	\$16,710	\$16,030	\$15,280	\$15,280	\$0
Transfer Out-Trust	\$1,023,629	\$1,300,081	\$1,521,252	\$1,521,252	\$694,472
Sub Total	\$1,304,133	\$1,682,691	\$1,897,052	\$1,897,052	\$1,105,982
Special Programs					
Intown Concord	\$20,000	\$20,000	\$30,000	\$30,000	\$30,000
Cable TV System	\$244,137	\$265,838	\$262,400	\$268,090	\$273,013
Holiday Celebrations	\$5,000	\$55,000	\$5,000	\$5,000	\$5,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Sub Total	\$294,137	\$365,838	\$322,400	\$328,090	\$333,013
Debt Service					
Principal on Bonds and Notes	\$3,824,051	\$4,015,667	\$4,117,230	\$4,117,230	\$3,990,730
Interest on Bonds and Notes	\$1,057,791	\$1,487,638	\$1,315,160	\$1,315,160	\$1,356,024
Bond Costs	\$56,926	\$66,266	\$57,300	\$50,000	\$50,000
Sub Total	\$4,938,768	\$5,569,571	\$5,489,690	\$5,482,390	\$5,396,754
Risk and Insurance					
Health Ins-Employee & Retiree	\$2,209,785	\$2,174,927	\$2,352,460	\$2,352,460	\$2,028,370
Prof & Tech Serv	\$940	\$0	\$5,000	\$0	\$5,000
Insurance Deductible and Reserve	\$7,923	\$2,396	\$15,000	\$15,000	\$15,000
Sub Total	\$2,218,648	\$2,177,323	\$2,372,460	\$2,367,460	\$2,048,370
Contingency					
City Council Contingency	\$0	\$0	\$10,000	\$0	\$20,000
Operational Contingency	\$0	\$0	\$95,000	\$0	\$100,000
Sub Total	\$0	\$0	\$105,000	\$0	\$120,000
Comp Adjustment					
Compensation Adjustment	\$0	\$0	\$346,500	\$0	\$488,030
Sub Total	\$0	\$0	\$346,500	\$0	\$488,030
Street Lighting					
Electricity	\$445,877	\$470,847	\$516,280	\$493,700	\$471,560
Sub Total	\$445,877	\$470,847	\$516,280	\$493,700	\$471,560

2017 OPERATING BUDGET

GENERAL OVERHEAD

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Social Service Agencies					
Community Action Program	\$17,710	\$17,710	\$17,710	\$17,710	\$17,710
Concord Area Transit (CAT)	\$125,350	\$125,350	\$125,350	\$125,350	\$165,350
Penacook Community Center	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000
Friends Program	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000
Edna McKenna House	\$31,220	\$31,220	\$31,220	\$31,220	\$31,220
Crisis Center of Central NH	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Concord Coalition to End Homelessness	\$0	\$0	\$10,000	\$10,000	\$0
New American Africans	\$0	\$0	\$5,000	\$5,000	\$5,000
First Congregational Church	\$10,000	\$10,000	\$0	\$0	\$0
Homeless Shelter at St. Peter's Church	\$0	\$0	\$30,000	\$30,000	\$0
Sub Total	\$281,780	\$281,780	\$316,780	\$316,780	\$316,780
Total Expense	\$9,483,343	\$10,548,050	\$11,366,162	\$10,885,472	\$10,280,489

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.

Transfers (Expense)

Reflects transfers to capital project funds for various projects; Golf Fund to support debt service; and Trust Funds, mainly for transfer of a portion of the Highway Block Grant revenues for paving purposes.

SPECIAL PROGRAMS

Intown Concord

The City's contribution to Intown Concord is level funded for FY 2017. 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. This expense is offset by the Transfer In from the Economic Development Trust.

Cable TV Franchise/System

The proposed FY 2017 (Cable TV Franchise with Comcast) fee increased from FY 2016. Funding for Concord TV increased for FY 2017.

Holiday Observances/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 2017 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 funded for FY 2017. 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 and principal on bonds and notes.

RISK AND INSURANCE

Insurance Distributions and Credits (Revenue)

Represents premium holidays from Primex for Worker's Compensation insurance. The credits were for premiums paid in prior years.

Health Ins-Employee & Retiree

Includes the full cost of health insurance for retired employees. Overall, 67.4% of costs are recouped from a NHRS subsidy for retirees (for eligible employees) and Retiree share of Health Insurance (directly from retirees).

GENERAL OVERHEAD

Insurance Deductible & Reserve

Represents deductible amounts for Auto and Property/Liability claims.

Prof & Tech 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. A transfer-in from the Self Insurance Trust offsets both these expenses.

CONTINGENCY

Contingency

These accounts are used to allocate funds for unexpected occurrences including City Council use, over-expenditures for snow and ice removal, Welfare or other extraordinary expenses not included in the adopted budget.

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.

SOCIAL SERVICE AGENCIES

Community Action Program – Area Center

Agency requested \$25,000 for this fiscal year, which represents a 41.2% increase over FY 2016 funding. Level funding in the amount of \$17,710 is recommended for FY 2017.

CAT/Public Transportation

For Senior Transportation, the agency requested \$16,000 for this fiscal year, and level funding in the amount of \$16,000 is recommended. For Special Transit (door to door service for disabled individuals), the agency requested \$19,350, and level funding in the amount of \$19,350 is recommended. For Public Transportation, the agency requested \$130,650, and funding in the amount of \$130,000 is recommended, which represents a \$40,000 increase over FY 2016 in order to enhance CAT services and qualify for additional Federal matching funds. The total request from CAT for this fiscal year is \$166,000, which represents a 32.4% increase over FY 2016. Total funding in the amount of \$165,350 is recommended for FY 2017.

Penacook Community Center

Agency requested \$28,000 for this fiscal year, which represents no increase over FY 2016 funding. Level funding in the amount of \$28,000 is recommended for FY 2017. Continued commitment to the availability of community centers is recommended at this time.

Friends Program

Agency requested \$57,000 for this fiscal year, which represents no increase over FY 2016 funding. Level funding in the amount of \$57,000 is recommended for FY 2017. Continued commitment to the serious and growing issue of homelessness in the community is recommended at this time.

GENERAL OVERHEAD

Salvation Army/McKenna House

Agency requested \$47,000 for this fiscal year, which represents a 50.5% increase over FY 2016 funding. Level funding in the amount of \$31,220 is recommended for FY 2017. Continued commitment to the serious and growing issue of homelessness in the community is recommended at this time.

Crisis Center of Central NH

Agency requested \$12,500 for this fiscal year, which represents no increase over FY 2016 funding. Level funding in the amount of \$12,500 is recommended for FY 2017. Continued commitment to the serious issue of specialized housing for victims is recommended at this time.

First Congregational Church

The First Congregational Church no longer provides a cold weather shelter and funding for this organization was eliminated in FY 2016.

Concord Coalition to End Homelessness

Agency requested \$10,000 for this fiscal year, which represents no increase over FY 2016 funding. Funding is not recommended for FY 2017.

New American Africans

Agency requested \$10,000 for this fiscal year, which represents a 100% increase over FY 2016. Level funding in the amount of \$5,000 is recommended for FY 2017.

Homeless Shelter at St. Peters Church

In FY 2016, \$30,000 was appropriated to open a winter homeless shelter at St. Peters Church as a one year stop gap measure. No funding is recommended for FY 2017.

2017 OPERATING BUDGET

PUBLIC SAFETY

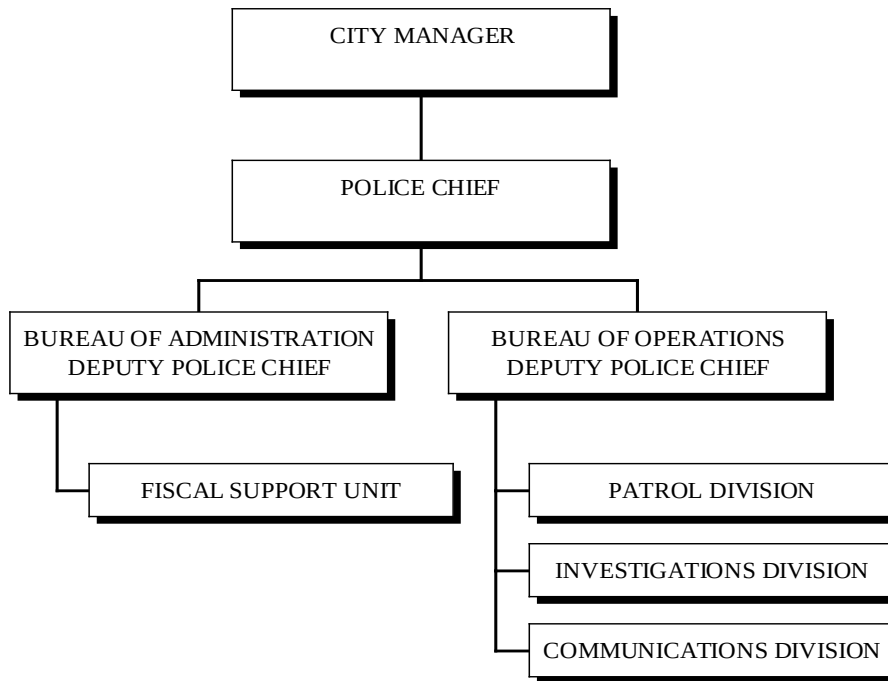
	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Police	\$834,554	\$696,646	\$707,730	\$707,170	\$690,010
Fire	\$2,492,171	\$2,655,150	\$2,444,449	\$2,746,605	\$2,578,971
Total Revenue	\$3,326,725	\$3,351,796	\$3,152,179	\$3,453,775	\$3,268,981
Expense					
Police	\$10,971,735	\$11,123,092	\$11,401,525	\$11,321,749	\$11,747,516
Fire	\$12,324,064	\$12,663,859	\$13,196,903	\$12,740,475	\$13,552,176
Total Expense	\$23,295,799	\$23,786,952	\$24,598,428	\$24,062,224	\$25,299,692

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 Community Services Division also operates under this Bureau and coordinates the Department's efforts in community policing and community engagement.
2. The Bureau of Operations consists of the following three Divisions:
 - a) **Patrol Division**: Performs day to day police functions which include responding to calls for service, traffic enforcement, criminal investigation, and community policing initiatives.
 - b) **Investigations Division**: Investigates major crimes, drug investigations, and juvenile offenses.
 - c) **Communications Division**: Receives information via various mediums and subsequently dispatches the information to officers in the field. Coordinates the dissemination and retention of criminal history and motor vehicle records.

2017 OPERATING BUDGET

POLICE

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
PD Licenses and Permits	\$7,398	\$6,655	\$8,000	\$7,000	\$8,000
Drug Forfeiture/Restitution	\$22,985	\$16,461	\$7,130	\$12,000	\$11,000
Drug Unit OT Reimbursement	(\$226)	\$0	\$0	\$0	\$0
School District Payments	\$135,322	\$137,284	\$143,150	\$142,270	\$149,160
Reports, Prints and Copies	\$27,139	\$17,187	\$18,000	\$14,000	\$16,000
Cruiser Rental Fee	\$64,673	\$47,854	\$40,000	\$40,000	\$40,000
Police Patrol Services	\$4,018	\$6,260	\$4,650	\$4,700	\$4,650
Police Witness Fees	\$15,683	\$12,957	\$15,200	\$15,200	\$15,200
Special Police Duty Services	\$351,769	\$308,732	\$305,000	\$305,000	\$305,000
Non-Metered Parking Penalties	\$101,610	\$99,944	\$100,000	\$100,000	\$100,000
False Alarm Penalties	\$25,005	\$27,195	\$27,500	\$35,000	\$29,000
Miscellaneous	\$49,178	\$16,117	\$16,100	\$9,000	\$12,000
Transfer In-Trust/Capital Reserve	\$30,000	\$0	\$23,000	\$23,000	\$0
Total Revenue	\$834,554	\$696,646	\$707,730	\$707,170	\$690,010
Expense					
Compensation	\$6,749,216	\$6,874,657	\$6,937,671	\$6,977,025	\$7,170,401
Fringe Benefits	\$3,421,852	\$3,513,204	\$3,785,269	\$3,698,120	\$3,912,117
Outside Services	\$235,763	\$218,571	\$196,435	\$193,030	\$217,710
Supplies	\$191,798	\$215,154	\$199,320	\$173,250	\$187,300
Utilities	\$81,103	\$105,184	\$104,330	\$101,830	\$98,198
Insurance	\$127,208	\$147,695	\$155,500	\$155,494	\$161,790
Capital Outlay	\$164,794	\$48,628	\$23,000	\$23,000	\$0
Total Expense	\$10,971,735	\$11,123,092	\$11,401,525	\$11,321,749	\$11,747,516

2017 OPERATING BUDGET

POLICE

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Total Calls for Service	56,524	58,180	58,500	58,900
2. Total State Reportable Traffic Accidents	1,113	1,214	1,250	1,200
3. Total Traffic Fatalities	1	1	1	0
4. Total Traffic Summonses Issued	3,992	4,371	4,200	4,300
5. Total DWI Arrests	161	137	165	170
6. Total Domestic Violence Related Arrests	310	323	240	300
7. Drug Abuse Violations (Persons Arrested)	235	234	300	300
8. Total Part I Violent Crime Arrests	43	51	35	42
9. Total Custodial Arrests	2,716	2,926	2,960	2,975

2017 GOALS

1. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate Departmental efforts with other stakeholders including federal, state, and local law enforcement agencies, service providers, and the court system.
2. Foster positive community engagement designed to further the relationship of the Department with the community and also address community related concerns. Continue efforts to improve the communication and level of cooperation with the community to improve quality of life issues facing the City, as well as to deter criminal activity.
3. Maintain a comprehensive, data driven, city-wide traffic enforcement plan and integrate new strategies and alternate resources as necessary to make the streets of Concord safer for motorists, pedestrians, and bicyclists. Particular attention will be given to those areas of the city which have undergone recent re-design and construction.
4. Seek to fully staff all authorized sworn positions. 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.
5. Continue efforts to identify and implement creative strategies designed to address homelessness within the City from a policing perspective. These strategies should work collaboratively with the efforts of community organizations, as well as other municipal and state agencies, to address issues surrounding homelessness in the community.

2016 GOALS STATUS

1. Maintain a comprehensive, data driven, city-wide traffic enforcement plan and integrate new strategies and alternate resources as necessary to make the streets of Concord safer for motorists, pedestrians, and bicyclists.
9-Month Status: The Department has issued 2,944 citations and 10,019 written warnings. During the same period last year, the Department issued 2,096 citations and 6,823 written warnings. The Department proactively utilized its motorcycle unit during the summer months to help ensure safe operating behaviors by the motoring public through the enforcement of motor vehicle infractions. Additionally, the Department utilized funding provided by the NH Highway Safety Agency to conduct focused patrols on Loudon Road for aggressive driving, and downtown for pedestrian and bicycle safety, as well as impaired driving patrols throughout the City. The Department has issued 1,848 citations and 5,041 written warnings for hazardous moving violations. The Department also arrested 123 impaired drivers. The Department will continue to seek out grant opportunities to augment its efforts to keep the roadways of Concord safe for motorists, bicyclists, and pedestrians.

POLICE

2. Provide training and educational opportunities for Department personnel in handling calls for service involving individuals in mental health crisis. Coordinate the efforts of the Department and, in particular, the Crisis Intervention Team, with other mental health providers and stakeholders in the community and develop strategies in handling calls for service involving individuals in mental health crisis.

9-Month Status: The Department continues to handle calls for service involving individuals suffering from mental health crisis and will continue to seek various training opportunities for our staff. All of the Department's Crisis Intervention Team members have received ongoing training in handling individuals in mental health crisis and are available to assist with calls for service which may be best served utilizing this enhanced training. The Department continues to work with Riverbend Community Mental Health, as they are in the process of implementing a mobile crisis intervention team. The Department has assisted Riverbend in establishing procedures and protocols regarding when to enlist the assistance of their mobile crisis team. Riverbend has also established temporary housing for those dealing with mental health crisis as an alternative to housing these individuals at Concord Hospital. Riverbend has moved into their new facility on West Street. The Department has conducted an active shooter training seminar for all Riverbend employees and conducted a security assessment of their new location.

3. Work collaboratively with community organizations, as well as other municipal and state agencies, to address issues surrounding homelessness in the community. Implement and utilize creative strategies to address the policing of homelessness while prioritizing the interests of both the community and homeless individuals.
9-Month Status: Over the course of the past summer, with the assistance of the POP Unit, many of the homeless population and their locations have been identified. The Department has worked with the Homeless Coalition to come up with an action plan to assist those that are in desperate need of shelter. The Department also collaborated with several community organizations to assist in opening a temporary homeless shelter during the winter months. With the cooperation of numerous stakeholders, including the Concord Coalition to End Homelessness, the Friends Program, the Open Hands Resource Center, and Christ the King Parish, the temporary shelter was set up at St. Peter's Parish on North State Street. The Department periodically provided a police presence during the hours the shelter was open, and also when it closed, in order to negate any issues with the neighborhood children awaiting their school bus in the morning and to help address any other concerns the neighbors of the shelter had.

4. Develop and implement strategies to compliment the Department's efforts to combat illegal drug use in the community. Identify priorities based on current illegal drug trends and coordinate resources that tailor the Department's response to address the issue.
9-Month Status: The Department installed 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. The Department also put into place detailed policies regarding the operation of the drop box and destruction of its contents. Since its placement in November of 2015, 142 pounds of prescription drugs have been turned in by members of the community.

In response to the illegal drug issues facing the City, the Department has also been able to add an additional officer to the Drug Enforcement Unit. This officer began his assignment in the Unit in January of 2016. The primary role of this unit is to combat the illegal use and sale of illegal drugs within the city, and those assigned to the Unit have specialized training and equipment to achieve this goal. The Department is also preparing to take part in a feasibility study with state and county agencies to determine the implementation of a Drug Court for Merrimack County. The Department has made 239 illegal drug arrests in the first three quarters of FY 2016. In comparison, during the same period last year the Department made 180 illegal drug arrests.

POLICE

5. Institute community policing strategies designed to foster positive interaction with the community and address community related concerns. Seek to improve the communication and level of cooperation with the community to improve quality of life issues facing the City, as well as to deter criminal activity.

9-Month Status: The Department has implemented a host of initiatives designed to foster positive community interaction and address the concerns of the community. The Department has conducted four “Coffee with a Cop” events throughout the city, at which members of the community can interact with Department members in a friendly environment and engage in conversations regarding concerns and issues. The Department also stayed active in the community with the use of its Bicycle and Motorcycle Units. Members of the Department participated in multiple “Lunch with a Cop” and “Police Readers” events at schools in both the Concord and Merrimack Valley School Districts.

The Department has also sponsored four Rape Aggression Defense (R.A.D.) courses. R.A.D. is a comprehensive course for women, which covers situational awareness, prevention, risk reduction and avoidance, while progressing on to the basics of hands-on defense training. The R.A.D. System is dedicated to teaching women defensive concepts and techniques against various types of assault.

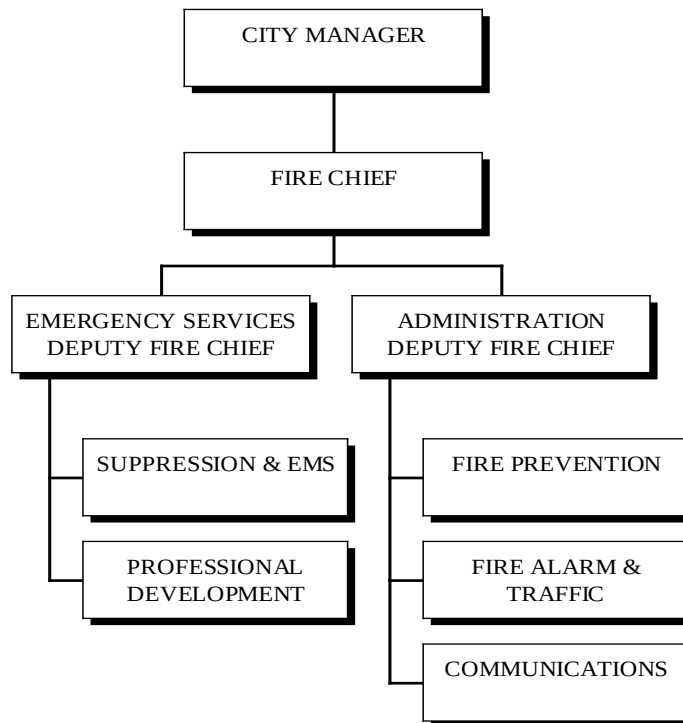
Due to recent shootings occurring in businesses and schools throughout the country, the Department has also been offering active shooter training seminars. The Department has participated in 10 active shooter trainings, with approximately 330 attendees. Additionally, the Department continues to stay focused on conducting foot patrols throughout neighborhoods and business areas to engage citizens and visitors of the city in a personal manner.

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.

2017 OPERATING BUDGET

FIRE

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Misc Permits	\$58,179	\$52,444	\$50,000	\$50,000	\$48,000
POA Inspection Fees	\$17,830	\$18,485	\$19,800	\$18,260	\$18,260
School Inspection Fees	\$2,968	\$3,180	\$3,180	\$2,862	\$2,862
US Dep of Homeland Security/FEMA	\$17,200	\$0	\$0	\$0	\$0
Fire Service Aid	\$125,000	\$125,000	\$175,000	\$125,000	\$125,000
Multiple Local Governments	\$496,717	\$480,141	\$482,280	\$498,473	\$500,000
Misc. State of NH	\$0	\$10,621	\$0	\$0	\$0
Alarm Panel Plug In/Out	\$5,856	\$5,551	\$6,100	\$5,700	\$5,490
Master Alarm Box Connection	\$197,165	\$197,697	\$198,770	\$200,700	\$198,960
Advanced Life Support Intercept	\$2,745	\$6,588	\$1,647	\$2,745	\$1,647
Ambulance Service Charge	\$1,456,815	\$1,624,491	\$1,425,000	\$1,750,000	\$1,595,000
Application Fee	\$20,300	\$21,484	\$19,032	\$21,500	\$19,032
Reports, Prints and Copies	\$1,690	\$1,513	\$1,200	\$1,300	\$1,500
Special Fire Duty Services	\$22,203	\$21,516	\$17,000	\$22,200	\$19,000
Land Lease or Rental	\$24,120	\$24,844	\$25,440	\$25,440	\$26,220
False Alarm Penalties	\$12,040	\$8,362	\$10,000	\$7,400	\$8,000
Miscellaneous	\$16,342	\$53,233	\$10,000	\$15,025	\$10,000
Transfer In-Trust/Capital Reserve	\$15,000	\$0	\$0	\$0	\$0
Total Revenue	\$2,492,171	\$2,655,150	\$2,444,449	\$2,746,605	\$2,578,971
Expense					
Compensation	\$7,050,224	\$7,264,370	\$7,441,104	\$7,273,040	\$7,760,053
Fringe Benefits	\$4,474,970	\$4,552,443	\$4,938,383	\$4,658,430	\$4,963,777
Outside Services	\$288,503	\$307,869	\$275,949	\$275,949	\$285,605
Supplies	\$284,791	\$284,368	\$277,967	\$278,516	\$284,504
Utilities	\$145,688	\$165,552	\$173,980	\$165,010	\$168,287
Insurance	\$72,590	\$79,450	\$80,520	\$80,530	\$80,450
Capital Outlay	\$7,299	\$9,807	\$9,000	\$9,000	\$9,500
Total Expense	\$12,324,064	\$12,663,859	\$13,196,903	\$12,740,475	\$13,552,176

2017 OPERATING BUDGET

FIRE

	2014	2015	2016	2017
<u>SERVICE INDICATORS</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Number of Emergency Responses	7,431	7,994	8,100	8,200
2. Number of Patients Transported	4,063	4,284	4,530	4,700
3. Percent of Emergency Phone Calls Answered <16 seconds	99.45%	99.40%	99.47%	99.40%
4. Percent of Emergency Response Times <5 minutes	61.00%	67.80%	68.90%	67.00%
5. Number of Inspections Completed	948	1,049	955	1,100
6. Number of Public Education Hours Delivered	189	67.5	80	140
7. Average Training Hours per Firefighter	106	124	110	110

2017 GOALS

1. Revise the Hazard Mitigation Plan.
2. Conduct an emergency exercise on the use of the State's Emergency Notification System.
3. Train all Suppression members in the capability and operation of the new Engine 7.
4. Fully implement the Department reorganization plan.
5. Train all members in the operation of a new watercraft.

2016 GOALS STATUS

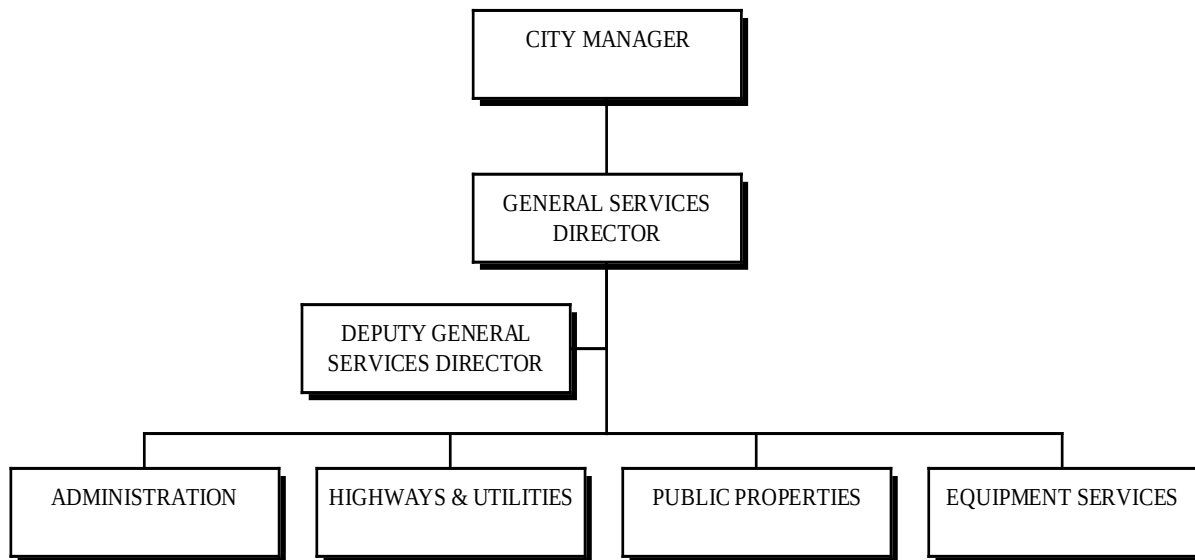
1. Train all staff in the operation of the new Engine 5.
9-Month Status: The new Engine 5 is expected to be delivered in July of 2016 and training will take place then.
2. Develop a pilot project for a mobile integrated health care initiative with Concord Hospital and the Concord Regional Visiting Nurses Association.
9-Month Status: The Department continues to work with Riverbend Community Mental Health on an alternative destination project in conjunction with Riverbend's implementation of a mobile crisis unit. The Department is also working with the Visiting Nurses Association on identifying older patients who are at risk for falls so that they can conduct follow up assessments.
3. Develop a comprehensive facilities needs assessment to identify needed maintenance.
9-Month Status: This goal was deferred due to lack of funding in FY 2016.
4. Complete the revision of the Local Emergency Operations Plan.
9-Month Status: This goal is complete.

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.

2017 OPERATING BUDGET

GENERAL SERVICES

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Salt Sales	\$57,554	\$35,984	\$30,000	\$15,000	\$30,000
Street Tree Sales	\$2,913	\$1,765	\$9,000	\$7,500	\$9,000
Inventory Mark-up	\$8,082	\$7,952	\$7,400	\$15,000	\$15,400
Professional Service Mark-up	\$0	\$0	\$0	\$400	\$0
Miscellaneous Services	\$0	\$0	\$0	\$50	\$0
Building Lease or Rental	\$56,100	\$59,700	\$61,500	\$61,500	\$63,400
Miscellaneous	\$1,574,096	\$5,095	\$3,000	\$3,280	\$3,000
Transfer in-Engineering Inspections Fund	\$0	\$0	\$0	\$550	\$1,400
Transfer In-Parking Fund	\$0	\$0	\$9,480	\$9,480	\$9,480
Transfer In-Parking Fund Snow Reim	\$58,200	\$58,200	\$58,200	\$58,200	\$58,200
Transfer In-Airport Fund	\$0	\$0	\$35,050	\$35,050	\$35,050
Transfer In-NEOCTIF	\$94,330	\$99,050	\$104,005	\$104,005	\$109,205
Transfer In-Sears Block TIF	\$0	\$0	\$0	\$0	\$26,000
Transfer In-Penacook TIF	\$0	\$0	\$5,250	\$5,250	\$5,250
Transfer In-Golf Fund	\$0	\$0	\$0	\$0	\$300
Transfer In-Arena Fund	\$0	\$0	\$16,260	\$16,260	\$16,260
Transfer In-Solid Waste Fund	\$0	\$0	\$3,600	\$3,600	\$3,600
Transfer In-Water Fund	\$0	\$0	\$176,000	\$176,000	\$176,500
Transfer In-Wastewater Fund	\$0	\$0	\$210,970	\$210,970	\$211,440
Transfer In-Trust/Capital Reserve	\$0	\$25,000	\$0	\$0	\$0
Total Revenue	\$1,851,276	\$292,746	\$729,715	\$722,095	\$773,485
Expense					
Compensation	\$3,224,642	\$3,405,317	\$3,469,703	\$3,351,684	\$3,564,228
Fringe Benefits	\$1,649,057	\$1,693,067	\$1,829,194	\$1,705,188	\$1,828,468
Outside Services	\$427,802	\$452,665	\$490,289	\$455,931	\$520,407
Supplies	\$1,463,361	\$1,537,293	\$1,416,997	\$1,414,924	\$1,461,888
Utilities	\$387,404	\$436,547	\$429,592	\$430,590	\$423,874
Insurance	\$151,289	\$171,854	\$189,530	\$191,620	\$183,470
Capital Outlay	\$48,033	\$34,574	\$10,000	\$10,000	\$10,000
Allocated Costs	(\$384,209)	(\$442,507)	\$0	\$0	\$0
Transfer Out	\$1,219,130	\$990,130	\$990,130	\$990,130	\$990,130
Total Expense	\$8,186,509	\$8,278,940	\$8,825,435	\$8,550,067	\$8,982,465

Note: Beginning in FY 2016, Allocated Cost expense credits are reported as Transfer-in revenue from the respective Funds.

2017 OPERATING BUDGET

GENERAL SERVICES

SUPPLEMENTAL BUDGET INFORMATIONDowntown Services

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Expense					
Compensation	\$0	\$0	\$91,408	\$90,950	\$132,075
Fringe Benefits	\$0	\$0	\$29,096	\$29,080	\$68,181
Outside Services	\$0	\$0	\$0	\$1,200	\$1,000
Supplies	\$0	\$0	\$16,390	\$22,890	\$29,256
Total Expense	\$0	\$0	\$136,894	\$144,120	\$230,512

Snow & Ice Control

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Salt Sales	\$0	\$0	\$30,000	\$15,000	\$30,000
Transfer In-Parking Fund Snow Reim	\$0	\$0	\$58,200	\$58,200	\$58,200
Total Revenue	\$0	\$0	\$88,200	\$73,200	\$88,200
Expense					
Compensation	\$598,915	\$657,952	\$538,011	\$486,424	\$545,794
Fringe Benefits	\$116,634	\$198,212	\$186,478	\$185,880	\$204,751
Outside Services	\$60,160	\$69,076	\$58,310	\$15,526	\$59,691
Supplies	\$554,114	\$648,659	\$534,279	\$515,000	\$547,073
Total Expense	\$1,329,824	\$1,573,898	\$1,317,078	\$1,202,830	\$1,357,309

There were 14 treatable snow and ice events during FY 2016 and all had associated overtime costs. Of the 14 events, only four occurred on weekends or holidays; therefore, the majority of the events had crews working on straight time, allowing for a savings in overtime. Low snow totals also resulted in less snow to be removed from the downtown metered areas. The Department budgets for seven snow removals in an average year and this season only one removal was required.

GENERAL SERVICES

<u>SERVICE INDICATORS</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Estimated</u>	<u>2017 Projected</u>
1. Number of new GSD subscribers to the Notify Me / News Flash modules of City website	1,094	2,433	3,200	3,600
2. Number of press releases submitted to the media	11	120	150	180
3. Miles of streets resurfaced	4.1	3.1	11.7	10.6
4. Percentage of Citizen Request Tracker items closed	99.1%	99.6%	99.0%	99.0%
5. Number of employee certifications/re-certifications	5	5	51	60

2017 GOALS

1. Increase community engagement through regular use of social media pages.
2. Improve public relations and customer service through frequent website updates (including use of News Flash modules), press releases, newsletters, and other forms of news outlets.
3. Complete the approved road paving Capital Improvement Project.
4. Enhance core services through managing work requests received via the online Citizen Request Tracker.
5. Improve employees' technical proficiencies through targeted training and continued education to sustain professional certifications.

2016 GOALS STATUS

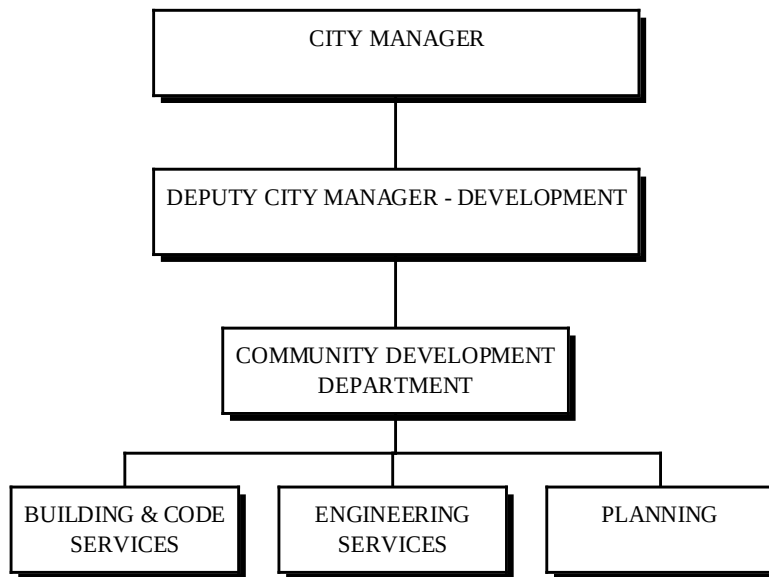
1. Positively engage the public by increasing the total number of subscribers to all General Services Department alerts and press releases.
9-Month Status: The Department has 5,969 total subscriptions on the City website from the Notify Me, News Flash, and Alert Center modules. The Department has been featured in 150 press releases so far this fiscal year, including releases from the Concord Monitor, Concord Patch, Concord Insider, and other miscellaneous media outlets.
2. Use the City website to disseminate information regarding routine service-related activities in the City so as to improve customer service.
9-Month Status: Ongoing. When contacted by residents via phone or e-mail, staff offers appropriate redirection to the City's online Citizen Request Tracker for future concerns.
3. Complete the approved road paving Capital Improvement Project.
9-Month Status: The paving project bids opened on February 26th, and the low bidder, Continental Paving, was within budget. Work started on March 28th and is expected to be completed in November 2016.
4. Enhance core services through managing work requests received via the Citizen Request Tracker.
9-Month Status: Through the first three quarters of FY 2016, the Department has received over 1,200 citizen requests for service via the online Citizen Request Tracker module. Less than 1% of the total received remains open at any given time.
5. Improve employees' technical proficiencies through targeted training and continued education to sustain professional certifications.
9-Month Status: General Services' staff has participated in numerous training and continuing education opportunities this year. Staff has attended more than 45 diverse training classes given by water, wastewater, solid waste, facilities and road construction professionals.

COMMUNITY DEVELOPMENT

MISSION

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

COMMUNITY DEVELOPMENT DEPARTMENT ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

1. Administration: Coordinates the multiple divisions to ensure quality customer service is rendered and City Council priorities are met. Liaison to the Economic Development Advisory Council and business community in general. 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 roadway infrastructure improvements. Manages roadway, storm system, 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.

2017 OPERATING BUDGET

COMMUNITY DEVELOPMENT

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Building Permits	\$483,684	\$409,226	\$500,000	\$500,000	\$750,000
Electrical Permits	\$70,113	\$80,954	\$80,000	\$85,000	\$99,000
Mechanical Permits	\$139,163	\$90,379	\$95,000	\$90,000	\$93,500
Plumbing Permits	\$46,460	\$39,396	\$45,000	\$45,000	\$49,500
Sign Permits	\$13,043	\$10,394	\$12,000	\$13,000	\$12,500
Fire Protect Permits	\$2,500	\$3,640	\$1,500	\$2,500	\$3,000
Engineering Licenses	\$5,500	\$4,900	\$4,560	\$4,560	\$4,560
Engineering Pole License Recording Fees	\$90	\$70	\$100	\$50	\$50
Food Service Licenses	\$96,703	\$86,899	\$95,000	\$90,000	\$90,000
Amusement Center Licenses	\$326	\$478	\$330	\$660	\$660
Rooming House Licenses	\$4,222	\$4,222	\$4,200	\$4,200	\$4,200
Yard Sales Permits	\$1,290	\$1,160	\$1,200	\$1,200	\$1,200
Taxi Cab Licenses	\$1,937	\$3,250	\$3,500	\$3,550	\$3,500
Peddler Licenses	\$16,576	\$13,160	\$10,000	\$9,000	\$9,000
Amusement Device Licenses	\$6,200	\$6,235	\$6,000	\$6,000	\$6,000
Billiard and Bowling Licenses	\$270	\$270	\$270	\$270	\$270
Entertainment Licenses	\$9,419	\$9,575	\$9,500	\$9,500	\$9,500
Convalescent Home Licenses	\$1,335	\$1,335	\$1,400	\$1,400	\$1,400
Recycling Center Licenses	\$1,531	\$1,531	\$1,550	\$1,550	\$1,550
Solicitation Licenses	\$982	\$901	\$1,100	\$1,100	\$1,100
Taxi Drivers Licenses	\$3,041	\$6,225	\$5,500	\$6,000	\$6,000
Misc Licenses & Permits	\$2,249	\$1,945	\$1,300	\$1,300	\$1,300
Pawnbroker/Secondhand Dealer Licenses	\$2,125	\$2,000	\$2,000	\$2,000	\$2,000
Timber Sales	\$24,513	\$30,529	\$8,150	\$30,000	\$7,500
Application for Appeal	\$15,396	\$16,208	\$19,000	\$19,000	\$19,000
Review Fee-Site Plans	\$43,867	\$41,730	\$40,000	\$30,000	\$30,000
Review Fee-Subdivision	\$11,107	\$9,578	\$11,000	\$4,000	\$9,000
Reports, Prints and Copies	\$4,077	\$2,607	\$3,200	\$1,850	\$1,850
Miscellaneous Services	\$21,403	\$20,933	\$24,200	\$27,000	\$24,260
Miscellaneous	\$25,235	\$5,237	\$1,500	\$1,530	\$1,511
Transfer In-Impact Fee Fund	\$20,000	\$20,000	\$20,000	\$20,000	\$15,000
Transfer In-Water Fund	\$0	\$0	\$173,910	\$173,910	\$154,830
Transfer In-Wastewater Fund	\$0	\$0	\$132,350	\$132,350	\$140,860
Transfer In-Trust/Forest	\$0	\$0	\$54,000	\$17,150	\$31,500
Total Revenue	\$1,074,356	\$924,968	\$1,368,320	\$1,334,630	\$1,585,101

COMMUNITY DEVELOPMENT

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Expense					
Compensation	\$1,728,693	\$1,827,949	\$1,849,079	\$1,862,186	\$1,980,494
Fringe Benefits	\$720,767	\$735,471	\$797,466	\$780,309	\$821,394
Outside Services	\$174,784	\$209,053	\$191,340	\$172,053	\$223,824
Supplies	\$27,359	\$25,354	\$35,512	\$36,030	\$42,180
Insurance	\$13,650	\$15,970	\$16,740	\$16,740	\$17,870
Capital Outlay	\$16,389	\$0	\$0	\$0	\$0
Allocated Costs	(\$286,540)	(\$286,500)	\$0	\$0	\$0
Transfer Out	\$7,617	\$12,084	\$0	\$0	\$0
Total Expense	\$2,402,719	\$2,539,381	\$2,890,137	\$2,867,318	\$3,085,762

Note: Beginning in FY 2016, Allocated Cost expense credits are reported as Transfer-in revenue from the respective Funds.

COMMUNITY DEVELOPMENT

SUPPLEMENTAL BUDGET INFORMATION

Conservation Commission

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Expense					
Outside Services	\$2,040	\$1,854	\$3,500	\$3,500	\$2,850
Supplies	\$0	\$0	\$1,500	\$1,500	\$2,500
Total Expense	\$2,040	\$1,854	\$5,000	\$5,000	\$5,350

Forestry Program

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Timber Sales	\$24,513	\$30,529	\$8,150	\$30,000	\$7,500
Reports, Prints and Copies	\$115	\$85	\$200	\$200	\$200
Transfer In-Trust/Forest	\$0	\$0	\$54,000	\$17,150	\$31,500
Total Revenue	\$24,628	\$30,614	\$62,350	\$47,350	\$39,200
Expense					
Outside Services	\$17,011	\$18,529	\$62,350	\$47,350	\$39,200
Transfer Out	\$7,617	\$12,084	\$0	\$0	\$0
Total Expense	\$24,628	\$30,614	\$62,350	\$47,350	\$39,200

COMMUNITY DEVELOPMENT

<u>SERVICE INDICATORS</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Estimated</u>	<u>2017</u> <u>Projected</u>
1. Development and Design Review Applications	*59	51	60	65
2. Total Building and Zoning Permits Issued	2,085	2,088	2,120	2,140
3. Capital Projects Designed/Managed by Engineering	26	25	23	27
4. Acres of Protected Open Space	6,598	6,639	6,655	6,885
5. Acres of Harvested Forest Land	30	50	52	20

**Corrected amount.*

2017 GOALS

1. Complete priority infrastructure projects including, but not limited to, the Sewall's Falls Bridge, the Downtown Complete Streets project, Horseshoe Pond Watershed Study and the Exit 16 Roundabout.
2. Work with City Administration to implement new economic development initiatives.
3. Prepare amendments to the zoning ordinance, as deemed necessary, to streamline development and redevelopment potential and processes.

2016 GOALS STATUS

1. Implement City Council priority infrastructure projects including, but not limited to, the Sewall's Falls Bridge replacement, the Loudon Road "diet," and the Downtown Complete Streets project.
9-Month Status: The Sewall's Falls Bridge project is progressing on schedule. Construction is expected to be complete in the fall of 2016. The Loudon Road lane conversion has been delayed pending analysis of alternatives with the NH Department of Transportation. The North Main Street phase of the Downtown Complete Streets Project was successful and has generated significant interest from new merchants, developers and visitors. The South Main Street phase began on March 28th and is expected to conclude in November.
2. Streamline and improve the Planning Board's submission and review process.
9-Month Status: Planning staff has worked with the City Clerk's office to implement the use of the Granicus agenda management system for the Planning Board. It is expected that this implementation will go live in the fourth quarter of FY 2016.
3. Implement a new permit tracking software package.
9-Month Status: An RFP was issued in 2015 and the successful proposer was GovQA. The City entered into a contract with GovQA and began migrating data from the City's legacy Permit Tracker system to GovQA in late January 2016. Weekly conference calls have been held with the company to properly set up the new system, based on the City's development process. The City expects to go live with the new system in late FY 2016.

2017 OPERATING BUDGET

LEISURE SERVICES

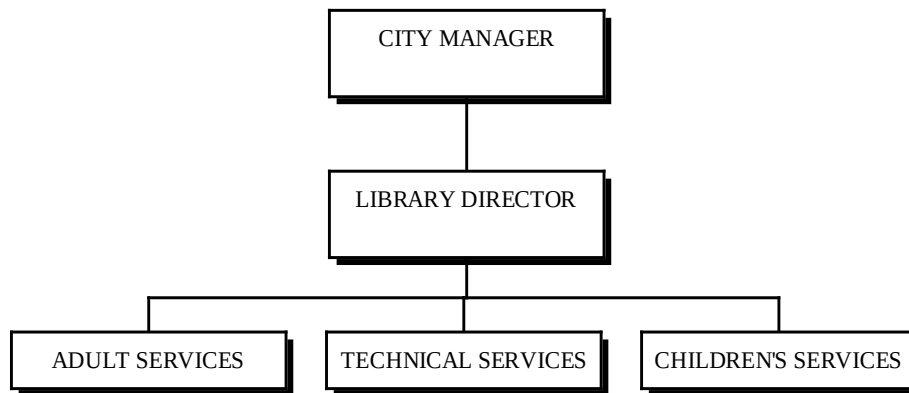
	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Library	\$235,604	\$236,162	\$233,850	\$235,700	\$234,800
Parks & Recreation	\$759,596	\$810,834	\$917,830	\$734,820	\$745,258
Total Revenue	\$995,200	\$1,046,996	\$1,151,680	\$970,520	\$980,058
Expense					
Library	\$1,581,123	\$1,597,145	\$1,660,429	\$1,649,813	\$1,726,616
Parks & Recreation	\$2,450,596	\$2,600,379	\$2,734,085	\$2,617,254	\$2,768,157
Total Expense	\$4,031,719	\$4,197,524	\$4,394,514	\$4,267,067	\$4,494,773

LIBRARY

MISSION

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

CONCORD PUBLIC LIBRARY ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

1. The Adult Services Division is responsible for all aspects of public service to adult and teen patrons including circulation, reference, technical troubleshooting for the public, readers' advisory, and programming.
2. 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.
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.

2017 OPERATING BUDGET

LIBRARY

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Non-Resident Library Fees	\$8,280	\$8,447	\$8,300	\$7,700	\$8,000
Fines For Overdue Books	\$33,858	\$33,720	\$32,000	\$34,000	\$33,000
Miscellaneous	\$7,667	\$7,696	\$7,250	\$7,700	\$7,500
Transfer In-Trust/Library	\$185,800	\$186,300	\$186,300	\$186,300	\$186,300
Total Revenue	\$235,604	\$236,162	\$233,850	\$235,700	\$234,800
Expense					
Compensation	\$883,319	\$863,287	\$917,877	\$914,240	\$971,561
Fringe Benefits	\$306,011	\$317,413	\$351,127	\$351,960	\$361,050
Outside Services	\$86,859	\$86,769	\$70,705	\$67,723	\$63,810
Supplies	\$201,070	\$214,909	\$206,420	\$206,420	\$222,375
Utilities	\$86,723	\$97,136	\$96,170	\$91,330	\$88,290
Insurance	\$16,610	\$17,630	\$18,130	\$18,140	\$19,530
Capital Outlay	\$530	\$0	\$0	\$0	\$0
Total Expense	\$1,581,123	\$1,597,145	\$1,660,429	\$1,649,813	\$1,726,616

	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
<u>SERVICE INDICATORS</u>				
1. Audio & eBook Downloads	18,797	20,869	25,484	32,000
2. Other Items Borrowed	269,840	263,168	289,441	295,000
3. Online Services – Catalog/Database Searches	604,573	608,897	605,000	610,000
4. Total Programs, Classes & Events	257	350	300	310
5. Attendance of Programs/Classes & Events	5,385	6,589	6,554	7,000
6. PC/Internet Use Hours	49,038	41,451	40,000	40,000
7. Research Assistance	73,307	88,465	87,000	90,000
8. Volunteer Hours	2,940	3,320	3,178	3,224
9. Interlibrary Loans - Lent	2,918	2,768	3,200	3,400
10. Interlibrary Loans - Borrowed	2,963	2,918	3,123	3,300

2017 GOALS

1. Evaluate long term hours of operation and implement potential switch from a three season schedule to a two season schedule.
2. Purchase and install new ILS automated system, which includes training of staff.
3. Market new ILS system to the public and begin to educate the public and advertise new features.
4. Develop and implement a library card registration program in cooperation with local schools and their students.
5. Send staff into the community to promote new card registrations and promote the Library's social media.
6. Increase card holders by 7%.
7. Evaluate 3D printer implementation as an educational and community building resource for the Library.
8. Evaluate the potential of tablets being provided and loaned out to families and children.

LIBRARY

2016 GOALS STATUS

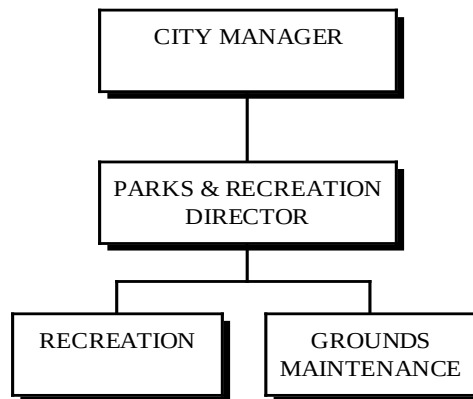
1. Evaluate Library Service regulations like loan rules, card expiration lengths, and the application process in order to make customer service more efficient and lead to an improved Library experience.
9-Month Status: New loan rules have been implemented for various mediums in the hopes that by decreasing the length items are out of the building it would stimulate more circulation and shorten hold times on popular requested items. As a result, the Library has seen an average increase in circulation of 13% per month. In addition, the expiration for card renewals was extended to three years for Concord residents and more patron friendly application forms were created to speed up the registration process.
2. Promote Library Services through new technologies.
9-Month Status: The Library launched an Instagram account and has begun to utilize Facebook and Tumblr more. A Twitter account was also launched to provide programming information and relevant library news to potential library users. Patrons can now sign up for online marketing information, such as the Library's bimonthly newsletter, through a personal email account.
3. Implement collection development changes from previous year's evaluation of the material selection policy.
9-Month Status: Fund allocations to audio, visual, eBook, and other downloadable materials have been greatly increased. Audio downloads are circulating at a 30% higher rate than last fiscal year and eBooks usage is up 45%.
4. Provide outreach assessment and resources to the Heights community.
9-Month Status: The Library continues to be included as a presence in a potential Multi-Generational Community Center on the Heights. The current proposal would provide Library services at a renovated facility for 15 hours a week.
5. Maintain and augment early literacy resources.
9-Month Status: The Library has increased its collection of early literacy resources, added more educational links to the desktop PCs in the Children's Department and, in conjunction with the State Library, recently launched the "NH 1,000 Books Before Kindergarten" program to promote daily reading goals for families with young children.

PARKS & RECREATION

MISSION

To provide diversified recreation programs and year-round activities for people of all ages and abilities.

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 handle marketing and registrations for the Department's programs, sports leagues, camps and events.
4. Manage and maintain the Heights Community Center.
5. Maintain all neighborhood parks and cemeteries.
6. Oversee the fiscal operations of the Department.

2017 OPERATING BUDGET

PARKS & RECREATION

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Recreation Player Fee-Facilities	\$16,338	\$6,112	\$16,500	\$0	\$0
Recreation Player Fee-Parks	\$6,912	\$6,956	\$6,000	\$4,500	\$6,230
Interment	\$98,681	\$97,660	\$103,500	\$91,000	\$92,000
Cemetery Maintenance	\$3,231	\$2,416	\$4,000	\$3,400	\$3,500
Overtime & Supply Charges	\$12,766	\$9,711	\$9,000	\$8,320	\$8,320
Miscellaneous Services	\$190,445	\$191,943	\$289,860	\$174,400	\$182,380
Camps	\$126,505	\$121,790	\$152,640	\$126,840	\$127,550
Aquatics Program	\$21,118	\$27,216	\$23,550	\$30,020	\$23,850
Lighting Charge	\$6,711	\$3,567	\$5,000	\$4,300	\$4,800
Building Lease or Rental	\$116,677	\$131,587	\$112,810	\$95,000	\$96,900
Facility Lease or Rental	\$32,184	\$27,552	\$26,770	\$26,750	\$25,828
Court Ordered Payments-Burials & Markers	\$908	\$0	\$0	\$0	\$0
Court Ordered Payments-Cemeteries	\$219	\$93	\$0	\$50	\$0
Music Program Donations	\$236	\$546	\$1,500	\$1,100	\$1,100
Fireworks Donation	\$0	\$0	\$2,000	\$1,300	\$0
Contribution-Purchase of Lots	\$16,452	\$23,136	\$17,000	\$19,000	\$18,000
Contribution-Purchase of Niches	\$3,982	\$0	\$2,000	\$2,000	\$2,000
Concession Income	\$4,151	\$3,286	\$3,500	\$4,100	\$4,300
Miscellaneous	\$2,533	\$36,275	\$0	\$40	\$0
Advertising Revenue	\$0	\$5,500	\$5,000	\$5,500	\$5,500
Transfer In-Trust/Capital Reserve	\$0	\$0	\$20,000	\$20,000	\$0
Transfer In-Trust/Concord Calvary	\$14,080	\$15,000	\$15,000	\$15,000	\$15,000
Transfer In-Trust/Flowers	\$5,000	\$4,000	\$8,000	\$8,000	\$6,000
Transfer In-Trust/General Care	\$79,766	\$95,789	\$92,000	\$92,000	\$122,000
Transfer In-Trust/Shrubs	\$700	\$700	\$2,200	\$2,200	\$0
Total Revenue	\$759,596	\$810,834	\$917,830	\$734,820	\$745,258
Expense					
Compensation	\$1,296,048	\$1,410,085	\$1,461,171	\$1,407,903	\$1,524,689
Fringe Benefits	\$616,802	\$642,935	\$684,751	\$663,572	\$682,134
Outside Services	\$258,122	\$246,369	\$310,338	\$259,799	\$262,010
Supplies	\$189,478	\$222,619	\$189,422	\$200,350	\$208,154
Utilities	\$61,111	\$62,682	\$73,333	\$70,510	\$68,190
Insurance	\$28,340	\$12,130	\$12,920	\$12,920	\$17,280
Capital Outlay	\$695	\$3,558	\$2,150	\$2,200	\$5,700
Total Expense	\$2,450,596	\$2,600,379	\$2,734,085	\$2,617,254	\$2,768,157

PARKS & RECREATION

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Number of pool users	26,479	26,000	27,000	28,000
2. Number of program registrations	4,342	4,208	4,200	4,200
3. Number of facility reservations	3,884	3,910	4,000	4,250
4. Number of burials per year	197	215	215	215

2017 GOALS

1. Increase the number of children taking part in the summer Learn to Swim Program by 15%.
2. Enhance recreation programs based on residents' interests and requests.
3. Work with community partners to increase the number of events hosted in parks and recreation facilities.
4. In coordination with City Administration, undertake the implementation of the Heights Community Center plan, as approved by the City Council.
5. Work with the Parks & Recreation and Beaver Meadow Golf Course Advisory Committees to create a 10-year master plan for Beaver Meadow Golf Course.
6. Work with the Parks & Recreation Advisory Committee, the Arena Advisory Committee, and City staff from the Community Development and General Services Departments to create a plan for future operations, investment, and management of Kiwanis Park and the Everett Arena property.
7. Work with the Parks & Recreation Advisory Committee to review the costs related to lifeguard certification and the staffing of City pools.
8. Manage capital infrastructure projects, as approved by City Council in the FY 2017 budget.

2016 GOALS STATUS

1. Work with the Recreation and Parks Advisory Committee and City Administration to approve a plan for parks maintenance and for a Capital Improvement Program for the next five years.
9-Month Status: The Parks and Recreation Advisory Committee provided the City Manager with a recommended priority list of capital improvement projects. These recommendations are included in the proposed CIP program.
2. Expand recreation programs and events based on customer interests and demands.
9-Month Status: This year, the Department added the following programs: fall NFL flag football league; third and fourth grade spring basketball; expanded cooking classes for youth; and preschool classes. New senior citizen activities include: ping pong, mahjongg, Mexican train, exercise classes, cribbage, book club and additional pickleball timeslots.
3. Implement new recreation programs that will generate approximately \$100,000 annually.
9-Month Status: The Department offered several new programs during the past year; however, with the loss of the Green Street Community Center gym due to a sprinkler issue, the Department is short of this goal.
4. Develop a department-wide marketing plan to maximize the use of the community centers, parks, outdoor pools and golf course.
9-Month Status: Staff continued to enhance the marketing campaigns for department operations through the City web site, Facebook (over 2,500 likes), Instagram (over 150 followers), Concord TV shows, radio shows and monthly newsletters. The Department also publishes a monthly column in the Concord Insider. This is in addition to the creation of four seasonal brochures that are distributed to all students in the elementary schools in Concord and Penacook. Staff has also updated the Department web site to include pictures of all parks in Concord and descriptions of the recreation facilities located in the parks.

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, toys and other items to help meet some basic human needs.

2017 OPERATING BUDGET

HUMAN SERVICES

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Reimbursements	\$29,273	\$18,423	\$21,000	\$18,000	\$18,000
Total Revenue	\$29,273	\$18,423	\$21,000	\$18,000	\$18,000
Expense					
Compensation	\$244,132	\$257,477	\$267,097	\$267,390	\$274,743
Fringe Benefits	\$124,009	\$123,168	\$137,636	\$136,060	\$137,960
Outside Services	\$64,651	\$65,120	\$65,296	\$64,910	\$66,980
Supplies	\$479	\$768	\$1,200	\$800	\$1,200
Insurance	\$2,088	\$2,170	\$2,320	\$2,320	\$2,500
Miscellaneous	\$365,713	\$341,945	\$379,450	\$342,950	\$379,450
Total Expense	\$801,071	\$790,648	\$852,999	\$814,430	\$862,833

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Appointments/Emergencies	2,143	1,896	1,900	1,875
2. Homeless & Homeless at Risk Served	282	244	250	225
3. Applications for Assistance Issued	653	618	620	600
4. Walk-ins	1,404	1,296	1,300	1,250
5. Initial Case Interviews	568	538	540	525
6. Percent of Total Aid Budget in Rental Assistance	91.3%	90.7%	90%	90%

2017 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. Update the City Manager on any legislation or policies that could impact the Department's delivery of services.
3. Participate in the Refugee Advisory Council in order to be updated on the latest information on new arrivals to the City of Concord and services available for the new arrivals, as well as important cultural information.
4. Review the Standard Operating Procedures for the Department, making sure that any necessary changes are made to reflect the most current policies and procedures in place.
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.
6. Continue to serve on the Homeless Steering Committee with a focus on the Housing First Model for our chronically homeless population and to find a solution for a low barrier shelter prior to next winter.

HUMAN SERVICES

2016 GOALS STATUS

1. Continue to update and expand knowledge of all available resources to low income families and individuals through local welfare trainings, staff meeting presentations and research.
9-Month Status: Staff attends all training presented by the NH Local Welfare Association, including a conference in November and in June where information specific to local welfare is provided. Staff members also participated in additional workshops and trainings such as Bridges Out of Poverty and the utility companies' workshop. Attendance is on a rotating basis and all information is shared with co-workers.
2. Participate on the Refugee Advisory Council where important information is provided by the Office of Refugee Resettlement and the resettlement agencies, as well as many smaller non-profit programs that serve the refugee population. As Concord is a resettlement city, it is important to know the available services, anticipated number of new arrivals and obtain relevant cultural information.
9-Month Status: Ascentria, formerly Lutheran Social Services, has projected that 270 refugees will be resettled in FY 2016 by their agency, split evenly between Concord and Nashua. Most of the refugees placed in Concord will be Bhutanese, Burundian and Congolese. There have been 58 refugees resettled in Concord in the first two quarters of FY 2016. It is anticipated that the next two quarters will show an increase in activity. In FY 2015, 178 refugees were resettled in Concord.
3. Collaborate with the ongoing efforts by local programs that receive HUD funding, in order to meet the HUD requirement of Coordinated Access for homeless families and individuals.
9-Month Status: This is an ongoing process that needs resolution by July 1, 2016, at which time something needs to be in place. At this time, our area is using the no wrong door approach and the agencies receiving HUD funding are doing vulnerability assessments and the data entry. It is anticipated that this will be finalized in the next quarter with the understanding that this is an evolving process for HUD, as well as for the agencies.
4. Participate on Concord's Coalition to End Homelessness steering committee and in any other efforts addressing the issue of homelessness in Concord.
9-Month Status: The committee continues to meet. The focus is on Housing First and there have been some successes in the area with the help of Families in Transition vouchers and Concord Housing Authority. Work continues on developing relationships with local landlords to accept the vouchers that are anticipated so that more of the chronically homeless individuals will be housed over the next few months. The other focus is on finding a low barrier shelter solution for next winter for those that will not be housed. The emergency winter shelter this year was a great success but will not be available next winter.
5. Actively participate in the Family Assistance Advisory Council (FAAC), a group of advocates from local non-profits and representatives from DHHS, in order to stay up to date on proposed NH legislation, federal legislation and budget, as well as DHHS policies.
9-Month Status: The Human Services Director attended all meetings and stayed current on the caseload statistics from DHHS, as well as proposed policy changes. The legislative issue that became the focus for FAAC members was the reauthorization of the NH Health Protection program, which has 48,000 enrollees. The reauthorization passed the House and Senate and now awaits the Governor's signature. This will have a positive impact on the low income individuals who will now continue to have access to health coverage, as well as others who may need it in the future. FAAC continues to monitor the Federal budget and DHHS initiatives.

2017 OPERATING BUDGET

SPECIAL REVENUE FUNDS

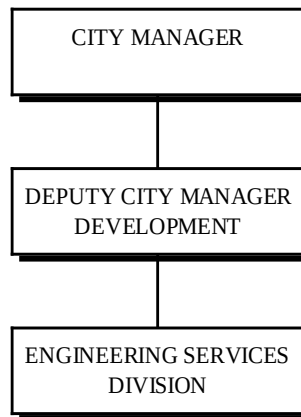
	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Project Inspection	\$208,538	\$260,518	\$272,550	\$315,700	\$289,750
Parking	\$2,095,122	\$2,120,847	\$2,055,581	\$2,033,319	\$1,929,326
Airport	\$381,045	\$357,495	\$370,090	\$346,403	\$347,257
Conservation Property	\$66,792	\$65,713	\$127,074	\$124,400	\$130,588
Total Revenue	\$2,751,497	\$2,804,573	\$2,825,295	\$2,819,822	\$2,696,921
Expense					
Project Inspection	\$237,225	\$258,547	\$302,115	\$321,212	\$286,759
Parking	\$2,052,502	\$2,047,774	\$2,219,392	\$2,200,962	\$2,097,142
Airport	\$404,843	\$446,193	\$459,739	\$405,775	\$410,797
Conservation Property	\$34,480	\$71,440	\$127,074	\$119,354	\$130,588
Total Expense	\$2,729,050	\$2,823,955	\$3,108,320	\$3,047,303	\$2,925,286

PROJECT INSPECTION FUND

MISSION

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

PROJECT 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.

2017 OPERATING BUDGET

PROJECT INSPECTION FUND

PROJECT INSPECTION FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$272,550	\$315,700	\$289,750
Expense	\$302,115	\$321,212	\$286,759
Net Income (Loss)		(\$5,512)	\$2,991
Beginning Working Capital		\$100,039	\$94,527
Ending Working Capital		\$94,527	\$97,518

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Engineering Permits	\$102,328	\$120,858	\$102,000	\$110,000	\$105,000
Miscellaneous Services	\$105,840	\$138,889	\$170,000	\$200,000	\$184,200
Investment Income	\$309	\$417	\$400	\$500	\$400
Finance Charges	\$61	\$355	\$150	\$200	\$150
Insurance Distributions & Credits	\$0	\$0	\$0	\$5,000	\$0
Total Revenue	\$208,538	\$260,518	\$272,550	\$315,700	\$289,750
Expense					
Compensation	\$149,569	\$160,840	\$165,044	\$178,520	\$170,951
Fringe Benefits	\$77,570	\$87,701	\$93,861	\$102,940	\$102,198
Outside Services	\$5,072	\$4,233	\$4,520	\$3,120	\$3,480
Supplies	\$4,615	\$4,244	\$5,368	\$5,310	\$5,340
Insurance	\$0	\$1,130	\$1,430	\$1,430	\$1,560
Capital Outlay	\$0	\$0	\$30,000	\$27,000	\$0
Transfer Out	\$400	\$400	\$1,892	\$2,892	\$3,230
Total Expense	\$237,225	\$258,547	\$302,115	\$321,212	\$286,759

PROJECT INSPECTION FUND

<u>SERVICE INDICATORS</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Estimated</u>	<u>2017 Projected</u>
Private Development Projects Inspected by Staff	42	45	45	50

2017 GOALS

1. Continue to utilize the Project Inspection Fund and streamline reporting documentation depicting actual program costs vs. revenue.

2016 GOALS STATUS

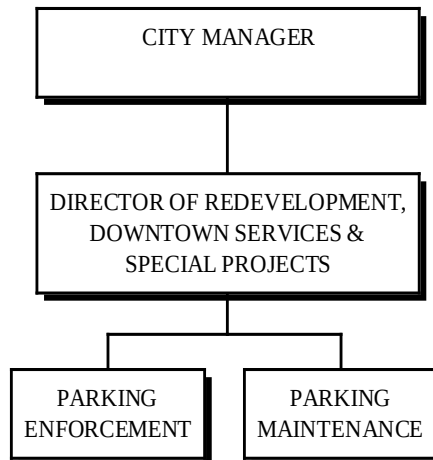
1. Continue to utilize the Project Inspection Fund and streamline reporting documentation depicting actual program costs vs. revenue.
9-Month Status: Ongoing.

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 in order to support citywide community and economic development activities.
2. Maintain parking meters and kiosks to maximize convenience for customers and revenues.
3. Daily maintenance and capital repairs/improvements for parking garages and surface lots are managed by the General Services Department. Snow removal is done by contract.

2017 OPERATING BUDGET

PARKING FUND

PARKING FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$2,055,581	\$2,033,319	\$1,929,326
Expense	\$2,219,392	\$2,200,962	\$2,097,142
Net Income (Loss)		(\$167,643)	(\$167,816)
Beginning Working Capital		\$205,844	\$38,201
Ending Working Capital		\$38,201	(\$129,615)

RESERVE

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

2017 OPERATING BUDGET

PARKING FUND

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Metered Parking	\$759,124	\$735,149	\$701,925	\$705,125	\$687,450
Metered Parking-Cards	\$86,755	\$90,895	\$85,000	\$87,900	\$88,000
Investment Income	\$84	\$233	\$250	\$165	\$250
Parking Rental	\$509,842	\$550,196	\$541,517	\$525,881	\$565,659
Finance Charges	\$3,548	\$2,408	\$500	\$2,373	\$500
Metered Parking Penalties	\$340,205	\$328,134	\$325,000	\$298,000	\$312,000
Insurance Distributions & Credits	\$0	\$0	\$0	\$5,778	\$0
Contribution In Aid	\$10,500	\$10,343	\$10,500	\$10,500	\$10,500
Sale of Surplus Property	\$0	\$0	\$0	\$20	\$0
Miscellaneous	\$25,320	\$0	\$0	\$500	\$0
Transfer In-Cap Proj-Sears Block	\$0	\$746	\$0	\$0	\$0
Transfer In-Cap Proj (2008 on)	\$0	\$0	\$0	\$6,188	\$0
Transfer In-Sears Block TIF	\$227,000	\$270,000	\$258,145	\$258,145	\$206,167
Transfer In-Trust Fund	\$2,744	\$2,744	\$2,744	\$2,744	\$0
Transfer in-Trust/Durgin	\$130,000	\$130,000	\$130,000	\$130,000	\$58,800
Total Revenue	\$2,095,122	\$2,120,847	\$2,055,581	\$2,033,319	\$1,929,326
Expense					
Compensation	\$367,145	\$363,575	\$393,640	\$380,930	\$407,718
Fringe Benefits	\$177,702	\$177,137	\$193,269	\$187,191	\$193,905
Outside Services	\$206,288	\$195,133	\$271,685	\$272,438	\$275,950
Supplies	\$35,123	\$47,557	\$54,350	\$53,530	\$40,655
Utilities	\$45,072	\$55,081	\$63,440	\$62,030	\$56,790
Insurance	\$21,370	\$21,600	\$22,500	\$22,540	\$25,790
Capital Outlay	\$1,600	\$0	\$0	\$0	\$0
Debt Service	\$888,491	\$876,146	\$862,485	\$862,500	\$764,840
Miscellaneous	\$136,131	\$134,214	\$127,853	\$129,633	\$142,854
Allocated Costs	\$5,730	\$9,480	\$0	\$0	\$0
Transfer Out	\$167,850	\$167,850	\$230,170	\$230,170	\$188,640
Total Expense	\$2,052,502	\$2,047,774	\$2,219,392	\$2,200,962	\$2,097,142

Note: Beginning in FY 2016, Allocated Costs are reported as a Transfer Out expense.

2017 OPERATING BUDGET

PARKING FUND

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Overtime Parking Meter Citations	20,172	18,373	18,800	18,500
2. Time Zone Citations	1,481	1,201	1,600	1,650
3. Meter Feeding Citations	4	4	1	10
4. Winter Parking Ban Citations	213	204	82	200
5. Booted Vehicles	40	39	25	30
6. Credit Card Transactions at Kiosks	209,463	215,051	205,180	210,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	160	823	1,030	1,150
8. Customer Payment Plans Created	42	39	25	30
9. Violations Appealed to Court	48	54	32	45

2017 GOALS

1. Adopt and implement the Strategic Parking Plan.
2. Undertake repairs for the Durgin Block Parking Garage (CIP #432), as identified within the 2012 Needs Assessment Report.
3. Upgrade the older, 2G modem Cale Kiosks with 3G modems, as 2G will no longer be supported by cellular service providers.
4. Identify, negotiate, and implement parking options to support redevelopment of the so-called Remi Block Redevelopment Project located at 148-158 North Main Street.

2016 GOALS STATUS

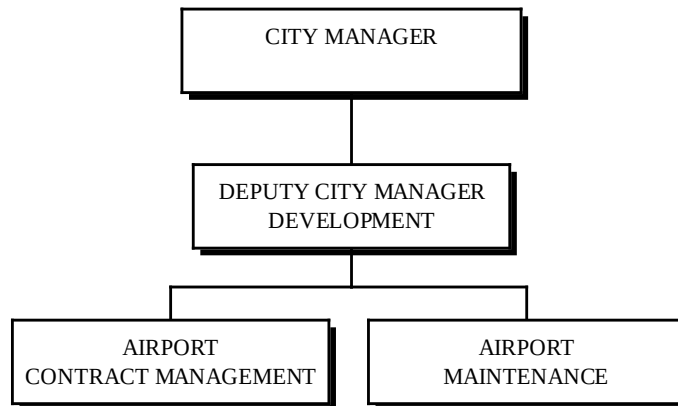
1. Complete the Strategic Parking Plan and develop an implementation strategy for key recommendations contained therein.
9-Month Status: The draft Strategic Parking Plan has been completed and a comprehensive 10 year financial pro forma has been prepared by City staff. A report outlining the draft recommendations, together with a financial pro forma modeling the fiscal impacts of recommendations were submitted to the City Manager for review. The City Manager completed his review on March 29, 2016. A final staff report is being prepared, with the goal of presenting the findings of the plan to the Parking Committee in April. It is the City Administration's hope that the final report, together with financial pro forma, will be adopted by the City Council in early FY 2017.
2. Continue implementation of flexible parking strategies to support business activity within the downtown central business district throughout the duration of the Complete Streets Project.
9-Month Status: Construction of the Complete Streets Project (CIP #460) began in spring 2015. During the FY 2016 construction season, the City provided free, two-hour on-street parking within the designated work zones on North and South Main Street. Free parking within the work zone resumed on March 28, 2016, with the start of Phase 2 construction, and will continue until the project's completion in November 2016.

AIRPORT FUND

MISSION

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

AIRPORT 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.

2017 OPERATING BUDGET

AIRPORT FUND

AIRPORT FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$370,090	\$346,403	\$347,257
Expense	\$459,739	\$405,775	\$410,797
Net Income (Loss)		(\$59,372)	(\$63,540)
Beginning Working Capital		\$534,328	\$474,956
Ending Working Capital		\$474,956	\$411,416

RESERVE

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

2017 OPERATING BUDGET

AIRPORT FUND

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Airport Operators Grant	\$2,130	\$1,108	\$1,000	\$1,704	\$1,700
Fuel Flow Mark-up	\$10,047	\$27,050	\$32,110	\$34,000	\$34,340
Investment Income	\$545	\$875	\$550	\$1,300	\$1,300
Building Lease or Rental	\$367,624	\$328,461	\$308,755	\$306,619	\$309,917
Insurance Distributions & Credits	\$0	\$0	\$0	\$2,000	\$0
Miscellaneous	\$699	\$0	\$0	\$780	\$0
Budgetary Use of Fund Balance	\$0	\$0	\$27,675	\$0	\$0
Total Revenue	\$381,045	\$357,495	\$370,090	\$346,403	\$347,257
Expense					
Compensation	\$86,801	\$86,070	\$74,936	\$77,220	\$77,166
Fringe Benefits	\$33,005	\$33,397	\$36,745	\$33,640	\$36,644
Outside Services	\$81,647	\$87,946	\$56,330	\$57,610	\$68,886
Supplies	\$28,817	\$33,446	\$44,758	\$17,040	\$43,190
Utilities	\$21,202	\$23,328	\$24,005	\$24,360	\$23,911
Insurance	\$7,240	\$7,430	\$8,090	\$8,100	\$6,930
Debt Service	\$11,141	\$20,244	\$37,060	\$37,065	\$33,850
Miscellaneous	\$40,351	\$44,150	\$44,000	\$44,600	\$45,500
Allocated Costs	\$5,520	\$7,449	\$0	\$0	\$0
Transfer Out	\$89,119	\$102,733	\$133,815	\$106,140	\$74,720
Total Expense	\$404,843	\$446,193	\$459,739	\$405,775	\$410,797

Note: Beginning in FY 2016, Allocated Costs are reported as a Transfer Out expense.

AIRPORT FUND

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
Number of based planes	64	76	78	80

2017 GOALS

1. Provide airport services to the community.
2. Design rehabilitation of Taxiway A.

2016 GOALS STATUS

1. Provide airport services to the community.
9-Month Status: In the fall of 2015, the Airport hosted the Runway 5K, which raised awareness of aviation in Concord. Approximately 800 people walked through the facility on that day. Additional promotional events are being planned for later in FY 2016.

Emergency repairs to the drainage outfall from the main runway were approved by City Council in early 2016 with work contemplated to be done in FY 2016.

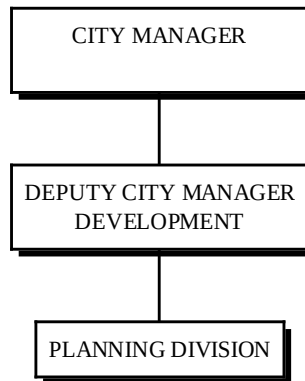
2. Replace the roof on Hangar 3.
9-Month Status: Completed.

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.

2017 OPERATING BUDGET

CONSERVATION PROPERTY FUND

CONSERVATION PROPERTY FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$127,074	\$124,400	\$130,588
Expense	\$127,074	\$119,354	\$130,588
Net Income (Loss)		\$5,046	\$0
Beginning Working Capital		\$104,450	\$109,496
Ending Working Capital		\$109,496	\$109,496

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Land Lease or Rental	\$66,792	\$65,713	\$68,800	\$68,800	\$69,077
Budgetary Use of Fund Balance	\$0	\$0	\$55,600	\$55,600	\$48,800
Transfer In-Trust/Conservation	\$0	\$0	\$2,674	\$0	\$12,711
Total Revenue	\$66,792	\$65,713	\$127,074	\$124,400	\$130,588
Expense					
Compensation	\$2,798	\$861	\$1,592	\$1,590	\$1,681
Fringe Benefits	\$243	\$452	\$922	\$603	\$607
Outside Services	\$8,139	\$9,177	\$37,960	\$37,970	\$56,500
Supplies	\$0	\$6,400	\$31,000	\$23,591	\$23,000
Transfer Out	\$23,300	\$54,550	\$55,600	\$55,600	\$48,800
Total Expense	\$34,480	\$71,440	\$127,074	\$119,354	\$130,588

2017 OPERATING BUDGET

ENTERPRISE FUNDS

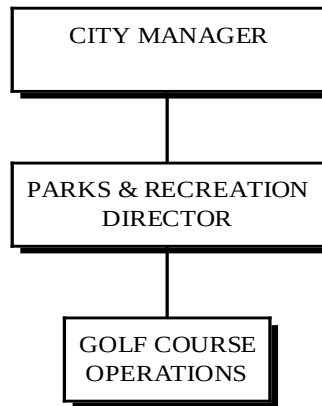
	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Golf	\$918,200	\$929,228	\$984,315	\$1,031,620	\$1,096,040
Arena	\$603,064	\$597,186	\$653,900	\$623,113	\$601,735
Solid Waste	\$4,031,265	\$3,745,056	\$3,477,194	\$3,712,186	\$3,934,262
Water	\$5,577,602	\$5,819,045	\$5,726,185	\$5,830,495	\$5,881,955
Wastewater	\$7,246,335	\$7,216,363	\$7,326,029	\$7,329,970	\$7,281,673
Total Revenue	\$18,376,467	\$18,306,877	\$18,167,623	\$18,527,384	\$18,795,665
Expense					
Golf	\$920,408	\$937,189	\$979,933	\$1,028,703	\$1,094,826
Arena	\$642,040	\$548,229	\$686,223	\$662,301	\$599,509
Solid Waste	\$4,360,073	\$3,839,860	\$3,655,266	\$3,968,541	\$4,011,954
Water	\$5,988,706	\$5,593,460	\$6,113,562	\$6,011,191	\$6,164,417
Wastewater	\$6,947,492	\$6,909,565	\$7,401,099	\$7,290,416	\$7,574,444
Total Expense	\$18,858,720	\$17,828,303	\$18,836,083	\$18,961,152	\$19,445,150

GOLF COURSE FUND

MISSION

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

GOLF COURSE 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 COURSE FUND

GOLF FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$984,315	\$1,031,620	\$1,096,040
Expense	\$979,933	\$1,028,703	\$1,094,826
Net Income (Loss)		\$2,917	\$1,214
Beginning Working Capital		\$26,720	\$29,637
Ending Working Capital		\$29,637	\$30,851

RESERVE

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

2017 OPERATING BUDGET

GOLF COURSE FUND

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Interest Costs and Penalties	(\$136)	(\$13)	\$0	\$100	\$0
Camps	\$39,183	\$32,667	\$42,550	\$28,000	\$37,100
Seasonal Passes	\$188,503	\$211,094	\$208,085	\$220,000	\$231,080
Daily Fees	\$352,260	\$332,766	\$345,000	\$334,820	\$345,000
Cart Rental	\$110,302	\$123,202	\$125,000	\$140,000	\$150,000
Handicapping	\$6,485	\$6,661	\$6,500	\$6,880	\$7,000
Driving Range	\$43,375	\$53,381	\$55,000	\$58,000	\$58,000
League & Tournament Fees	\$9,881	\$15,125	\$2,000	\$10,000	\$10,000
Golf Simulator Revenue	\$0	\$0	\$39,160	\$52,000	\$56,000
Pro Shop Sales	\$88,354	\$104,329	\$100,000	\$120,000	\$135,000
Pro Shop Sales-Rentals & Other	\$9,977	\$1,617	\$8,500	\$1,000	\$1,000
Investment Income	\$40	\$26	\$0	\$80	\$100
Insurance Distributions & Credits	\$0	\$0	\$0	\$5,060	\$0
Concession Income	\$39,060	\$21,514	\$32,000	\$34,060	\$42,000
Miscellaneous	\$2,812	\$379	\$0	\$1,100	\$4,000
Transfer In-General Fund	\$28,104	\$26,480	\$20,520	\$20,520	\$19,760
Total Revenue	\$918,200	\$929,228	\$984,315	\$1,031,620	\$1,096,040
Expense					
Compensation	\$360,970	\$351,219	\$373,383	\$393,250	\$406,760
Fringe Benefits	\$84,577	\$83,679	\$139,993	\$125,110	\$153,642
Outside Services	\$108,128	\$115,548	\$96,290	\$117,990	\$99,318
Supplies	\$188,742	\$203,563	\$198,887	\$203,710	\$215,676
Utilities	\$34,841	\$40,779	\$40,180	\$57,130	\$43,410
Insurance	\$3,940	\$3,120	\$3,240	\$3,253	\$3,360
Debt Service	\$57,353	\$49,227	\$48,520	\$48,520	\$88,600
Miscellaneous	\$3,906	\$12,104	\$0	\$300	\$0
Transfer Out	\$77,950	\$77,950	\$79,440	\$79,440	\$84,060
Total Expense	\$920,408	\$937,189	\$979,933	\$1,028,703	\$1,094,826

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 72% of the Fund's revenue. Historical data is used to forecast these revenues. Pro Shop Sales is the next largest revenue stream at approximately 11%. This is a new revenue source for the Fund and revenue projections are under development.

2017 OPERATING BUDGET

GOLF COURSE FUND

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Number of Season Memberships	260	271	280	280
2. Number of rounds played	26,573	27,502	28,000	28,500
3. Number of unique web site visitors	24,168	25,715	26,500	27,000

2017 GOALS

1. Create an integrated marketing campaign for course operations.
2. Rebrand course lessons and camp programs to Academy Programs.
3. Continue to expand the use of the facility as a year round destination.
4. Increase and maintain level of use of new golf simulators.
5. Work with the Parks & Recreation and Beaver Meadow Golf Course Advisory Committees to create a 10-year master plan for Beaver Meadow Golf Course.

2016 GOALS STATUS

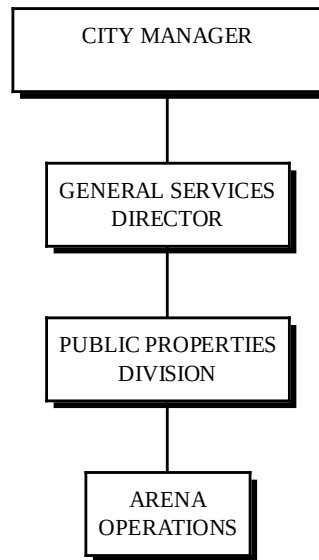
1. Increase lesson and camp programs by 10%.
9-Month Status: This past winter the lesson and camp programs were re-designed to provide low student to instructor ratios and to provide the ability to track return visits to the course. With the addition of the golf simulators, there was growth in the number of lessons offered during the winter months.
2. Institute Learn to Golf short course program.
9-Month Status: Staff redesigned the Get Golf Ready Two program to provide more on-course instruction for beginner and intermediate golfers. Adding the on-course instruction helps new golfers become comfortable coming back and playing on the course, not just on the driving range.
3. Increase season memberships by 5%.
9-Month Status: The 2015 season experienced membership growth of around 6% over the 2014 season. With the milder than normal winter, the course opened on March 17th, allowing members to sign up and play earlier than ever. Many new members signed up; however, final membership numbers will not be known until late June.

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.

2017 OPERATING BUDGET

ARENA FUND

ARENA FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$653,900	\$623,113	\$601,735
Expense	\$686,223	\$662,301	\$599,509
Net Income (Loss)		(\$39,188)	\$2,226
Beginning Working Capital		\$0	(\$39,188)
Ending Working Capital		(\$39,188)	(\$36,962)

RESERVE

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

2017 OPERATING BUDGET

ARENA FUND

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Investment Income	\$175	\$394	\$490	\$490	\$400
Facility Lease or Rental	\$65,554	\$61,493	\$72,750	\$69,400	\$80,395
Ice Rental	\$442,384	\$433,115	\$439,400	\$442,738	\$436,840
Parking Rental	\$120	\$520	\$0	\$0	\$0
Finance Charges	\$779	\$503	\$250	\$60	\$100
Concession Income	\$46,954	\$50,037	\$50,000	\$51,700	\$52,000
Miscellaneous	\$1,013	\$1,969	\$0	\$600	\$0
Advertising Revenue	\$29,375	\$33,125	\$30,000	\$32,125	\$32,000
Budgetary Use of Fund Balance	\$0	\$0	\$45,730	\$0	\$0
Transfer In-General Fund	\$16,710	\$16,030	\$15,280	\$15,280	\$0
Transfer In-Arena Capital Fund	\$0	\$0	\$0	\$10,720	\$0
Total Revenue	\$603,064	\$597,186	\$653,900	\$623,113	\$601,735
Expense					
Compensation	\$169,371	\$169,849	\$216,564	\$206,790	\$223,099
Fringe Benefits	\$68,244	\$63,047	\$80,126	\$79,930	\$81,598
Outside Services	\$25,235	\$30,471	\$29,854	\$68,670	\$27,455
Supplies	\$37,594	\$37,661	\$41,325	\$41,325	\$42,305
Utilities	\$83,089	\$92,929	\$105,900	\$98,238	\$93,622
Insurance	\$7,373	\$7,037	\$7,384	\$7,648	\$8,090
Capital Outlay	\$693	\$0	\$0	\$0	\$0
Debt Service	\$95,312	\$93,223	\$93,710	\$93,710	\$52,700
Allocated Costs	\$12,870	\$16,259	\$0	\$0	\$0
Transfer Out	\$142,260	\$37,753	\$111,360	\$65,990	\$70,640
Total Expense	\$642,040	\$548,229	\$686,223	\$662,301	\$599,509

Note: Beginning in FY 2016, Allocated Costs are reported as a Transfer Out expense.

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.

2017 OPERATING BUDGET

ARENA FUND

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Total Ice Rental Hours	1,622	1,562	1,597	1,520
2. Show Rental Revenue	\$45,000	\$43,585	\$44,045	\$46,440
3. Public Ice Skating Attendance	7,531	8,077	9,040	8,250
4. Recreational Hockey Stick / Puck Attendance	800	927	931	885

2017 GOALS

1. Explore increasing ice revenue by investigating curling opportunities.
2. Develop additional revenue by exploring other off-ice activities, such as expanding the roller skating program.
3. Provide a firm financial foundation by maximizing revenue through increased public attendance and minimizing expenses by refining the energy management program and exploring LED light conversion.
4. Work with the Parks & Recreation Advisory Committee, the Arena Advisory Committee, and City staff from the Parks & Recreation and Community Development Departments to create a plan for future operations, investment, and management of Kiwanis Park and the Everett Arena property.

2016 GOALS STATUS

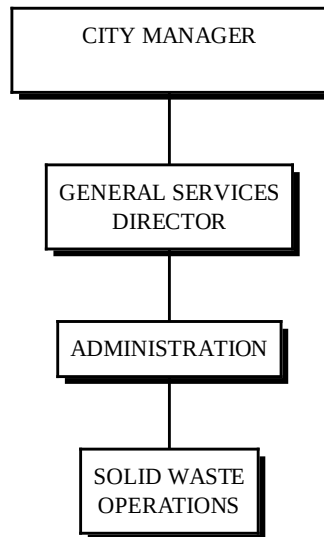
1. Explore increasing ice revenue by investigating curling opportunities.
9-Month Status: Not started. This was expected to be an initiative of the Arena Supervisor but the position was not filled until January 2016.
2. Develop additional revenue by exploring other off-ice activities, such as roller skating.
9-Month Status: The roller skating program is scheduled to begin in the fourth quarter, starting on June 10th and running through July 31st. Public sessions will be offered on Friday and Sunday afternoons/evenings. Private rentals will also be available.
3. Provide a firm financial foundation by maximizing revenue through increased hockey stick/puck attendance and minimizing expenses by refining the energy management program.
9-Month Status: Public sessions increased this season by close to a thousand customers. Some of this is attributed to the mild winter with fewer outside ice skating opportunities. Electric KW consumption is on track to use approximately 15,000 less kilowatts than FY 2015. While some of this is attributed to maximizing night temperature setbacks, the majority of the savings is from the chiller repair work that took place in August of 2015. The repair included cleaning out the tubes the brine passes through inside the chiller which increased efficiency of the refrigeration system.

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.

2017 OPERATING BUDGET

SOLID WASTE FUND

SOLID WASTE FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$3,477,194	\$3,712,186	\$3,934,262
Expense	\$3,655,266	\$3,968,541	\$4,011,954
Net Income (Loss)		(\$256,355)	(\$77,692)
Beginning Working Capital		\$606,448	\$350,093
Ending Working Capital		\$350,093	\$272,401

2017 OPERATING BUDGET

SOLID WASTE FUND

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Waste Haulers Permit	\$700	\$1,200	\$900	\$600	\$700
Household Waste	\$15,210	\$7,673	\$5,541	\$5,541	\$5,541
School District Payments	\$48,443	\$52,038	\$52,020	\$52,020	\$65,025
Miscellaneous Services	\$11,910	\$12,601	\$11,910	\$11,910	\$0
Commercial Disposal	\$1,236,915	\$1,087,821	\$832,279	\$1,153,280	\$1,119,175
DTSWRD-Dwntwn Sol Waste Rem Dstr	\$211,352	\$221,528	\$223,974	\$229,200	\$230,526
Contaminated Loads	\$490	\$510	\$1,500	\$500	\$1,500
PAYT Bags	\$867,685	\$943,505	\$950,000	\$850,000	\$1,023,750
PAYT Containers	\$296,004	\$302,105	\$297,270	\$297,270	\$369,325
Cart Collection Program	\$16,890	\$17,547	\$17,400	\$17,600	\$17,880
Motor Vehicle Waste Disposal	\$92,211	\$93,630	\$93,000	\$94,000	\$94,000
Finance Charges	\$246	\$1,202	\$970	\$2,310	\$1,100
Insurance Distributions & Credits	\$0	\$0	\$0	\$4,410	\$0
Miscellaneous	\$280	\$1,343	\$300	\$1,420	\$720
Transfer In-General Fund	\$1,219,130	\$990,130	\$990,130	\$990,130	\$990,130
Transfer In-Golf Fund	\$0	\$0	\$0	\$0	\$3,000
Transfer In-Arena Fund	\$0	\$0	\$0	\$0	\$3,790
Transfer In-Solid Waste Cap Fund	\$0	\$0	\$0	\$1,995	\$0
Transfer In-Water Fund	\$0	\$0	\$0	\$0	\$4,350
Transfer In-Wastewater Fund	\$0	\$0	\$0	\$0	\$3,750
Transfer In-Trust/Svms	\$13,800	\$12,222	\$0	\$0	\$0
Total Revenue	\$4,031,265	\$3,745,056	\$3,477,194	\$3,712,186	\$3,934,262
Expense					
Compensation	\$155,294	\$217,705	\$197,345	\$207,380	\$203,334
Fringe Benefits	\$93,331	\$103,986	\$108,276	\$103,833	\$104,590
Outside Services	\$4,086,196	\$3,474,738	\$3,301,545	\$3,615,488	\$3,650,430
Utilities	\$8,239	\$9,228	\$14,480	\$8,220	\$10,700
Insurance	\$140	\$140	\$140	\$140	\$0
Debt Service	\$41,701	\$30,462	\$29,880	\$29,880	\$29,300
Allocated Costs	\$3,600	\$3,600	\$0	\$0	\$0
Transfer Out	(\$28,427)	\$0	\$3,600	\$3,600	\$13,600
Total Expense	\$4,360,073	\$3,839,860	\$3,655,266	\$3,968,541	\$4,011,954

Note: Beginning in FY 2016, Allocated Costs are reported as a Transfer Out expense.

Pay-As-You-Throw (PAYT) bag revenue is determined by looking at historical Municipal Solid Waste tonnage and bag sales information. The FY 2017 budget projection includes a recommended 25% increase in PAYT prices. The revenue projection of \$1,137,500 is conservatively lowered to \$1,023,750 to account for potential behavioral changes by residents (i.e. pre-purchasing, overstuffing of bags) and outlets (i.e. pre-purchasing). Full recognition of increased PAYT revenues should occur in FY 2018.

2017 OPERATING BUDGET

SOLID WASTE FUND

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Number of tons diverted from traditional disposal	6,760	8,015	6,803	7,409
2. Percentage of Citizen Request Tracker items resolved	99%	99%	99%	99%
3. Number of households serviced during annual Household Hazardous Waste Collection	204	523	720	720

2017 GOALS

1. Positively engage the public by continuing to develop relationships with condo/management companies in regards to the City's single stream container program.
2. Monitor curbside tonnage and track any major changes in residential disposal behaviors.
3. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the website's "Report a Concern" module in a timely manner.

2016 GOALS STATUS

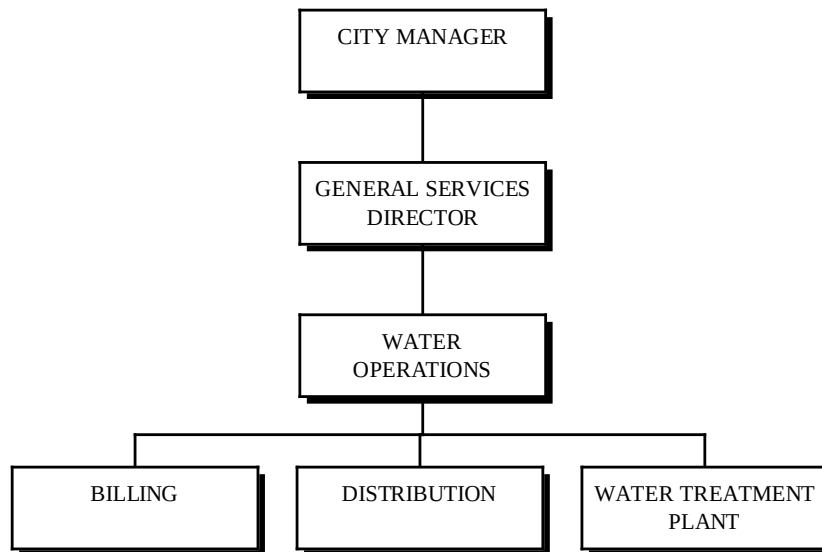
1. Positively engage the public by continuing to develop relationships with condo/management companies in regards to the City's single stream container program.
9-Month Status: Ongoing. Staff continues to work with condo/management companies in an effort to optimize waste management programs through recycling at multi-family dwellings.
2. Monitor curbside tonnage and track any major changes in residential disposal behaviors.
9-Month Status: Residential MSW tonnage through the third quarter is in line with expected tonnage as budgeted.
3. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the website's "Report a Concern" module in a timely manner.
9-Month Status: Ongoing. Complaints and concerns are given high priority and a protocol is in place to quickly correct any issue (such as a missed pick-up).

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.

2017 OPERATING BUDGET

WATER FUND

WATER FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$5,726,185	\$5,830,495	\$5,881,955
Expense	\$6,113,562	\$6,011,191	\$6,164,417
Net Income (Loss)		(\$180,696)	(\$282,462)
Beginning Working Capital		\$2,848,576	\$2,667,880
Ending Working Capital		\$2,667,880	\$2,385,418

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 proposed for FY 2017. The proposed rate adjustment would result in an increase of \$0.88 per month on the water portion of the utility bill for an average family.

2017 OPERATING BUDGET

WATER FUND

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Interest Costs and Penalties	\$26,678	\$26,545	\$25,000	\$28,500	\$26,500
Testing Services	\$1,788	\$3,866	\$2,500	\$2,500	\$2,500
Commercial Sales	\$4,070,609	\$4,315,483	\$4,246,000	\$4,300,000	\$4,393,440
Private Fire Service	\$114,355	\$117,384	\$117,000	\$117,000	\$117,000
Water Availability	\$1,179,155	\$1,184,661	\$1,183,000	\$1,183,000	\$1,187,000
Sundry Services	\$19,291	\$17,469	\$13,000	\$17,000	\$17,000
Labor Services-Water	\$5,647	\$9,845	\$7,500	\$7,750	\$7,500
Misc. Recollectible	\$4,133	\$529	\$0	\$18,000	\$0
Repairs to Hydrants	\$488	\$0	\$0	\$0	\$0
Cross Connection	\$68,379	\$69,800	\$65,000	\$65,000	\$65,000
Investment Income	\$4,392	\$6,162	\$4,400	\$8,000	\$6,000
Finance Charges	\$291	(\$70)	\$300	\$100	\$100
Insurance Distributions & Credits	\$0	\$0	\$0	\$21,030	\$0
Utility Demand Compensation	\$267	\$0	\$0	\$0	\$0
Investment Fee	\$27,757	\$19,728	\$20,000	\$20,000	\$20,000
NHRS subsidy for Retiree Health Ins	\$36,566	\$34,117	\$34,340	\$34,340	\$31,995
Retiree share of Health Ins	\$7,979	\$3,814	\$6,345	\$6,345	\$6,120
Sale of Surplus Property	\$2,800	\$5,359	\$0	\$130	\$0
Miscellaneous	\$7,028	\$4,351	\$1,800	\$1,800	\$1,800
Total Revenue	\$5,577,602	\$5,819,045	\$5,726,185	\$5,830,495	\$5,881,955
Expense					
Compensation	\$1,100,714	\$1,095,193	\$1,202,824	\$1,145,340	\$1,231,160
Fringe Benefits	\$654,478	\$631,062	\$733,131	\$666,270	\$694,725
Outside Services	\$170,000	\$152,487	\$150,801	\$150,880	\$168,240
Supplies	\$433,433	\$383,464	\$425,151	\$445,426	\$437,452
Utilities	\$225,507	\$203,163	\$278,790	\$256,360	\$250,860
Insurance	\$38,290	\$38,080	\$42,340	\$42,540	\$47,840
Capital Outlay	\$40,555	\$77,680	\$109,000	\$109,000	\$115,000
Debt Service	\$2,242,377	\$1,845,981	\$1,889,300	\$1,914,250	\$1,947,700
Miscellaneous	\$24,776	\$22,004	\$7,600	\$6,000	\$6,000
Allocated Costs	\$330,110	\$350,047	\$0	\$0	\$0
Transfer Out	\$728,467	\$832,098	\$1,274,625	\$1,275,125	\$1,265,440
(Gain) Loss on Refunding	\$0	(\$37,800)	\$0	\$0	\$0
Total Expense	\$5,988,706	\$5,593,460	\$6,113,562	\$6,011,191	\$6,164,417

Note: Beginning in FY 2016, Allocated Costs are reported as a Transfer Out expense.

2017 OPERATING BUDGET

WATER FUND

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.

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Residential per capita gallons used per day	72	51	50	48
2. Percentage of turbidity readings below 0.1 NTUs	93%	94%	95%	95%

2017 GOALS

1. Increase community awareness about water conservation.
2. Maintain competitive rates with comparable communities in New Hampshire.
3. Continue with the application process for Partnership for Safe Water.

2016 GOALS STATUS

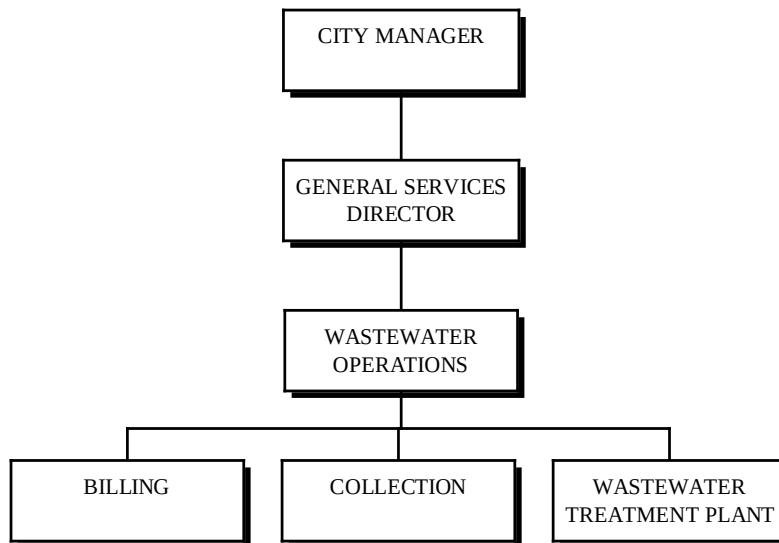
1. Increase community awareness about water conservation.
9-Month Status: Ongoing. The General Services Department received a water main leak detection grant from the NH Department of Environmental Services, which was completed during the first quarter. Many residents throughout the city were directly involved, as repairs were made to their own infrastructure. Water conservation inside the home was also on display at Market Days, as staff raffled off WaterSense labeled showerheads to those who signed up for the City's e-mail alert system, "Notify Me". The Department provided input to the Downtown Streetscapes irrigation plan, ensuring that WaterSense fixtures were used. The Department also produced a YouTube video, "How to Detect a Toilet Leak", and participated in the national "Fix a Leak Week" promotion.
2. Maintain competitive rates with comparable communities in New Hampshire.
9-Month Status: Budget revenues and expenditures are on target through the first three quarters.
3. Continue with the application process for Partnership for Safe Water.
9-Month Status: Application for this voluntary four-phase program is complete. Concord is currently in Phase II of the program, which will continue through March of 2017, and which requires significant reporting and self-assessment. The application for Phase III will be submitted in March of 2017.

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

WASTEWATER FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$7,326,029	\$7,329,970	\$7,281,673
Expense	\$7,401,099	\$7,290,416	\$7,574,444
Net Income (Loss)		\$39,554	(\$292,771)
Beginning Working Capital		\$3,315,245	\$3,473,029
Current Portion of State Grant		\$118,230	\$0
Ending Working Capital		\$3,473,029	\$3,180,258

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.

2017 OPERATING BUDGET

WASTEWATER FUND

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Interest Costs and Penalties	\$31,391	\$30,586	\$28,000	\$31,000	\$30,000
Misc Permits	\$1,360	\$2,245	\$1,970	\$1,500	\$1,500
Share of Debt Service	\$92,476	\$74,851	\$285,474	\$167,000	\$275,578
Testing Services	\$2,849	\$2,104	\$1,800	\$1,800	\$1,800
Sewer Service	\$6,126,743	\$6,358,451	\$6,306,500	\$6,400,000	\$6,293,000
Sewer Service-Boscawen	\$168,196	\$171,372	\$165,000	\$171,380	\$165,000
Sewer Service-Bow	\$43,559	\$38,068	\$40,000	\$40,000	\$40,000
Leachate Processing	\$382,714	\$258,197	\$225,000	\$260,000	\$260,000
Labor Services-Wastewater	\$994	\$2,610	\$2,000	\$6,000	\$3,000
Septage Processing	\$186,170	\$146,553	\$165,000	\$107,000	\$107,000
Sludge Disposal	\$76,888	\$21,438	\$17,500	\$22,500	\$17,500
Investment Income	\$3,107	\$5,744	\$5,000	\$8,500	\$6,000
Land Lease or Rental	\$0	\$0	\$1,250	\$1,830	\$1,830
Finance Charges	\$205	\$1,148	\$500	\$1,800	\$1,000
Insurance Distributions & Credits	\$21,900	\$0	\$0	\$22,120	\$0
Utility Demand Compensation	\$803	\$0	\$0	\$0	\$0
Investment Fee	\$39,379	\$51,827	\$40,000	\$45,000	\$40,000
NHRS subsidy for Retiree Health Ins	\$36,566	\$34,117	\$34,340	\$34,340	\$31,995
Retiree share of Health Ins	\$7,979	\$3,814	\$6,345	\$6,350	\$6,120
Sale of Surplus Property	\$1,160	\$7,178	\$0	\$0	\$0
Miscellaneous	\$21,896	\$6,059	\$350	\$1,850	\$350
Total Revenue	\$7,246,335	\$7,216,363	\$7,326,029	\$7,329,970	\$7,281,673
Expense					
Compensation	\$1,355,412	\$1,369,401	\$1,465,918	\$1,431,270	\$1,442,987
Fringe Benefits	\$788,934	\$805,846	\$889,740	\$851,630	\$843,499
Outside Services	\$439,158	\$424,781	\$462,357	\$444,240	\$543,405
Supplies	\$456,729	\$434,372	\$464,314	\$456,478	\$454,261
Utilities	\$496,997	\$561,376	\$654,165	\$616,130	\$553,867
Insurance	\$57,888	\$61,054	\$66,410	\$66,629	\$69,560
Capital Outlay	\$38,827	\$40,101	\$54,500	\$54,500	\$56,000
Debt Service	\$2,276,051	\$2,223,803	\$2,147,350	\$2,168,194	\$2,427,250
Miscellaneous	\$18,916	\$16,744	\$0	\$0	\$0
Allocated Costs	\$248,360	\$279,785	\$0	\$0	\$0
Transfer Out	\$770,219	\$726,488	\$1,196,345	\$1,201,345	\$1,183,615
(Gain) Loss on Refunding	\$0	(\$34,186)	\$0	\$0	\$0
Total Expense	\$6,947,492	\$6,909,565	\$7,401,099	\$7,290,416	\$7,574,444

Note: Beginning in FY 2016, Allocated Costs are reported as a Transfer Out expense.

WASTEWATER FUND

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. This year it was determined that the best model to follow would be to take 97% of the average wastewater processing volume over the last three years.

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Number of wastewater odor complaints addressed	1	1	1	1
2. Percentage of Class A materials produced	98.0%	99.5%	99.0%	*80.0%
3. Percentage of Class B materials produced	2.0%	0.5%	1.0%	4.0%
4. Unclassified Material	0.0%	0.0%	0.0%	16.0%

* Reduction in Class A bio-solids is due to scheduled improvements in Class A producing equipment.

2017 GOALS

1. Meet the community's expectation for odor control.
2. Maintain competitive rates with comparable communities in New Hampshire.
3. Continue to be a leader in bio-solids management.

2016 GOALS STATUS

1. Meet the community's expectation for odor control.
9-Month Status: No odor complaints were received during the first three quarters.
2. Maintain competitive rates with comparable communities in New Hampshire.
9-Month Status: Budget revenues and expenditures are on target through the first three quarters.
3. Continue to be a leader in bio-solids management.
9-Month Status: Produced 100% Class A biosolids during the first two quarters and 97.6% during the third quarter.

TIF DISTRICTS & CIP SUMMARY

BUDGET SUMMARY

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Capital Projects	\$15,496,381	\$10,680,620	\$20,047,222	\$20,047,222	\$17,483,308
N End Opportunity Corridor TIF	\$702,394	\$647,509	\$466,407	\$462,760	\$474,854
Sears Block TIF District	\$567,837	\$859,388	\$772,744	\$741,008	\$753,272
Penacook Village TIF District	\$51,921	\$56,454	\$57,529	\$56,246	\$57,328
Total Revenue	\$16,818,534	\$12,243,971	\$21,343,902	\$21,307,236	\$18,768,762
Expense					
Capital Projects	\$15,496,381	\$10,680,620	\$20,047,222	\$20,047,222	\$17,483,308
N End Opportunity Corridor TIF	\$967,956	\$491,705	\$355,689	\$342,229	\$210,815
Sears Block TIF District	\$756,114	\$801,521	\$928,470	\$929,345	\$882,077
Penacook Village TIF District	\$52,451	\$22,211	\$61,418	\$55,358	\$59,470
Total Expense	\$17,272,902	\$11,996,057	\$21,392,799	\$21,374,154	\$18,635,670

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 136.8 acres of land. Since their inception, the City has made a combined investment of \$25.2 +/- million in infrastructure improvements within these Districts. These investments have served as a catalyst for \$78,664,718 in new assessed value generated by several real estate development projects (FY 2017 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 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, including \$1.05 million for the acquisition of the Tsunis Holdings property and related expenses. To date, this investment has yielded \$49,923,900 in new private development. Presently, the NEOCTIF District encompasses approximately 67.7 acres.
- 2) The **Sears Block (a.k.a. "Capital Commons") Tax Increment Finance District (SBTIF)** was established on September 8, 2003, and amended on July 30, 2014. 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 Capital Commons Office Building and Parking Garage. Since 2003, the City's total capital investment in the SBTIF District has been \$20,815,341. To date, this investment has served as a catalyst for \$27,001,018 in new private development. This figure includes the recently completed "Bindery / Love Your Neighbor" building at 45 South Main Street, but excludes the Smile Building at 49 South Main Street, and improvements to the Endicott Hotel, due to the use of RSA 79-E. Presently, the SBTIF District encompasses approximately 21 acres.
- 3) The **Penacook Village Tax Increment Finance District (PVTIF)** was established on June 14, 2010, and amended on June 9, 2014. This district was established to facilitate cleanup and redevelopment of the former Allied Leather Tannery Site and surrounding properties in Penacook Village. Since 2010, the City's total capital investment in the PVTIF District has been \$1,354,040. This figure excludes \$3.673+/- million for acquisition and cleanup of the Allied Leather Tannery and Amazon Realty sites. To date, the City's investment in TIF improvements has yielded \$1,739,800 in new private development. Presently, the PVTIF District encompasses approximately 47.1 acres.

TIF DISTRICTS & CIP SUMMARY

NEOCTIF FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$466,407	\$462,760	\$474,854
Expense	\$355,689	\$342,229	\$210,815
Net Income (Loss)		\$120,531	\$264,039
Beginning Working Capital		\$611,323	\$731,854
Ending Working Capital		\$731,854	\$995,893

NEOCTIF FUND DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Property Taxes-NEOCTIF	\$622,727	\$646,416	\$465,782	\$460,960	\$473,854
Investment Income	\$636	\$1,093	\$625	\$1,800	\$1,000
Insurance Distributions & Credits	\$79,031	\$0	\$0	\$0	\$0
Total Revenue	\$702,394	\$647,509	\$466,407	\$462,760	\$474,854
Expense					
Outside Services	\$0	\$0	\$15,960	\$2,500	\$18,100
Debt Service	\$376,170	\$359,565	\$200,980	\$200,980	\$47,030
Miscellaneous	\$15,936	\$0	\$0	\$0	\$0
Transfer Out	\$575,850	\$132,140	\$138,749	\$138,749	\$145,685
Total Expense	\$967,956	\$491,705	\$355,689	\$342,229	\$210,815

TIF DISTRICTS & CIP SUMMARY

NORTH END OPPORTUNITY CORRIDOR TAX INCREMENT FINANCE DISTRICT (continued)

The FY 2017 projected total incremental assessed value of new development constructed within the NEOCTIF District since its establishment in 1998 is \$49,923,900.

In 2005, the City began to release 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 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 General Fund in FY 2005 was \$16,462,800. In FY 2017, the City will allocate \$32,949,774 (or 66% of total incremental assessed valuation) to be used in determining the amount needed to be raised through taxation, thereby retaining \$19,974,126 in value to support the NEOCTIF's debt service and operating costs.

The NEOCTIF District was originally set to terminate at the end of FY 2019. However, this date was extended due to the appropriation of \$1,050,000, including \$600,000 in bonds, to acquire the former Tsunis property for the extension of Storrs Street to Constitution Avenue, as proposed in 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. CIP #18 includes \$400,000 in FY 2017 for design and, tentatively, includes \$4,400,000 in FY 2018 for construction of the new roadway; all to be supported by the funds generated by the TIF District. Future debt service for this project has been included within the financial pro forma for the NEOCTIF District, which, in part, also requires extension of the District's termination date from FY 2019 to FY 2037.

TIF DISTRICTS & CIP SUMMARY

SBTIF FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$772,744	\$741,008	\$753,272
Expense	\$928,470	\$929,345	\$882,077
Net Income (Loss)		(\$188,337)	(\$128,805)
Beginning Working Capital		\$393,451	\$205,114
Ending Working Capital		\$205,114	\$76,309

SBTIF BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Property Taxes-Sears Block TIF	\$567,608	\$851,757	\$772,444	\$738,208	\$752,972
Investment Income	\$229	\$609	\$300	\$300	\$300
Finance Charges	\$0	\$7,021	\$0	\$2,500	\$0
Total Revenue	\$567,837	\$859,388	\$772,744	\$741,008	\$753,272
Expense					
Outside Services	\$0	\$2,425	\$9,090	\$5,000	\$9,550
Debt Service	\$241,684	\$246,316	\$246,025	\$250,990	\$253,800
Transfer Out	\$514,430	\$552,780	\$673,355	\$673,355	\$618,727
Total Expense	\$756,114	\$801,521	\$928,470	\$929,345	\$882,077

TIF DISTRICTS & CIP SUMMARY

SEARS BLOCK TAX INCREMENT FINANCE DISTRICT (continued)

The FY 2017 projected total incremental assessed value of new development constructed within the Sears Block TIF (SBTIF) District since its establishment in 2003 is \$27,001,018.

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. However, this figure excludes the SMILE Building at 49 South Main Street and the Endicott Hotel Redevelopment Project at 1-5 South Main Street, as both developments have received RSA 79-E Community Revitalization Tax Relief Abatements. Consequently, incremental tax revenues for the SMILE Building are temporarily abated and will not be available to support operation of the TIF District until April 1, 2017 (FY 2018). Concerning the Endicott Hotel, increased property taxes associated with the commercial portions of the project have been abated until April 1, 2017 (FY 2018). In addition, property taxes on the residential portion of the Endicott Hotel have been abated until April 1, 2019 (FY 2020).

Since its inception in 2003, the City has appropriated \$20,845,341 for infrastructure improvements and other investments within the District. This figure excludes \$100,000 carried in CIP #529 in FY 2017 for masonry repairs for the Storrs Street (formerly Capital Commons) Parking Garage.

The FY 2017 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 Parking Garage project, and 2) transferring debt service costs traditionally supported by the General Fund and Parking Fund for the Capital Commons Project to the SBTIF.

Specifically, in FY 2017, the SBTIF will transfer \$239,410 for current and past debt service associated with the \$2,281,500 General Fund supported bond issued for the Capital Commons Project in 2007. In addition, \$19,650 will be transferred to the General Fund to defray costs for administration of the SBTIF.

The SBTIF will also transfer \$206,167 to the Parking Fund in FY 2017. Of this total, \$96,000 will be the final payment from the SBTIF to the Parking Fund for repayment of \$550,000 of equity, plus interest, which the fund invested into the Capital Commons Project during 2003 – 2005. As initiated in FY 2016, the SBTIF will continue to absorb a portion of debt service payments associated with \$3,186,000 in Parking Fund supported bonds previously issued for the Capital Commons Project in 2005 and 2007. This amount will be \$102,777 in FY 2017. This amount is anticipated to increase in future years.

Starting in FY 2017, the SBTIF will support a portion of a new full-time maintenance position for the Downtown Services Team. The TIF will support this position in the amount of \$26,000 in FY 2017. This is projected to increase to \$36,488 in FY 2018. Approximately 53% of the Complete Streets Project is located within the SBTIF; therefore, financial support, to the extent the TIF can afford to make such investments, is appropriate.

Use of the SBTIF District fund balance to support transfers to the General Fund and Parking Fund will result in negative net operating income for FY 2017.

While the cost of maintaining the landscaping and plaza is included within the SBTIF, the cost of operating the Capital Commons Parking Garage is included within the City's Parking Fund budget.

When created in 2003, it was anticipated that the SBTIF District would terminate when debt service was to be fully repaid on June 30, 2027. However, this date has been extended to FY 2035 with the appropriation of \$1,990,000 in bonded debt for redevelopment of the NH Employment Security Property at 32-34 South Main Street and \$2.5 million in bonded debt for the construction of CIP #460 Downtown Complete Streets Project. It is anticipated the District will terminate on or about FY 2035.

TIF DISTRICTS & CIP SUMMARY

PVTIF FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$57,529	\$56,246	\$57,328
Expense	\$61,418	\$55,358	\$59,470
Net Income (Loss)		\$888	(\$2,142)
Beginning Working Capital		\$69,767	\$70,655
Ending Working Capital		\$70,655	\$68,513

PVTIF BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Property Taxes-Penacook TIF	\$51,046	\$56,352	\$57,479	\$56,126	\$57,248
Investment Income	\$51	\$102	\$50	\$120	\$80
Miscellaneous	\$825	\$0	\$0	\$0	\$0
Total Revenue	\$51,921	\$56,454	\$57,529	\$56,246	\$57,328
Expense					
Outside Services	\$0	\$0	\$19,000	\$12,940	\$17,700
Debt Service	\$21,271	\$20,971	\$35,800	\$35,800	\$35,080
Transfer Out	\$31,180	\$1,240	\$6,618	\$6,618	\$6,690
Total Expense	\$52,451	\$22,211	\$61,418	\$55,358	\$59,470

TIF DISTRICTS & CIP SUMMARY

PENACOOK VILLAGE TAX INCREMENT FINANCE DISTRICT (continued)

The FY 2017 projected total incremental assessed value of new real estate development within the Penacook Village TIF District, since its enactment in 2010, is \$1,739,800. This amount is made up entirely by the new medical office building located at 4 Crescent Street. This amount is captured by the PVTIF District and is available to support the District's operating, administration, and debt service costs.

Accounting for debt service and operating costs, the District will generate a modest surplus, which shall be retained by the PVTIF to finance additional improvements, as well as to provide a financial reserve to offset potential fluctuations in property tax revenues that may result from appeals of assessed valuations in the future.

Presently, the PVTIF District is scheduled to terminate when existing debt service is fully repaid on June 30, 2032. This date is unchanged despite \$170,000 in additional debt service, which was authorized on June 9, 2014, to support environmental cleanup of the former Allied Leather Tannery site. However, this date will likely be extended should the City Council approve any additional appropriations to support redevelopment of the remaining City-owned portion of the former Allied Leather Tannery (CIP #508), or any other privately owned property within the District.

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 Enterprise Funds (airport, arena, golf, parking, water and sewer funds); and 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 2017 budget only appropriates funding for those projects scheduled for the upcoming fiscal year. Specifically, cash outlays and transfers from the General Fund, from various reserve funds, and from enterprise funds are appropriated as part of the City's annual budget adoption process. The bonded capital budget resolution appropriates most bonded projects 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 require funds from the State/Federal government, or from donations, in order to move forward. In other cases, the projects are still preliminary in nature or are subject to ongoing discussions or negotiations with regulators or other third parties. Projects supported by Tax Increment Financing are also asterisked due to statutorily mandated public hearing processes for appropriations, which shall occur separately from the budget adoption process. Such projects will be presented for future City Council approval when confirmation for outside funding has been received. Funding commitments for the ensuing "out years" of the CIP (FY 2018 – 2026) will be reviewed as part of the budget adoption process for those respective fiscal years.

The proposed CIP runs from FY 2017 to FY 2026 and totals \$285,573,458, all funding sources combined.

SELECTION AND PRIORITIZATION OF CAPITAL PROJECTS

The proposed CIP for FY 2017 totals \$21,860,258. This amount includes capital outlay and several projects that have been omitted from the capital resolution. Omitted projects include: CIP 51 - White Park Skate House, CIP 478 - North Pembroke Road Bridge, CIP 18 - Storrs Street North, CIP 529 - Storrs Street Parking Garage repairs, CIP 352 - Open Space Protection, CIP 584 - Concord Area Transit Bus Replacement, CIP 468 - Reconstruct Runway A at the Airport, and CIP 506 - Historical Surveys. Excluding capital outlay and these projects, the net amount to be appropriated for the FY 2017 CIP is \$17,483,308.

In keeping with past practice, all capital projects proposed for FY 2017 were reviewed and recommended for funding if they satisfied one or more of the following criteria:

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

TIF DISTRICTS & CIP SUMMARY

APPROPRIATIONS BY FUNDING SOURCE

	2017 Budget
Arena / G.O. Bonds	\$100,000
General / Capital Close-out	\$185,314
General / G.O. Bonds	\$4,839,000
Golf / G.O. Bonds	\$50,000
Parking / G.O. Bonds	\$3,310,000
Sewer / Capital Close-out	\$132,562
Sewer / G.O. Bonds	\$3,745,000
Trans From Airport / Capital Transfer	\$6,000
Trans From Arena / Capital Transfer	\$2,500
Trans From General / Capital Transfer	\$391,750
Trans From Golf / Capital Transfer	\$4,500
Trans From Impact Fee Fund / Traf District 1	\$16,514
Trans From Impact Fee Fund / Traf District 3	\$16,972
Trans From Impact Fee Fund / Traf District 4	\$16,514
Trans From Parking / Capital Transfer	\$13,000
Trans From Sewer / Capital Transfer	\$68,160
Trans From Solid Waste / Capital Transfer	\$10,000
Trans From Trust / Equip Replace Reserve	\$100,000
Trans From Trust / Fire Equipment Reserve	\$151,337
Trans From Trust / Highway Reserve	\$1,475,500
Trans From Trust/Building Imp Reserve	\$25,000
Trans From Water / Capital Transfer	\$208,440
Water / Capital Close-out	\$30,245
Water / G.O. Bonds	\$2,585,000
Sub Total	\$17,483,308

Note: Capital Outlay appropriations are included in the respective operating fund budgets.

2017 OPERATING BUDGET

TIF DISTRICTS & CIP SUMMARY

APPROPRIATIONS BY DEPARTMENT

Finance Purchasing

Appropriations	2017 Budget
130 Multi-Function Photocopy Machines	\$37,500
Sub Total	\$37,500

Information Technology

Appropriations	2017 Budget
2 Information Technology Hardware & Software Replacement	\$171,700
302 Enterprise Wide Information Systems Applications	\$976,651
525 Telephone System Replacement Program	\$95,000
Sub Total	\$1,243,351

Police - Operations

Appropriations	2017 Budget
368 Police Department Communications Equipment	\$410,000
403 Parking Division Vehicle Replacement Program	\$3,000
433 School Street Parking Garage (Formerly Durgin Block)	\$3,200,000
555 Handgun Replacement	\$40,000
575 Police Vehicle & Equipment Replacement	\$165,000
595 Parking Meters	\$70,000
596 Surface Lots	\$45,000
Sub Total	\$3,933,000

Fire

Appropriations	2017 Budget
4 Fire Department Vehicle Replacement	\$665,000
252 Fire Station Improvements	\$200,000
305 Fire Department Communications Equipment	\$190,000
375 Fire Department Boats	\$25,000
561 Fire Alarm Infrastructure Replacement	\$20,000
573 Fire Department Personnel Protective Equipment	\$20,000
Sub Total	\$1,120,000

2017 OPERATING BUDGET

TIF DISTRICTS & CIP SUMMARY

APPROPRIATIONS BY DEPARTMENT

GS-Highway / Utilities

Appropriations	2017 Budget
78 Annual Highway Improvement Program	\$1,475,500
121 Vehicle & Equipment Replacement Program	\$875,000
Sub Total	\$2,350,500

GS-Public Properties

Appropriations	2017 Budget
63 City Wide Recreation Facility Improvements	\$440,000
64 Arena Improvements	\$100,000
65 City Hall Renovations	\$285,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	\$300,000
551 Library Maintenance	\$70,000
576 General Facility Repairs	\$25,000
Sub Total	\$1,220,000

GS-Sewer

Appropriations	2017 Budget
104 Hall Street Waste Water Treatment Plant Improvements	\$2,602,562
275 Sewer Pump Station Improvements	\$335,000
466 Penacook Waste Water Treatment Plant Improvements	\$235,000
Sub Total	\$3,172,562

GS-Water

Appropriations	2017 Budget
88 Water Plant Improvements	\$625,245
244 Water Meter Replacement Program	\$165,000
321 Water System Master Plan & Implementation	\$80,000
347 Water Storage Tank Repairs	\$30,000
372 Water System Pump Station Improvements	\$90,000
451 Leak Detection	\$30,000
482 Water System Asset Management	\$20,000
Sub Total	\$1,040,245

GS-Solid Waste

Appropriations	2017 Budget
447 Landfill Soil Vapor Extraction Systems	\$10,000
Sub Total	\$10,000

TIF DISTRICTS & CIP SUMMARY

APPROPRIATIONS BY DEPARTMENT

CD-Engineering Services

Appropriations	2017 Budget
34 North Main Street / Storrs Street Intersection Signalization	\$50,000
83 Storm Water Improvements	\$550,000
85 Water Main Replacement	\$1,500,000
91 Sewer Main Rehabilitation and Construction	\$388,000
283 Traffic Signals and Traffic Operations Improvements	\$95,000
297 Geographic Information Systems (GIS)	\$125,000
460 Downtown Complete Streets Improvement Project	\$160,000
468 Reconstruct Taxiway A & Itinerant Ramp	\$6,000
Sub Total	\$2,874,000

Library

Appropriations	2017 Budget
477 Library Equipment Replacement	\$128,150
Sub Total	\$128,150

Rec-Grounds

Appropriations	2017 Budget
56 Rollins Park	\$60,000
59 Terrill Park	\$125,000
359 Merrill Park	\$15,000
530 Golf Course Equipment	\$50,000
569 Parks and Cemeteries Small Turf Equipment	\$24,000
587 Cemetery Improvements	\$80,000
Sub Total	\$354,000
Total	\$17,483,308

CAPITAL IMPROVEMENT PROGRAM 2017-2026

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
19	Loudon Road (Rte. 9) Corridor Improvements	CD-Engineering Services
30	Hoit Road / Whitney Road Intersection Signalization	CD-Engineering Services
31	Broadway / West Street Intersection (McKee Square) Signalization	CD-Engineering Services
34	North Main Street / Storrs Street Intersection Signalization	CD-Engineering Services
36	Manchester Street / Route 3 South	CD-Engineering Services
40	Langley Parkway	CD-Engineering Services
51	White Park	Rec-Grounds
52	Keach Park	Rec-Grounds
54	Russell Martin Park	Rec-Grounds
55	Rolfe Park	Rec-Grounds
56	Rollins Park	Rec-Grounds
57	Gustaf H. Lehtinen Park/Hero's Bridge	CD-Engineering Services
59	Terrill Park	Rec-Grounds
60	Kiwanis (Waterfront) Park	CD-Engineering Services
63	City Wide Recreation Facility Improvements	GS-Public Properties
64	Arena Improvements	GS-Public Properties
65	City Hall Renovations	GS-Public Properties
68	Library	Library
71	Runway Protection Zones: Property Acquisition	CD-Engineering Services
72	Runway Pavement Improvements	CD-Engineering Services
75	General Airport Repairs	GS-Public Properties
77	Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	CD-Engineering Services
78	Annual Highway Improvement Program	GS-Highway / Utilities
83	Storm Water Improvements	CD-Engineering Services
84	Water Main Cleaning & Lining	CD-Engineering Services
85	Water Main Replacement	CD-Engineering Services
86	Water Main Construction	CD-Engineering Services
88	Water Plant Improvements	GS-Water
89	Hall Street Waste Water Treatment Plant Odor Control	GS-Sewer
91	Sewer Main Rehabilitation and Construction	CD-Engineering Services
97	Low Avenue Improvements	CD-Community Planning
104	Hall Street Waste Water Treatment Plant Improvements	GS-Sewer
107	Golf Course Club House and Maintenance Buildings	Rec-Grounds
114	Penacook Lake Dam and Spillway Rehabilitation	GS-Water
121	Vehicle & Equipment Replacement Program	GS-Highway / Utilities

CAPITAL IMPROVEMENT PROGRAM 2017-2026

PROJECT #	TITLE	DEPARTMENT
124	Water System SCADA Improvements	GS-Water
130	Multi-Function Photocopy Machines	Finance Purchasing
230	Opticom Replacement	Fire
235	Golf Course Grounds Improvements	Rec-Grounds
244	Water Meter Replacement Program	GS-Water
245	Emergency Sewage Treatment Plant Repairs	GS-Sewer
252	Fire Station Improvements	Fire
254	Water System Emergency/Unanticipated Equipment Replacement	GS-Water
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
352	Open Space Protection	CD-Community Planning
358	Garrison Park	Rec-Grounds
359	Merrill Park	Rec-Grounds
360	Kimball Park	Rec-Grounds
361	Hooksett Turnpike Bridge Replacement	CD-Engineering Services
368	Police Department Communications Equipment	Police - Operations
370	Police Department Ballistic Vest Replacement Program	Police - Operations
372	Water System Pump Station Improvements	GS-Water
375	Fire Department Boats	Fire
376	Fire Department Hose & Equipment Replacement	Fire
380	Neighborhood Safety Improvements	CD-Engineering Services
381	Landfill Closure and Maintenance	GS-Solid Waste
383	New Airport Terminal Building	CD-Engineering Services
403	Parking Division Vehicle Replacement Program	Police - Operations
410	Sewer Video Inspection Equipment	GS-Sewer
432	North State Street Parking Garage (Formerly Firehouse Block)	City Manager /Operation
433	School Street Parking Garage (Formerly Durgin Block)	Police - Operations
447	Landfill Soil Vapor Extraction Systems	GS-Solid Waste
448	Hydrant and Valve Replacement Program	GS-Highway / Utilities
451	Leak Detection	GS-Water
460	Downtown Complete Streets Improvement Project	CD-Engineering Services

CAPITAL IMPROVEMENT PROGRAM 2017-2026

PROJECT #	TITLE	DEPARTMENT
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
478	North Pembroke Road Bridge Replacement	CD-Engineering Services
482	Water System Asset Management	GS-Water
490	Police Department Records Management Microfilm Conversion	Police - Operations
492	Runway Protection Zone Obstruction Removal	CD-Engineering Services
498	Birchdale Road Bridge Replacement	CD-Engineering Services
502	Whitney Road Extension	CD-Engineering Services
506	Historical Surveys	CD-Community Planning
512	Emergency Vehicle Repairs	GS-Highway / Utilities
515	Golf Course Winter Recreation Improvements	Rec-Grounds
518	Bridge and Dam Maintenance / Repairs	CD-Engineering Services
519	Manchester Street/Old Turnpike Road Intersection Improvements	CD-Engineering Services
520	Intersection Safety Improvements	CD-Engineering Services
521	Police Firearms Range Improvements	Police - Operations
525	Telephone System Replacement Program	Information Technology
527	Cardiac Monitor & AED Replacement Program	Fire
528	Pocket Parks	Rec-Grounds
529	Storrs Street Parking Garage (Formerly Capital Commons)	City Manager /Operation
530	Golf Course Equipment	Rec-Grounds
534	Tie Down Rehabilitation and Expansion	CD-Engineering Services
541	Regional Drive/Chenell Drive Intersection Improvements	CD-Engineering Services
543	Merrimack River Greenway Trail Project	CD-Engineering Services
550	Roundabout Maintenance	CD-Engineering Services
551	Library Maintenance	GS-Public Properties
555	Handgun Replacement	Police - Operations
557	Memorial Field	Rec-Grounds
560	Fire Training Facility	Fire
561	Fire Alarm Infrastructure Replacement	Fire
563	Master Plan Update	CD-Community Planning
567	Penacook Riverfront Park	Rec-Grounds
569	Parks and Cemeteries Small Turf Equipment	Rec-Grounds
570	Pleasant/Warren/Fruit Intersection 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
576	General Facility Repairs	GS-Public Properties

CAPITAL IMPROVEMENT PROGRAM 2017-2026

PROJECT #	TITLE	DEPARTMENT
579	Downtown Squares	GS-Public Properties
582	Manor Road/Abbott Road Roundabout Intersection Improvement Project	CD-Engineering Services
583	East Concord Fire Station	Fire
584	Replacement of CAT Transit Bus Vehicles	CD-Engineering Services
587	Cemetery Improvements	Rec-Grounds
588	Loudon Road Bridge Improvement Project	CD-Engineering Services
589	Warren Street Improvements	CD-Engineering Services
590	Downtown Civic District Sidewalk Replacement	CD-Engineering Services
595	Parking Meters	Police - Operations
596	Surface Lots	Police - Operations
597	Parking Beacons	Police - Operations

City of Concord, New Hampshire

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

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Base Value for Debt Limits (1)	\$ 4,007,515,023	\$ 4,286,124,163	\$ 4,436,535,484	\$ 4,390,660,275	\$ 4,020,634,140	\$ 3,851,394,810	\$ 3,688,748,087	\$ 3,877,480,169	\$ 4,050,513,509	\$ 3,911,961,065
Legal Debt Limits (% of Base Value)										
General - 1.75% thru 1998, 3% 1999 on (2)	\$ 120,225,451	\$ 128,583,725	\$ 133,096,065	\$ 131,719,808	\$ 120,619,024	\$ 115,541,844	\$ 110,662,443	\$ 116,324,405	\$ 121,515,405	\$ 117,358,832
Water - 10% (2)	400,751,502	428,612,416	443,653,548	439,066,028	402,063,414	385,139,481	368,874,809	387,748,017	405,051,351	391,196,107
Issued Debt at June 30										
Total Issued Debt at June 30	\$ 61,766,516	\$ 74,127,970	\$ 66,311,626	\$ 68,036,092	\$ 66,429,838	\$ 66,632,593	\$ 67,234,223	\$ 69,162,800	\$ 72,161,009	\$ 76,554,459
Less Water Fund	(13,056,546)	(11,760,598)	(10,305,044)	(11,855,335)	(11,435,119)	(11,768,711)	(11,930,388)	(12,802,341)	(12,718,866)	(12,909,306)
Less Sewer Fund (3)	(8,673,880)	(15,811,823)	(14,367,749)	(14,707,852)	(15,519,027)	(13,973,463)	(14,059,897)	(14,819,785)	(14,228,732)	(13,770,736)
Less Tax Increment Debt (3)	(13,421,000)	(12,975,000)	(12,280,000)	(11,570,000)	(10,899,000)	(10,130,000)	(9,347,000)	(8,965,400)	(8,095,400)	(7,947,200)
Less Landfill Debt (3)	(1,769,946)	(1,560,291)	(1,621,196)	(1,375,946)	(1,136,332)	(900,425)	(668,901)	(442,001)	(218,732)	-
Authorized Unissued at June 30										
Total Authorized Unissued Debt at June 30	11,639,672	5,167,672	14,161,972	9,008,972	7,850,672	5,367,672	6,033,172	5,495,000	10,462,220	3,209,305
Less Golf Fund	-	-	-	-	-	(80,000)	(80,000)	(80,000)	(60,000)	(93,000)
Less Arena Fund	-	-	-	-	-	(475,000)	-	-	-	-
Less Water Fund	-	(1,150,000)	(3,017,000)	(1,130,500)	(697,000)	(175,000)	(150,000)	-	-	(136)
Less Sewer Fund (3)	(387,672)	(117,672)	(2,570,672)	(1,390,672)	(392,672)	(552,672)	(2,168,172)	-	-	-
Less Tax Increment Debt (3)	-	-	-	-	(285,000)	(285,000)	-	-	-	-
Total Debt Subject to general limit	\$ 36,097,144	\$ 35,920,258	36,311,937	35,014,759	33,916,360	33,659,994	34,863,037	37,548,273	47,301,499	45,043,386
Legal Debt Margin										
General	\$ 84,128,307	\$ 92,663,467	96,784,128	96,705,049	86,702,665	81,881,850	75,799,406	78,776,132	74,213,906	72,315,446
Water Fund	\$ 387,694,956	\$ 415,701,818	430,331,504	426,080,193	389,931,295	373,195,770	356,794,421	374,945,676	392,332,485	378,286,665
% of Legal Debt Limits Used										
General	30.0%	27.9%	27.3%	26.6%	28.1%	29.1%	31.5%	32.3%	38.9%	38.4%
Water Fund	3.3%	2.7%	2.3%	2.7%	2.8%	3.1%	3.2%	3.3%	3.1%	3.3%

Data Source
Audited Financial Statements

Notes:

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

City of Concord, New Hampshire

Ratios of Outstanding Debt by Debt Type Last Ten Fiscal Years

Fiscal Year	Governmental Activities		Business-Type Activities		Total Primary Government	Per Capita	Percentage of Personal Income	Percentage of Estimated Actual Taxable Value of Property
	General Obligation Bonds		General Obligation Bonds					
2015	\$ 48,874,693	\$	27,679,766	\$	76,554,459	\$ 1,804	5.94%	2.03%
2014	44,125,550		28,035,460		72,161,010	1,701	5.65%	2.11%
2013	40,430,476		28,732,324		69,162,800	1,615	5.51%	2.00%
2012	40,161,251		27,072,972		67,234,223	1,569	5.50%	2.03%
2011	40,031,119		26,601,474		66,632,593	1,557	5.45%	1.74%
2009	38,882,692		27,547,146		66,429,838	1,503	6.84%	1.64%
2008	40,860,105		27,175,987		68,036,092	1,540	7.01%	1.58%
2008	40,934,133		25,377,493		66,311,626	1,509	6.87%	1.58%
2007	45,758,099		28,369,871		74,127,970	1,687	7.68%	1.81%
2006	39,200,390		22,566,126		61,766,516	1,431	5.53%	1.66%
2005	26,510,977		20,858,880		47,369,857	1,105	4.27%	1.40%

Data Sources:

Audited Financial Statements

U.S. Census Bureau

Assessors Department MS-1 Report

City of Concord, New Hampshire

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

Fiscal Year	Local Assessed Value (1)			Total Assessed Value	Less Exemptions to Assessed Value (1)	Total Taxable Assessed Value (1)	Total Direct Tax Rate per \$1,000 of Assessed Value	Estimated Full Value (2)	Ratio of Total Assessed Value to Total Estimated Full Value
	Residential	Commercial/ Industrial	Utilities						
2015	\$ 2,101,417,750	\$ 1,534,639,311	\$ 161,176,300	\$ 3,797,233,361	\$ 33,688,716	\$ 3,763,544,645	\$ 23.58	\$ 3,942,193,209	96.3%
2014	2,074,759,050	1,584,155,007	167,511,600	3,826,425,657	33,299,807	3,793,125,850	22.59	4,074,453,253	93.9%
2013	2,087,208,900	1,614,705,822	166,101,300	3,868,016,022	35,915,240	3,832,100,782	21.61	3,899,194,377	99.2%
2012	2,139,560,300	1,419,233,200	165,340,900	3,724,134,400	37,130,879	3,687,003,521	21.70	3,708,962,523	100.4%
2011	2,299,881,800	1,424,486,800	152,774,300	3,877,142,900	42,168,733	3,834,974,167	20.35	3,871,416,766	100.1%
2010	2,508,467,100	1,434,618,400	152,792,400	4,095,877,900	42,345,930	4,053,531,970	18.98	4,044,243,693	101.3%
2009	2,593,546,800	1,601,861,700	146,592,000	4,342,000,500	37,066,758	4,304,933,742	17.99	4,353,125,485	99.7%
2008	2,666,662,100	1,444,077,300	123,884,800	4,234,624,200	38,830,192	4,195,794,008	17.43	4,408,573,930	96.1%
2007	2,715,013,500	1,311,668,800	119,115,400	4,145,797,700	40,371,086	4,105,426,614	17.26	4,269,260,047	97.1%
2006	2,477,724,500	1,170,940,000	111,931,500	3,760,596,000	34,805,148	3,725,790,852	17.66	3,934,309,242	95.6%

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)

	Fiscal Year									
	2006	2007	2008	2009	2010	2011 ⁽¹⁾	2012	2013	2014	2015
General Fund										
Reserved	\$ 1,789,574	\$ 2,270,638	\$ 1,300,105	\$ 1,169,269	\$ 966,768	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved	5,329,762	3,453,608	4,447,779	5,302,478	7,025,545	-	-	-	-	-
Nonspendable	-	-	-	-	-	181,815	152,871	152,871	152,871	152,871
Restricted	-	-	-	-	-	-	-	-	-	-
Committed	-	-	-	-	-	4,316,925	4,938,869	4,729,164	3,416,913	3,265,799
Assigned	-	-	-	-	-	1,355,353	894,000	935,000	750,000	960,000
Unassigned	-	-	-	-	-	6,736,075	8,168,250	9,079,250	9,879,330	10,171,068
Total General Fund	<u>\$ 7,119,336</u>	<u>\$ 5,724,246</u>	<u>\$ 5,747,884</u>	<u>\$ 6,471,747</u>	<u>\$ 7,992,313</u>	<u>\$ 12,590,168</u>	<u>\$ 14,153,990</u>	<u>\$ 14,896,285</u>	<u>\$ 14,199,114</u>	<u>\$ 14,549,738</u>
Other Governmental Funds										
Reserved	\$ 7,733,404	\$ 8,686,203	\$ 13,154,406	\$ 11,784,460	\$ 10,652,150	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved:										
Special Revenue Funds	8,738,047	8,651,431	9,077,496	7,675,674	8,124,307	-	-	-	-	-
Capital Project Funds	20,587,665	14,906,493	5,017,047	4,261,481	3,500,587	-	-	-	-	-
Debt Service	591,867	657,335	760,163	856,787	1,248,100	-	-	-	-	-
Nonspendable	-	-	-	-	-	9,239,526	9,394,226	10,335,606	12,004,524	12,631,335
Restricted	-	-	-	-	-	4,214,191	2,803,781	3,148,961	9,539,642	11,848,567
Committed	-	-	-	-	-	10,842,872	9,916,209	7,765,227	5,109,805	6,977,411
Assigned	-	-	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	(915)	(1,290)	-	(1,329,031)	(726,422)
Total Other Funds	<u>\$ 37,650,983</u>	<u>\$ 32,901,462</u>	<u>\$ 28,009,112</u>	<u>\$ 24,578,402</u>	<u>\$ 23,525,144</u>	<u>\$ 24,295,674</u>	<u>\$ 22,112,926</u>	<u>\$ 21,249,794</u>	<u>\$ 25,324,940</u>	<u>\$ 30,730,891</u>

Data Source

Audited Financial Statements

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

**FISCAL YEAR 2017
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close Out	Outlay	Transfer	Donations	State Federal	Impact Fees	Trust Other
<u>General</u>										
2	Information Technology Hardware & Software Replacement	131,100	0	0	0	131,100	0	0	0	0
4	Fire Department Vehicle Replacement	665,000	490,000	23,663	0	0	0	0	0	151,337
34	North Main Street / Storrs Street Intersection Signalization	50,000	0	0	0	0	0	0	50,000	0
51	White Park *	900,000	450,000	0	0	0	450,000	0	0	0
56	Rollins Park	60,000	60,000	0	0	0	0	0	0	0
59	Terrill Park	125,000	125,000	0	0	0	0	0	0	0
63	City Wide Recreation Facility Improvements	440,000	440,000	0	0	0	0	0	0	0
65	City Hall Renovations	285,000	285,000	0	0	0	0	0	0	0
78	Annual Highway Improvement Program	1,475,500	0	0	0	0	0	0	0	1,475,500
83	Storm Water Improvements	510,000	510,000	0	0	0	0	0	0	0
121	Vehicle & Equipment Replacement Program	650,000	650,000	0	0	0	0	0	0	0
130	Multi-Function Photocopy Machines	37,500	0	0	0	37,500	0	0	0	0
252	Fire Station Improvements	200,000	200,000	0	0	0	0	0	0	0
283	Traffic Signals and Traffic Operations Improvements	95,000	95,000	0	0	0	0	0	0	0
297	Geographic Information Systems (GIS)	125,000	125,000	0	0	0	0	0	0	0

R-6/6/2016

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2017
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close Out	Outlay	Transfer	Donations	State Federal	Impact Fees	Trust Other
302	Enterprise Wide Information Systems Applications	776,651	615,000	161,651	0	0	0	0	0	0
305	Fire Department Communications Equipment	190,000	90,000	0	0	0	0	0	0	100,000
323	Combined Operations & Maintenance Facility (COMF) Improvements	150,000	150,000	0	0	0	0	0	0	0
352	Open Space Protection *	500,000	0	0	0	0	0	0	0	500,000
359	Merrill Park	15,000	15,000	0	0	0	0	0	0	0
368	Police Department Communications Equipment	410,000	410,000	0	0	0	0	0	0	0
375	Fire Department Boats	25,000	25,000	0	0	0	0	0	0	0
460	Downtown Complete Streets Improvement Project	160,000	160,000	0	0	0	0	0	0	0
477	Library Equipment Replacement	128,150	105,000	0	0	23,150	0	0	0	0
478	North Pembroke Road Bridge Replacement *	1,846,950	40,000	0	0	0	330,950	1,476,000	0	0
506	Historical Surveys *	35,000	0	0	0	0	0	35,000	0	0
512	Emergency Vehicle Repairs	10,000	0	0	10,000	0	0	0	0	0
525	Telephone System Replacement Program	70,000	70,000	0	0	0	0	0	0	0
551	Library Maintenance	70,000	70,000	0	0	0	0	0	0	0
555	Handgun Replacement	40,000	0	0	0	40,000	0	0	0	0
561	Fire Alarm Infrastructure Replacement	20,000	20,000	0	0	0	0	0	0	0

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2017
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close Out	Outlay	Transfer	Donations	State Federal	Impact Fees	Trust Other
569	Parks and Cemeteries Small Turf Equipment	24,000	24,000	0	0	0	0	0	0	0
573	Fire Department Personnel Protective Equipment	20,000	0	0	0	20,000	0	0	0	0
575	Police Vehicle & Equipment Replacement	165,000	25,000	0	0	140,000	0	0	0	0
576	General Facility Repairs	25,000	0	0	0	0	0	0	0	25,000
584	Replacement of CAT Transit Bus Vehicles *	300,000	30,000	0	0	0	0	270,000	0	0
587	Cemetery Improvements	80,000	80,000	0	0	0	0	0	0	0
	Subtotal General	10,809,851	5,359,000	185,314	10,000	391,750	780,950	1,781,000	50,000	2,251,837
	Less *	3,581,950	520,000	0	0	0	780,950	1,781,000	0	500,000
	Total General	7,227,901	4,839,000	185,314	10,000	391,750	0	0	50,000	1,751,837

Parking

2	Information Technology Hardware & Software Replacement	3,000	0	0	0	3,000	0	0	0	0
403	Parking Division Vehicle Replacement Program	3,000	0	0	0	3,000	0	0	0	0
433	School Street Parking Garage (Formerly Durgin Block)	3,200,000	3,200,000	0	0	0	0	0	0	0
525	Telephone System Replacement Program	2,000	0	0	0	2,000	0	0	0	0
595	Parking Meters	70,000	65,000	0	0	5,000	0	0	0	0
596	Surface Lots	45,000	45,000	0	0	0	0	0	0	0

**FISCAL YEAR 2017
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

	Total	Bond	Close Out	Outlay	Transfer	Donations	State Federal	Impact Fees	Trust Other
Subtotal Parking	3,323,000	3,310,000	0	0	13,000	0	0	0	0
Less *	0	0	0	0	0	0	0	0	0
Total Parking	3,323,000	3,310,000	0	0	13,000	0	0	0	0
<u>Airport</u>									
468 Reconstruct Taxiway A & Itinerant Ramp	6,000	0	0	0	6,000	0	0	0	0
468 Reconstruct Taxiway A & Itinerant Ramp *	114,000	0	0	0	0	0	114,000	0	0
Subtotal Airport	120,000	0	0	0	6,000	0	114,000	0	0
Less *	114,000	0	0	0	0	0	114,000	0	0
Total Airport	6,000	0	0	0	6,000	0	0	0	0
<u>Golf</u>									
2 Information Technology Hardware & Software Replacement	3,000	0	0	0	3,000	0	0	0	0
525 Telephone System Replacement Program	1,500	0	0	0	1,500	0	0	0	0
530 Golf Course Equipment	50,000	50,000	0	0	0	0	0	0	0
Subtotal Golf	54,500	50,000	0	0	4,500	0	0	0	0
Less *	0	0	0	0	0	0	0	0	0
Total Golf	54,500	50,000	0	0	4,500	0	0	0	0
<u>Arena</u>									
2 Information Technology Hardware & Software Replacement	1,000	0	0	0	1,000	0	0	0	0
64 Arena Improvements	100,000	100,000	0	0	0	0	0	0	0

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2017
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

	Total	Bond	Close Out	Outlay	Transfer	Donations	State Federal	Impact Fees	Trust Other
525 Telephone System Replacement Program	1,500	0	0	0	1,500	0	0	0	0
Subtotal Arena	102,500	100,000	0	0	2,500	0	0	0	0
Less *	0	0	0	0	0	0	0	0	0
Total Arena	102,500	100,000	0	0	2,500	0	0	0	0
<u>Solid Waste</u>									
447 Landfill Soil Vapor Extraction Systems	10,000	0	0	0	10,000	0	0	0	0
Subtotal Solid Waste	10,000	0	0	0	10,000	0	0	0	0
Less *	0	0	0	0	0	0	0	0	0
Total Solid Waste	10,000	0	0	0	10,000	0	0	0	0
<u>Water</u>									
2 Information Technology Hardware & Software Replacement	13,440	0	0	0	13,440	0	0	0	0
85 Water Main Replacement	1,500,000	1,500,000	0	0	0	0	0	0	0
88 Water Plant Improvements	625,245	595,000	30,245	0	0	0	0	0	0
121 Vehicle & Equipment Replacement Program	125,000	125,000	0	0	0	0	0	0	0
244 Water Meter Replacement Program	165,000	0	0	0	165,000	0	0	0	0
254 Water System Emergency/Unanticipated Equipment Replacement	54,000	0	0	54,000	0	0	0	0	0
302 Enterprise Wide Information Systems Applications	100,000	100,000	0	0	0	0	0	0	0
321 Water System Master Plan & Implementation	40,000	40,000	0	0	0	0	0	0	0

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2017
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close Out	Outlay	Transfer	Donations	State Federal	Impact Fees	Trust Other
323	Combined Operations & Maintenance Facility (COMF) Improvements	75,000	75,000	0	0	0	0	0	0	0
347	Water Storage Tank Repairs	30,000	30,000	0	0	0	0	0	0	0
372	Water System Pump Station Improvements	90,000	90,000	0	0	0	0	0	0	0
448	Hydrant and Valve Replacement Program	61,000	0	0	61,000	0	0	0	0	0
451	Leak Detection	30,000	30,000	0	0	0	0	0	0	0
482	Water System Asset Management	20,000	0	0	0	20,000	0	0	0	0
525	Telephone System Replacement Program	10,000	0	0	0	10,000	0	0	0	0
	Subtotal Water	2,938,685	2,585,000	30,245	115,000	208,440	0	0	0	0
	Less *	0	0	0	0	0	0	0	0	0
	Total Water	2,938,685	2,585,000	30,245	115,000	208,440	0	0	0	0
<u>Sewer</u>										
2	Information Technology Hardware & Software Replacement	20,160	0	0	0	20,160	0	0	0	0
83	Storm Water Improvements	40,000	40,000	0	0	0	0	0	0	0
91	Sewer Main Rehabilitation and Construction	388,000	350,000	0	0	38,000	0	0	0	0
104	Hall Street Waste Water Treatment Plant Improvements	2,602,562	2,470,000	132,562	0	0	0	0	0	0
121	Vehicle & Equipment Replacement Program	100,000	100,000	0	0	0	0	0	0	0
245	Emergency Sewage Treatment Plant Repairs	56,000	0	0	56,000	0	0	0	0	0

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2017
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close Out	Outlay	Transfer	Donations	State Federal	Impact Fees	Trust Other
275	Sewer Pump Station Improvements	335,000	335,000	0	0	0	0	0	0	0
302	Enterprise Wide Information Systems Applications	100,000	100,000	0	0	0	0	0	0	0
321	Water System Master Plan & Implementation	40,000	40,000	0	0	0	0	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	75,000	75,000	0	0	0	0	0	0	0
466	Penacook Waste Water Treatment Plant Improvements	235,000	235,000	0	0	0	0	0	0	0
525	Telephone System Replacement Program	10,000	0	0	0	10,000	0	0	0	0
	Subtotal Sewer	4,001,722	3,745,000	132,562	56,000	68,160	0	0	0	0
	Less *	0	0	0	0	0	0	0	0	0
	Total Sewer	4,001,722	3,745,000	132,562	56,000	68,160	0	0	0	0
<u>Tax Increment Financing</u>										
18	Storrs Street Extension, North & South *	400,000	0	0	0	0	0	0	0	400,000
529	Storrs Street Parking Garage (Formerly Capital Commons) *	100,000	0	0	0	0	0	0	0	100,000
	Subtotal Tax Increment Financi	500,000	0	0	0	0	0	0	0	500,000
	Less *	500,000	0	0			0	0	0	500,000
	Total Tax Increment Financing	0	0	0	0	0	0	0	0	0

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2017
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

	Total	Bond	Close Out	Outlay	Transfer	Donations	State Federal	Impact Fees	Trust Other
Subtotal	21,860,258	15,149,000	348,121	181,000	704,350	780,950	1,895,000	50,000	2,751,837
Less *	4,195,950	520,000	0	0	0	780,950	1,895,000	0	1,000,000
Grand Total	17,664,308	14,629,000	348,121	181,000	704,350	0	0	50,000	1,751,837

**2017-2026
CAPITAL IMPROVEMENT
SUMMARY LISTING**

Type	General	Parking	Arena	Cemetery	Golf	Airport	Water	Sewer	Solid Waste	Other	Total
Building Imp Reserve	25,000	0	0	0	0	0	0	0	0	0	25,000
Capital Close-out	185,314	0	0	0	0	0	30,245	132,562	0	0	348,121
Capital Outlay	100,000	0	0	0	0	0	1,336,000	646,000	0	0	2,082,000
Capital Transfer	5,365,430	329,250	41,500	0	56,500	420,929	1,870,340	752,060	75,000	0	8,911,009
Donations	9,010,350	0	0	0	0	0	0	0	0	0	9,010,350
Equip Replace Reserve	100,000	0	0	0	0	0	0	0	0	0	100,000
Federal	0	0	0	0	0	0	0	0	0	16,992,700	16,992,700
Fire Equipment Reserve	151,337	0	0	0	0	0	0	0	0	0	151,337
G.O. Bonds	89,650,000	9,793,000	1,025,000	0	945,000	610,556	33,607,000	50,495,500	125,000	9,000,000	195,251,056
Highway Reserve	22,395,500	0	0	0	0	0	0	0	0	0	22,395,500
Impact Fees Rec Dist 1	25,000	0	0	0	0	0	0	0	0	0	25,000
Impact Fees Rec Dist 2	100,000	0	0	0	0	0	0	0	0	0	100,000
Impact Fees Rec Dist 4	100,000	0	0	0	0	0	0	0	0	0	100,000
Impact Fees Traf Dist 1	216,514	0	0	0	0	0	0	0	0	0	216,514
Impact Fees Traf Dist 3	504,472	0	0	0	0	0	0	0	0	0	504,472
Impact Fees Traf Dist 4	176,514	0	0	0	0	0	0	0	0	0	176,514
Mountain Green Reserve	0	0	0	0	0	0	0	350,000	0	0	350,000
State	0	0	0	0	0	0	0	0	0	18,983,885	18,983,885
Tax Increment Financing	0	0	0	0	0	0	0	0	0	9,300,000	9,300,000
Trust	0	0	0	0	0	0	0	0	0	550,000	550,000
Total	128,105,431	10,122,250	1,066,500	0	1,001,500	1,031,485	36,843,585	52,376,122	200,000	54,826,585	285,573,458

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>General /G.O. Bonds</u>											
121 Vehicle & Equipment Replacement Program	650,000	900,000	900,000	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000	1,400,000	3,100,000	12,950,000
302 Enterprise Wide Information Systems Applications	615,000	0	0	0	0	0	0	0	0	0	615,000
83 Storm Water Improvements	510,000	850,000	250,000	0	0	0	0	0	0	0	1,610,000
4 Fire Department Vehicle Replacement	490,000	580,000	580,000	260,000	90,000	460,000	1,500,000	1,180,000	550,000	600,000	6,290,000
51 White Park	450,000 *	90,000	90,000	125,000	125,000	0	0	0	0	0	880,000
63 City Wide Recreation Facility Improvements	440,000	440,000	40,000	130,000	450,000	107,000	300,000	350,000	375,000	200,000	2,832,000
368 Police Department Communications Equipment	410,000	400,000	0	0	0	0	0	0	0	0	810,000
65 City Hall Renovations	285,000	115,000	35,000	175,000	20,000	30,000	100,000	60,000	200,000	200,000	1,220,000
252 Fire Station Improvements	200,000	0	71,500	0	35,000	0	0	0	0	0	306,500
460 Downtown Complete Streets Improvement	160,000	100,000	0	0	0	0	0	0	0	0	260,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	150,000	155,000	90,000	240,000	260,000	50,000	50,000	30,000	100,000	0	1,125,000
59 Terrill Park	125,000	887,000	1,245,000	980,000	0	0	0	0	0	0	3,237,000
297 Geographic Information Systems (GIS)	125,000	0	0	150,000	0	0	0	0	0	0	275,000

R-6/6/2016

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
477 Library Equipment Replacement	105,000	0	0	0	0	0	0	0	0	0	105,000
283 Traffic Signals and Traffic Operations Improvements	95,000	235,000	175,000	20,000	200,000	0	175,000	0	0	0	900,000
305 Fire Department Communications Equipment	90,000	0	0	0	0	0	0	400,000	0	0	490,000
587 Cemetery Improvements	80,000	50,000	70,000	0	100,000	35,000	0	150,000	0	0	485,000
525 Telephone System Replacement Program	70,000	0	30,000	0	0	0	0	0	0	0	100,000
551 Library Maintenance	70,000	0	30,000	70,000	125,000	155,000	130,000	130,000	100,000	300,000	1,110,000
56 Rollins Park	60,000	60,000	0	0	100,000	150,000	450,000	350,000	0	0	1,170,000
478 North Pembroke Road Bridge Replacement	40,000 *	0	0	0	0	0	0	0	0	0	40,000
584 Replacement of CAT Transit Bus Vehicles	30,000 *	30,000	0	0	0	0	0	0	0	0	60,000
375 Fire Department Boats	25,000	0	0	0	0	30,000	0	0	0	0	55,000
575 Police Vehicle & Equipment Replacement	25,000	0	0	0	0	0	0	0	0	0	25,000
569 Parks and Cemeteries Small Turf Equipment	24,000	62,000	41,000	11,000	19,000	49,000	53,000	0	0	0	259,000
561 Fire Alarm Infrastructure Replacement	20,000	85,000	50,000	50,000	50,000	0	0	0	0	0	255,000
359 Merrill Park	15,000	0	0	60,000	0	0	0	0	120,000	0	195,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
17 Sidewalk, Bikeway and Streetscape Improvements	0	233,500	0	225,000	0	250,000	0	275,000	0	300,000	1,283,500
18 Storrs Street Extension, North & South	0	0	0	0	0	0	0	250,000	2,500,000	0	2,750,000
19 Loudon Road (Rte. 9) Corridor Improvements	0	0	0	1,000,000	0	1,000,000	0	0	0	0	2,000,000
31 Broadway / West Street Intersection (McKee Square) Signalization	0	0	0	0	0	0	0	0	0	1,125,000	1,125,000
34 North Main Street / Storrs Street Intersection Signalization	0	250,000	0	0	0	0	0	0	0	0	250,000
36 Manchester Street / Route 3 South	0	0	0	0	0	3,550,000	0	0	0	0	3,550,000
40 Langley Parkway	0	0	2,860,400	6,795,000	0	0	0	0	0	0	9,655,400
52 Keach Park	0	25,000	150,000	0	0	0	0	620,000	0	0	795,000
54 Russell Martin Park	0	0	0	0	0	450,000	675,000	0	0	0	1,125,000
55 Rolfe Park	0	0	0	100,000	75,000	0	0	0	0	0	175,000
60 Kiwanis (Waterfront) Park	0	0	0	0	0	0	1,000,000	0	0	0	1,000,000
64 Arena Improvements	0	0	1,025,000	0	0	0	0	0	0	0	1,025,000
68 Library	0	0	0	0	0	2,250,000	0	0	0	0	2,250,000
235 Golf Course Grounds Improvements	0	270,000	0	0	0	0	0	0	0	0	270,000
358 Garrison Park	0	0	0	0	175,000	65,000	0	0	0	0	240,000
360 Kimball Park	0	0	0	0	125,000	0	0	0	0	0	125,000

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***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
361 Hooksett Turnpike Bridge Replacement	0	149,800	0	0	0	0	0	0	0	0	149,800
370 Police Department Ballistic Vest Replacement Program	0	0	0	0	75,000	0	0	0	0	80,000	155,000
380 Neighborhood Safety Improvements	0	0	0	40,000	0	0	0	0	0	0	40,000
381 Landfill Closure and Maintenance	0	0	0	0	0	0	0	0	0	5,800,000	5,800,000
490 Police Department Records Management Microfilm Conversion	0	200,000	0	0	0	0	0	0	0	0	200,000
498 Birchdale Road Bridge Replacement	0	149,800	0	0	0	0	0	0	0	0	149,800
502 Whitney Road Extension	0	0	0	0	0	0	0	0	3,000,000	0	3,000,000
515 Golf Course Winter Recreation Improvements	0	20,000	0	28,000	0	0	0	0	0	0	48,000
518 Bridge and Dam Maintenance / Repairs	0	0	250,000	0	0	0	0	0	0	0	250,000
519 Manchester Street/Old Turnpike Road Intersection Improvements	0	0	0	0	0	0	0	0	415,000	0	415,000
520 Intersection Safety Improvements	0	0	50,000	0	0	0	0	0	100,000	150,000	300,000
521 Police Firearms Range Improvements	0	150,000	0	0	0	0	0	0	0	0	150,000
527 Cardiac Monitor & AED Replacement Program	0	0	0	0	0	0	0	400,000	0	0	400,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
528 Pocket Parks	0	0	0	0	0	185,000	0	0	0	0	185,000
541 Regional Drive/Chenell Drive Intersection Improvements	0	0	0	0	0	0	0	0	425,000	0	425,000
543 Merrimack River Greenway Trail Project	0	0	0	0	0	0	0	0	1,100,000	0	1,100,000
557 Memorial Field	0	175,000	1,135,000	120,000	0	0	0	0	0	0	1,430,000
560 Fire Training Facility	0	0	0	0	0	0	0	0	0	820,000	820,000
563 Master Plan Update	0	0	0	200,000	0	0	0	0	0	0	200,000
567 Penacook Riverfront Park	0	0	0	0	0	185,000	0	0	0	0	185,000
570 Pleasant/Warren/Fruit Intersection Improvements	0	0	0	0	0	0	0	0	900,000	0	900,000
573 Fire Department Personnel Protective Equipment	0	0	0	0	0	0	0	0	750,000	0	750,000
579 Downtown Squares	0	60,000	25,000	0	0	0	0	0	0	0	85,000
583 East Concord Fire Station	0	0	0	0	0	0	0	0	0	5,000,000	5,000,000
588 Loudon Road Bridge Improvement Project	0	0	0	0	0	0	0	0	0	1,234,000	1,234,000
589 Warren Street Improvements	0	0	0	0	0	0	500,000	0	0	0	500,000
590 Downtown Civic District Sidewalk Replacement	0	0	0	0	0	0	0	0	0	500,000	500,000
Total General /G.O. Bonds	5,359,000	6,722,100	9,192,900	11,779,000	3,124,000	10,201,000	6,233,000	5,595,000	12,035,000	19,409,000	89,650,000

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***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>General /Capital Outlay</u>											
512 Emergency Vehicle Repairs	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Total General /Capital Outlay	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
<u>General /Capital Transfer</u>											
575 Police Vehicle & Equipment Replacement	140,000	180,000	150,000	160,000	160,000	170,000	170,000	180,000	180,000	190,000	1,680,000
2 Information Technology Hardware & Software Replacement	131,100	154,500	135,000	107,640	131,040	154,500	135,000	120,000	131,000	154,500	1,354,280
555 Handgun Replacement	40,000	0	0	0	0	0	0	0	0	0	40,000
130 Multi-Function Photocopy Machines	37,500	17,500	33,000	27,500	7,000	39,000	51,500	35,000	34,500	7,500	290,000
477 Library Equipment Replacement	23,150	0	10,000	0	0	30,000	60,000	0	0	0	123,150
573 Fire Department Personnel Protective Equipment	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	290,000
51 White Park	0	0	0	0	0	0	0	0	10,000	0	10,000
52 Keach Park	0	0	0	0	0	40,000	0	0	0	0	40,000
56 Rollins Park	0	0	0	0	0	25,000	0	0	0	0	25,000
57 Gustaf H. Lehtinen Park/Hero's Bridge	0	0	50,000	0	0	0	0	0	0	0	50,000
297 Geographic Information Systems (GIS)	0	144,000	128,000	3,000	3,500	3,500	73,500	3,500	3,500	3,500	366,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
335 Thermal Imaging Cameras	0	0	30,000	30,000	0	0	0	0	0	0	60,000
375 Fire Department Boats	0	0	0	0	0	0	0	0	30,000	0	30,000
376 Fire Department Hose & Equipment Replacement	0	30,000	30,000	0	30,000	0	30,000	0	30,000	0	150,000
518 Bridge and Dam Maintenance / Repairs	0	75,000	75,000	75,000	100,000	0	0	0	0	0	325,000
521 Police Firearms Range Improvements	0	0	0	0	20,000	0	0	0	0	0	20,000
528 Pocket Parks	0	15,000	0	0	0	0	0	0	0	0	15,000
550 Roundabout Maintenance	0	0	50,000	0	50,000	0	0	0	75,000	0	175,000
551 Library Maintenance	0	10,000	0	0	0	0	0	0	0	0	10,000
561 Fire Alarm Infrastructure Replacement	0	32,000	10,000	0	0	0	0	0	0	0	42,000
576 General Facility Repairs	0	25,000	30,000	20,000	30,000	30,000	30,000	35,000	35,000	35,000	270,000
Total General /Capital Transfer	391,750	713,000	761,000	453,140	561,540	522,000	580,000	403,500	559,000	420,500	5,365,430
<u>General /Capital Close-out</u>											
302 Enterprise Wide Information Systems Applications	161,651	0	0	0	0	0	0	0	0	0	161,651
4 Fire Department Vehicle Replacement	23,663	0	0	0	0	0	0	0	0	0	23,663
Total General /Capital Close-out	185,314	0	0	0	0	0	0	0	0	0	185,314

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>General /Highway Reserve</u>											
78 Annual Highway Improvement Program	1,475,500	1,675,000	1,850,000	2,050,000	2,215,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	22,320,500
230 Opticom Replacement	0	15,000	0	15,000	0	15,000	0	15,000	0	15,000	75,000
Total General /Highway Reserve	1,475,500	1,690,000	1,850,000	2,065,000	2,215,000	2,390,000	2,550,000	2,725,000	2,710,000	2,725,000	22,395,500
<u>General /Equip Replace Reserve</u>											
305 Fire Department Communications Equipment	100,000	0	0	0	0	0	0	0	0	0	100,000
Total General /Equip Replace Reserve	100,000	0	0	0	0	0	0	0	0	0	100,000
<u>General /Donations</u>											
51 White Park	450,000 *	90,000	0	0	0	0	0	0	0	0	540,000
478 North Pembroke Road Bridge Replacement	330,950 *	0	0	0	0	0	0	0	0	0	330,950
17 Sidewalk, Bikeway and Streetscape Improvements	0	16,500	0	0	0	0	0	0	0	0	16,500
30 Hoit Road / Whitney Road Intersection Signalization	0	0	0	0	0	0	0	0	2,050,000	0	2,050,000
40 Langley Parkway	0	337,500	2,860,400	0	0	0	0	0	0	0	3,197,900
59 Terrill Park	0	900,000	0	0	0	0	0	0	0	0	900,000

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***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
380 Neighborhood Safety Improvements	0	0	0	25,000	0	0	0	0	0	0	25,000
543 Merrimack River Greenway Trail Project	0	0	0	0	0	400,000	0	0	1,100,000	0	1,500,000
582 Manor Road/Abbott Road Roundabout Intersection Improvement Project	0	450,000	0	0	0	0	0	0	0	0	450,000
Total General /Donations	780,950	1,794,000	2,860,400	25,000	0	400,000	0	0	3,150,000	0	9,010,350
<u>General /Fire Equipment Reserve</u>											
4 Fire Department Vehicle Replacement	151,337	0	0	0	0	0	0	0	0	0	151,337
Total General /Fire Equipment Reserve	151,337	0	0	0	0	0	0	0	0	0	151,337
<u>General /Building Imp Reserve</u>											
576 General Facility Repairs	25,000	0	0	0	0	0	0	0	0	0	25,000
Total General /Building Imp Reserve	25,000	0	0	0	0	0	0	0	0	0	25,000
<u>Other /Tax Increment Financing</u>											
18 Storrs Street Extension, North & South	400,000 *	4,400,000	0	0	0	0	0	0	0	0	4,800,000
529 Storrs Street Parking Garage (Formerly Capital Commons)	100,000 *	0	0	0	0	0	0	0	0	0	100,000

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*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
97 Low Avenue Improvements	0	0	0	0	0	0	0	400,000	4,000,000	0	4,400,000
Total Other /Tax Increment Financing	500,000	4,400,000	0	0	0	0	0	400,000	4,000,000	0	9,300,000
<u>Other /Trust</u>											
352 Open Space Protection	500,000 *	0	0	0	0	0	0	0	0	0	500,000
275 Sewer Pump Station Improvements	0	0	0	0	0	0	0	0	0	50,000	50,000
Total Other /Trust	500,000	0	0	0	0	0	0	0	0	50,000	550,000
<u>Other /G.O. Bonds</u>											
83 Storm Water Improvements	0	0	750,000	1,000,000	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,500,000	9,000,000
Total Other /G.O. Bonds	0	0	750,000	1,000,000	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,500,000	9,000,000
<u>Other /Federal</u>											
584 Replacement of CAT Transit Bus Vehicles	240,000 *	240,000	0	0	0	0	0	0	0	0	480,000
468 Reconstruct Taxiway A & Itinerant Ramp	108,000 *	774,000	864,000	0	150,000	1,000,000	0	0	0	0	2,896,000
506 Historical Surveys	35,000 *	0	35,000	0	0	0	0	0	0	0	70,000
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	0	0	427,500	0	427,500
72 Runway Pavement Improvements	0	0	400,000	2,660,000	2,660,000	900,000	0	0	0	0	6,620,000

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	211,500	0	0	337,500	0	0	0	0	0	549,000
383 New Airport Terminal Building	0	0	0	0	0	0	0	0	0	3,150,000	3,150,000
471 Airport Fuel Farm	0	0	0	0	0	0	500,000	0	0	0	500,000
492 Runway Protection Zone Obstruction Removal	0	0	205,200	0	0	0	0	0	0	0	205,200
534 Tie Down Rehabilitation and Expansion	0	0	0	150,000	675,000	0	0	1,080,000	0	0	1,905,000
572 Airport Master Plan	0	0	0	190,000	0	0	0	0	0	0	190,000
Total Other /Federal	383,000	1,225,500	1,504,200	3,000,000	3,822,500	1,900,000	500,000	1,080,000	427,500	3,150,000	16,992,700
<u>Other /State</u>											
478 North Pembroke Road Bridge Replacement	1,476,000 *	0	0	0	0	0	0	0	0	0	1,476,000
584 Replacement of CAT Transit Bus Vehicles	30,000 *	30,000	0	0	0	0	0	0	0	0	60,000
468 Reconstruct Taxiway A & Itinerant Ramp	6,000 *	43,000	48,000	0	8,334	55,556	0	0	0	0	160,890
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	0	0	23,750	0	23,750
72 Runway Pavement Improvements	0	0	22,223	147,778	147,778	50,000	0	0	0	0	367,779

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	11,750	0	0	18,750	0	0	0	0	0	30,500
361 Hooksett Turnpike Bridge Replacement	0	599,200	0	0	0	0	0	0	0	0	599,200
383 New Airport Terminal Building	0	0	0	0	0	0	0	0	0	175,000	175,000
471 Airport Fuel Farm	0	0	0	0	0	0	27,778	0	0	0	27,778
492 Runway Protection Zone Obstruction Removal	0	0	11,400	0	0	0	0	0	0	0	11,400
498 Birchdale Road Bridge Replacement	0	599,200	0	0	0	0	0	0	0	0	599,200
534 Tie Down Rehabilitation and Expansion	0	0	0	8,334	37,500	0	0	60,000	0	0	105,834
543 Merrimack River Greenway Trail Project	0	0	0	0	0	1,600,000	0	0	8,800,000	0	10,400,000
572 Airport Master Plan	0	0	0	10,554	0	0	0	0	0	0	10,554
588 Loudon Road Bridge Improvement Project	0	0	0	0	0	0	0	0	0	4,936,000	4,936,000
Total Other /State	1,512,000	1,283,150	81,623	166,666	212,362	1,705,556	27,778	60,000	8,823,750	5,111,000	18,983,885
<u>Parking /G.O. Bonds</u>											
433 School Street Parking Garage (Formerly Durgin Block)	3,200,000	0	0	0	0	225,000	0	0	165,000	0	3,590,000
595 Parking Meters	65,000	235,000	290,000	780,000	0	0	0	0	0	0	1,370,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
596 Surface Lots	45,000	0	0	655,000	0	0	0	0	50,000	170,000	920,000
403 Parking Division Vehicle Replacement Program	0	50,000	40,000	0	45,000	0	97,000	46,000	0	0	278,000
432 North State Street Parking Garage (Formerly Firehouse Block)	0	1,145,000	70,000	0	0	90,000	0	0	1,375,000	0	2,680,000
529 Storrs Street Parking Garage (Formerly Capital Commons)	0	155,000	350,000	0	0	0	0	0	330,000	0	835,000
597 Parking Beacons	0	0	120,000	0	0	0	0	0	0	0	120,000
Total Parking /G.O. Bonds	3,310,000	1,585,000	870,000	1,435,000	45,000	315,000	97,000	46,000	1,920,000	170,000	9,793,000
<u>Parking /Capital Transfer</u>											
595 Parking Meters	5,000	35,000	25,750	26,500	37,500	28,000	29,000	30,000	31,000	31,500	279,250
2 Information Technology Hardware & Software Replacement	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000
403 Parking Division Vehicle Replacement Program	3,000	0	0	0	0	0	0	0	0	0	3,000
525 Telephone System Replacement Program	2,000	0	0	0	0	0	0	0	0	0	2,000
529 Storrs Street Parking Garage (Formerly Capital Commons)	0	0	0	0	0	15,000	0	0	0	0	15,000
Total Parking /Capital Transfer	13,000	38,000	28,750	29,500	40,500	46,000	32,000	33,000	34,000	34,500	329,250

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>Arena /G.O. Bonds</u>											
64 Arena Improvements	100,000	0	75,000	0	100,000	100,000	0	650,000	0	0	1,025,000
Total Arena /G.O. Bonds	100,000	0	75,000	0	100,000	100,000	0	650,000	0	0	1,025,000
<u>Arena /Capital Transfer</u>											
525 Telephone System Replacement Program	1,500	0	0	0	0	0	0	0	0	0	1,500
2 Information Technology Hardware & Software Replacement	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000
64 Arena Improvements	0	10,000	0	0	20,000	0	0	0	0	0	30,000
Total Arena /Capital Transfer	2,500	11,000	1,000	1,000	21,000	1,000	1,000	1,000	1,000	1,000	41,500
<u>Golf /G.O. Bonds</u>											
530 Golf Course Equipment	50,000	50,000	0	25,000	125,000	0	0	0	0	0	250,000
107 Golf Course Club House and Maintenance Buildings	0	0	0	0	0	40,000	0	0	0	0	40,000
235 Golf Course Grounds Improvements	0	210,000	235,000	10,000	75,000	125,000	0	0	0	0	655,000
Total Golf /G.O. Bonds	50,000	260,000	235,000	35,000	200,000	165,000	0	0	0	0	945,000

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>Golf /Capital Transfer</u>											
2 Information Technology Hardware & Software Replacement	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000
525 Telephone System Replacement Program	1,500	0	0	0	0	0	0	0	0	0	1,500
107 Golf Course Club House and Maintenance Buildings	0	0	0	0	0	25,000	0	0	0	0	25,000
Total Golf /Capital Transfer	4,500	3,000	3,000	3,000	3,000	28,000	3,000	3,000	3,000	3,000	56,500
<u>Airport /G.O. Bonds</u>											
72 Runway Pavement Improvements	0	0	0	147,778	147,778	50,000	0	0	0	0	345,556
75 General Airport Repairs	0	0	0	0	0	60,000	0	30,000	0	0	90,000
383 New Airport Terminal Building	0	0	0	0	0	0	0	0	0	175,000	175,000
Total Airport /G.O. Bonds	0	0	0	147,778	147,778	110,000	0	30,000	0	175,000	610,556
<u>Airport /Capital Transfer</u>											
468 Reconstruct Taxiway A & Itinerant Ramp	6,000	43,000	48,000	0	8,334	8,556	0	0	0	0	113,890
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	0	0	23,750	0	23,750

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
72 Runway Pavement Improvements	0	0	22,223	0	0	0	0	0	0	0	22,223
75 General Airport Repairs	0	15,000	10,000	0	15,000	0	25,000	0	10,000	0	75,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	11,750	0	0	18,750	0	0	0	0	0	30,500
471 Airport Fuel Farm	0	0	0	0	0	0	27,778	0	0	0	27,778
492 Runway Protection Zone Obstruction Removal	0	0	11,400	0	0	0	0	0	0	0	11,400
534 Tie Down Rehabilitation and Expansion	0	0	0	8,334	37,500	0	0	60,000	0	0	105,834
572 Airport Master Plan	0	0	0	10,554	0	0	0	0	0	0	10,554
Total Airport /Capital Transfer	6,000	69,750	91,623	18,888	79,584	8,556	52,778	60,000	33,750	0	420,929
<u>Water /G.O. Bonds</u>											
85 Water Main Replacement	1,500,000	0	700,000	0	1,900,000	0	2,470,000	0	3,000,000	1,500,000	11,070,000
88 Water Plant Improvements	595,000	390,000	100,000	1,000,000	250,000	100,000	200,000	100,000	150,000	1,000,000	3,885,000
121 Vehicle & Equipment Replacement Program	125,000	40,000	157,000	95,000	290,000	160,000	0	100,000	110,000	60,000	1,137,000
302 Enterprise Wide Information Systems Applications	100,000	0	0	0	0	0	0	0	0	0	100,000
372 Water System Pump Station Improvements	90,000	0	350,000	0	0	0	0	0	0	1,200,000	1,640,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
323 Combined Operations & Maintenance Facility (COMF) Improvements	75,000	90,000	35,000	95,000	95,000	25,000	25,000	15,000	50,000	0	505,000
321 Water System Master Plan & Implementation	40,000	30,000	0	90,000	0	300,000	0	0	0	0	460,000
347 Water Storage Tank Repairs	30,000	100,000	40,000	200,000	4,000,000	50,000	0	75,000	30,000	0	4,525,000
451 Leak Detection	30,000	0	0	0	50,000	0	0	0	0	0	80,000
36 Manchester Street / Route 3 South	0	0	0	0	0	110,000	0	0	0	0	110,000
84 Water Main Cleaning & Lining	0	800,000	0	650,000	0	1,040,000	0	700,000	0	400,000	3,590,000
86 Water Main Construction	0	1,500,000	0	0	0	1,000,000	0	0	0	0	2,500,000
114 Penacook Lake Dam and Spillway Rehabilitation	0	0	0	175,000	0	0	2,000,000	0	0	0	2,175,000
345 Water Supply Well Field Maintenance	0	0	0	150,000	1,500,000	0	0	0	0	0	1,650,000
482 Water System Asset Management	0	0	90,000	0	0	0	0	0	90,000	0	180,000
Total Water /G.O. Bonds	2,585,000	2,950,000	1,472,000	2,455,000	8,085,000	2,785,000	4,695,000	990,000	3,430,000	4,160,000	33,607,000
<u>Water /Capital Outlay</u>											
448 Hydrant and Valve Replacement Program	61,000	63,000	63,000	63,000	65,000	68,000	72,000	77,000	85,000	89,000	706,000
254 Water System Emergency/Unanticipated Equipment Replacement	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	630,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Total Water /Capital Outlay	115,000	119,000	121,000	123,000	127,000	132,000	138,000	145,000	155,000	161,000	1,336,000
<u>Water /Capital Transfer</u>											
244 Water Meter Replacement Program	165,000	160,000	125,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	1,325,000
482 Water System Asset Management	20,000	0	0	0	0	0	0	0	0	0	20,000
2 Information Technology Hardware & Software Replacement	13,440	23,760	13,840	17,900	13,440	23,760	13,840	17,600	14,000	23,760	175,340
525 Telephone System Replacement Program	10,000	0	0	0	0	0	0	0	0	0	10,000
84 Water Main Cleaning & Lining	0	0	20,000	0	20,000	0	20,000	0	20,000	0	80,000
85 Water Main Replacement	0	20,000	0	20,000	0	20,000	0	20,000	0	0	80,000
124 Water System SCADA Improvements	0	0	30,000	0	0	30,000	0	30,000	30,000	30,000	150,000
297 Geographic Information Systems (GIS)	0	3,000	3,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500	30,000
Total Water /Capital Transfer	208,440	206,760	191,840	140,900	136,940	202,260	162,340	196,100	217,500	207,260	1,870,340
<u>Water /Capital Close-out</u>											
88 Water Plant Improvements	30,245	0	0	0	0	0	0	0	0	0	30,245
Total Water /Capital Close-out	30,245	0	0	0	0	0	0	0	0	0	30,245

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>Sewer /G.O. Bonds</u>											
104 Hall Street Waste Water Treatment Plant Improvements	2,470,000	3,601,000	2,075,000	255,000	1,255,000	2,815,000	1,175,000	1,500,000	17,150,000	50,000	32,346,000
91 Sewer Main Rehabilitation and Construction	350,000	0	175,000	0	350,000	0	225,000	400,000	0	0	1,500,000
275 Sewer Pump Station Improvements	335,000	55,000	75,000	257,500	50,000	550,000	85,000	90,000	130,000	0	1,627,500
466 Penacook Waste Water Treatment Plant Improvements	235,000	744,000	110,000	185,000	0	735,000	500,000	260,000	775,000	250,000	3,794,000
121 Vehicle & Equipment Replacement Program	100,000	150,000	498,000	185,000	190,000	160,000	450,000	0	75,000	160,000	1,968,000
302 Enterprise Wide Information Systems Applications	100,000	0	0	0	0	0	0	0	0	0	100,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	75,000	90,000	35,000	95,000	95,000	25,000	25,000	15,000	50,000	0	505,000
83 Storm Water Improvements	40,000	50,000	0	0	0	0	0	0	0	0	90,000
321 Water System Master Plan & Implementation	40,000	0	0	0	0	0	0	0	0	0	40,000
36 Manchester Street / Route 3 South	0	0	0	0	0	170,000	0	0	0	0	170,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
89 Hall Street Waste Water Treatment Plant Odor Control	0	0	0	0	175,000	3,075,000	4,300,000	100,000	0	100,000	7,750,000
410 Sewer Video Inspection Equipment	0	0	0	0	0	80,000	0	0	0	0	80,000
502 Whitney Road Extension	0	0	0	0	0	0	0	0	525,000	0	525,000
Total Sewer /G.O. Bonds	3,745,000	4,690,000	2,968,000	977,500	2,115,000	7,610,000	6,760,000	2,365,000	18,705,000	560,000	50,495,500
<u>Sewer /Capital Outlay</u>											
245 Emergency Sewage Treatment Plant Repairs	56,000	58,000	59,500	61,500	63,500	65,500	67,500	69,500	71,500	73,500	646,000
Total Sewer /Capital Outlay	56,000	58,000	59,500	61,500	63,500	65,500	67,500	69,500	71,500	73,500	646,000
<u>Sewer /Capital Transfer</u>											
91 Sewer Main Rehabilitation and Construction	38,000	50,000	40,000	60,000	40,000	60,000	40,000	40,000	40,000	40,000	448,000
2 Information Technology Hardware & Software Replacement	20,160	15,840	20,760	11,900	20,160	15,840	20,760	11,800	21,000	15,840	174,060
525 Telephone System Replacement Program	10,000	0	0	0	0	0	0	0	0	0	10,000
104 Hall Street Waste Water Treatment Plant Improvements	0	0	0	0	0	0	15,000	0	0	0	15,000
297 Geographic Information Systems (GIS)	0	3,000	3,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500	30,000

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CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
410 Sewer Video Inspection Equipment	0	0	15,000	0	0	0	0	0	0	0	15,000
466 Penacook Waste Water Treatment Plant Improvements	0	15,000	25,000	0	0	20,000	0	0	0	0	60,000
Total Sewer /Capital Transfer	68,160	83,840	103,760	74,900	63,660	99,340	79,260	55,300	64,500	59,340	752,060
<u>Sewer /Capital Close-out</u>											
104 Hall Street Waste Water Treatment Plant Improvements	132,562	0	0	0	0	0	0	0	0	0	132,562
Total Sewer /Capital Close-out	132,562	0	0	0	0	0	0	0	0	0	132,562
<u>Sewer /Mountain Green Reserve</u>											
275 Sewer Pump Station Improvements	0	0	50,000	300,000	0	0	0	0	0	0	350,000
Total Sewer /Mountain Green Reserve	0	0	50,000	300,000	0	0	0	0	0	0	350,000
<u>Solid Waste /Capital Transfer</u>											
447 Landfill Soil Vapor Extraction Systems	10,000	10,000	10,000	0	0	45,000	0	0	0	0	75,000
Total Solid Waste /Capital Transfer	10,000	10,000	10,000	0	0	45,000	0	0	0	0	75,000
<u>Solid Waste /G.O. Bonds</u>											
447 Landfill Soil Vapor Extraction Systems	0	0	0	0	125,000	0	0	0	0	0	125,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Total Solid Waste /G.O. Bonds	0	0	0	0	125,000	0	0	0	0	0	125,000
<u>General /Impact Fees Rec Dist 1</u>											
515 Golf Course Winter Recreation Improvements	0	0	25,000	0	0	0	0	0	0	0	25,000
Total General /Impact Fees Rec Dist 1	0	0	25,000	0	0	0	0	0	0	0	25,000
<u>General /Impact Fees Rec Dist 2</u>											
358 Garrison Park	0	0	0	0	0	0	100,000	0	0	0	100,000
Total General /Impact Fees Rec Dist 2	0	0	0	0	0	0	100,000	0	0	0	100,000
<u>General /Impact Fees Rec Dist 4</u>											
60 Kiwanis (Waterfront) Park	0	0	0	0	0	100,000	0	0	0	0	100,000
Total General /Impact Fees Rec Dist 4	0	0	0	0	0	100,000	0	0	0	0	100,000
<u>General /Impact Fees Traf Dist 1</u>											
34 North Main Street / Storrs Street Intersection Signalization	16,514	0	0	0	0	0	0	0	0	0	16,514
30 Hoit Road / Whitney Road Intersection Signalization	0	0	0	0	0	0	0	0	200,000	0	200,000
Total General /Impact Fees Traf Dist 1	16,514	0	0	0	0	0	0	0	200,000	0	216,514

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>General /Impact Fees Traf Dist 3</u>											
34 North Main Street / Storrs Street Intersection Signalization	16,972	0	0	0	0	0	0	0	0	0	16,972
31 Broadway / West Street Intersection (McKee Square) Signalization	0	0	0	0	0	0	0	0	150,000	0	150,000
40 Langley Parkway	0	337,500	0	0	0	0	0	0	0	0	337,500
Total General /Impact Fees Traf Dist 3	16,972	337,500	0	0	0	0	0	0	150,000	0	504,472
<u>General /Impact Fees Traf Dist 4</u>											
34 North Main Street / Storrs Street Intersection Signalization	16,514	0	0	0	0	0	0	0	0	0	16,514
519 Manchester Street/Old Turnpike Road Intersection Improvements	0	0	0	0	0	0	0	0	85,000	0	85,000
541 Regional Drive/Chenell Drive Intersection Improvements	0	0	0	0	0	0	0	75,000	0	0	75,000
Total General /Impact Fees Traf Dist 4	16,514	0	0	0	0	0	0	75,000	85,000	0	176,514
Grand Total	21,860,258	28,259,600	23,315,596	24,301,772	22,298,364	29,941,212	23,338,656	16,242,400	58,035,500	37,980,100	285,573,458

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CITY OF CONCORD, NEW HAMPSHIRE

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**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>Airport</u>											
71 Runway Protection Zones: Property Acquisition											
Airport Capital Transfer	0	0	0	0	0	0	0	0	23,750	0	23,750
Other Federal	0	0	0	0	0	0	0	0	427,500	0	427,500
Other State	0	0	0	0	0	0	0	0	23,750	0	23,750
Subtotal	0	0	0	0	0	0	0	0	475,000	0	475,000
72 Runway Pavement Improvements											
Airport Capital Transfer	0	0	22,223	0	0	0	0	0	0	0	22,223
Airport G.O. Bonds	0	0	0	147,778	147,778	50,000	0	0	0	0	345,556
Other Federal	0	0	400,000	2,660,000	2,660,000	900,000	0	0	0	0	6,620,000
Other State	0	0	22,223	147,778	147,778	50,000	0	0	0	0	367,779
Subtotal	0	0	444,446	2,955,556	2,955,556	1,000,000	0	0	0	0	7,355,558
75 General Airport Repairs											
Airport Capital Transfer	0	15,000	10,000	0	15,000	0	25,000	0	10,000	0	75,000
Airport G.O. Bonds	0	0	0	0	0	60,000	0	30,000	0	0	90,000
Subtotal	0	15,000	10,000	0	15,000	60,000	25,000	30,000	10,000	0	165,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility											
Airport Capital Transfer	0	11,750	0	0	18,750	0	0	0	0	0	30,500
Other Federal	0	211,500	0	0	337,500	0	0	0	0	0	549,000
Other State	0	11,750	0	0	18,750	0	0	0	0	0	30,500
Subtotal	0	235,000	0	0	375,000	0	0	0	0	0	610,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
383 New Airport Terminal Building											
Airport G.O. Bonds	0	0	0	0	0	0	0	0	0	175,000	175,000
Other Federal	0	0	0	0	0	0	0	0	0	3,150,000	3,150,000
Other State	0	0	0	0	0	0	0	0	0	175,000	175,000
Subtotal	0	0	0	0	0	0	0	0	0	3,500,000	3,500,000
468 Reconstruct Taxiway A & Itinerant Ramp											
Airport Capital Transfer	6,000	43,000	48,000	0	8,334	8,556	0	0	0	0	113,890
Other Federal	108,000 *	774,000	864,000	0	150,000	1,000,000	0	0	0	0	2,896,000
Other State	6,000 *	43,000	48,000	0	8,334	55,556	0	0	0	0	160,890
Subtotal	120,000	860,000	960,000	0	166,668	1,064,112	0	0	0	0	3,170,780
471 Airport Fuel Farm											
Airport Capital Transfer	0	0	0	0	0	0	27,778	0	0	0	27,778
Other Federal	0	0	0	0	0	0	500,000	0	0	0	500,000
Other State	0	0	0	0	0	0	27,778	0	0	0	27,778
Subtotal	0	0	0	0	0	0	555,556	0	0	0	555,556
492 Runway Protection Zone Obstruction Removal											
Airport Capital Transfer	0	0	11,400	0	0	0	0	0	0	0	11,400
Other Federal	0	0	205,200	0	0	0	0	0	0	0	205,200
Other State	0	0	11,400	0	0	0	0	0	0	0	11,400
Subtotal	0	0	228,000	0	0	0	0	0	0	0	228,000

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
534 Tie Down Rehabilitation and Expansion											
Airport Capital Transfer	0	0	0	8,334	37,500	0	0	60,000	0	0	105,834
Other Federal	0	0	0	150,000	675,000	0	0	1,080,000	0	0	1,905,000
Other State	0	0	0	8,334	37,500	0	0	60,000	0	0	105,834
Subtotal	0	0	0	166,668	750,000	0	0	1,200,000	0	0	2,116,668
572 Airport Master Plan											
Airport Capital Transfer	0	0	0	10,554	0	0	0	0	0	0	10,554
Other Federal	0	0	0	190,000	0	0	0	0	0	0	190,000
Other State	0	0	0	10,554	0	0	0	0	0	0	10,554
Subtotal	0	0	0	211,108	0	0	0	0	0	0	211,108
Total Airport	120,000	1,110,000	1,642,446	3,333,332	4,262,224	2,124,112	580,556	1,230,000	485,000	3,500,000	18,387,670
<u>Arena</u>											
64 Arena Improvements											
Arena Capital Transfer	0	10,000	0	0	20,000	0	0	0	0	0	30,000
Arena G.O. Bonds	100,000	0	75,000	0	100,000	100,000	0	650,000	0	0	1,025,000
General G.O. Bonds	0	0	1,025,000	0	0	0	0	0	0	0	1,025,000
Subtotal	100,000	10,000	1,100,000	0	120,000	100,000	0	650,000	0	0	2,080,000
Total Arena	100,000	10,000	1,100,000	0	120,000	100,000	0	650,000	0	0	2,080,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>Bridges</u>											
361 Hooksett Turnpike Bridge Replacement											
General G.O. Bonds	0	149,800	0	0	0	0	0	0	0	0	149,800
Other State	0	599,200	0	0	0	0	0	0	0	0	599,200
Subtotal	0	749,000	0	0	0	0	0	0	0	0	749,000
478 North Pembroke Road Bridge Replacement											
General Donations	330,950 *	0	0	0	0	0	0	0	0	0	330,950
General G.O. Bonds	40,000 *	0	0	0	0	0	0	0	0	0	40,000
Other State	1,476,000 *	0	0	0	0	0	0	0	0	0	1,476,000
Subtotal	1,846,950	0	0	0	0	0	0	0	0	0	1,846,950
498 Birchdale Road Bridge Replacement											
General G.O. Bonds	0	149,800	0	0	0	0	0	0	0	0	149,800
Other State	0	599,200	0	0	0	0	0	0	0	0	599,200
Subtotal	0	749,000	0	0	0	0	0	0	0	0	749,000
518 Bridge and Dam Maintenance / Repairs											
General Capital Transfer	0	75,000	75,000	75,000	100,000	0	0	0	0	0	325,000
General G.O. Bonds	0	0	250,000	0	0	0	0	0	0	0	250,000
Subtotal	0	75,000	325,000	75,000	100,000	0	0	0	0	0	575,000
588 Loudon Road Bridge Improvement Project											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	1,234,000	1,234,000
Other State	0	0	0	0	0	0	0	0	0	4,936,000	4,936,000
Subtotal	0	0	0	0	0	0	0	0	0	6,170,000	6,170,000
Total Bridges	1,846,950	1,573,000	325,000	75,000	100,000	0	0	0	0	6,170,000	10,089,950

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>Cemeteries</u>											
587 Cemetery Improvements											
General G.O. Bonds	80,000	50,000	70,000	0	100,000	35,000	0	150,000	0	0	485,000
Subtotal	80,000	50,000	70,000	0	100,000	35,000	0	150,000	0	0	485,000
Total Cemeteries	80,000	50,000	70,000	0	100,000	35,000	0	150,000	0	0	485,000
<u>Community Planning/Implementation</u>											
506 Historical Surveys											
Other Federal	35,000 *	0	35,000	0	0	0	0	0	0	0	70,000
Subtotal	35,000	0	35,000	0	0	0	0	0	0	0	70,000
563 Master Plan Update											
General G.O. Bonds	0	0	0	200,000	0	0	0	0	0	0	200,000
Subtotal	0	0	0	200,000	0	0	0	0	0	0	200,000
Total Community Planning/Implementation	35,000	0	35,000	200,000	0	0	0	0	0	0	270,000
<u>Downtown</u>											
97 Low Avenue Improvements											
Other Tax Increment Financing	0	0	0	0	0	0	0	400,000	4,000,000	0	4,400,000
Subtotal	0	0	0	0	0	0	0	400,000	4,000,000	0	4,400,000
579 Downtown Squares											
General G.O. Bonds	0	60,000	25,000	0	0	0	0	0	0	0	85,000
Subtotal	0	60,000	25,000	0	0	0	0	0	0	0	85,000

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
589 Warren Street Improvements											
General G.O. Bonds	0	0	0	0	0	0	500,000	0	0	0	500,000
Subtotal	0	0	0	0	0	0	500,000	0	0	0	500,000
590 Downtown Civic District Sidewalk Replacement											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	500,000	500,000
Subtotal	0	0	0	0	0	0	0	0	0	500,000	500,000
Total Downtown	0	60,000	25,000	0	0	0	500,000	400,000	4,000,000	500,000	5,485,000

Fire Vehicles

4 Fire Department Vehicle Replacement											
General Capital Close-out	23,663	0	0	0	0	0	0	0	0	0	23,663
General Fire Equipment Reserve	151,337	0	0	0	0	0	0	0	0	0	151,337
General G.O. Bonds	490,000	580,000	580,000	260,000	90,000	460,000	1,500,000	1,180,000	550,000	600,000	6,290,000
Subtotal	665,000	580,000	580,000	260,000	90,000	460,000	1,500,000	1,180,000	550,000	600,000	6,465,000
Total Fire Vehicles	665,000	580,000	580,000	260,000	90,000	460,000	1,500,000	1,180,000	550,000	600,000	6,465,000

Golf

107 Golf Course Club House and Maintenance Buildings											
Golf Capital Transfer	0	0	0	0	0	25,000	0	0	0	0	25,000
Golf G.O. Bonds	0	0	0	0	0	40,000	0	0	0	0	40,000
Subtotal	0	0	0	0	0	65,000	0	0	0	0	65,000

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
235 Golf Course Grounds Improvements											
General G.O. Bonds	0	270,000	0	0	0	0	0	0	0	0	270,000
Golf G.O. Bonds	0	210,000	235,000	10,000	75,000	125,000	0	0	0	0	655,000
Subtotal	0	480,000	235,000	10,000	75,000	125,000	0	0	0	0	925,000
530 Golf Course Equipment											
Golf G.O. Bonds	50,000	50,000	0	25,000	125,000	0	0	0	0	0	250,000
Subtotal	50,000	50,000	0	25,000	125,000	0	0	0	0	0	250,000
Total Golf	50,000	530,000	235,000	35,000	200,000	190,000	0	0	0	0	1,240,000
<u>GSD Vehicles</u>											
121 Vehicle & Equipment Replacement Program											
General G.O. Bonds	650,000	900,000	900,000	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000	1,400,000	3,100,000	12,950,000
Sewer G.O. Bonds	100,000	150,000	498,000	185,000	190,000	160,000	450,000	0	75,000	160,000	1,968,000
Water G.O. Bonds	125,000	40,000	157,000	95,000	290,000	160,000	0	100,000	110,000	60,000	1,137,000
Subtotal	875,000	1,090,000	1,555,000	1,280,000	1,580,000	1,520,000	1,750,000	1,500,000	1,585,000	3,320,000	16,055,000
512 Emergency Vehicle Repairs											
General Capital Outlay	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Subtotal	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Total GSD Vehicles	885,000	1,100,000	1,565,000	1,290,000	1,590,000	1,530,000	1,760,000	1,510,000	1,595,000	3,330,000	16,155,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>Information Technology & Communications</u>											
2 Information Technology Hardware & Software Replacement											
Arena Capital Transfer	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000
General Capital Transfer	131,100	154,500	135,000	107,640	131,040	154,500	135,000	120,000	131,000	154,500	1,354,280
Golf Capital Transfer	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000
Parking Capital Transfer	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000
Sewer Capital Transfer	20,160	15,840	20,760	11,900	20,160	15,840	20,760	11,800	21,000	15,840	174,060
Water Capital Transfer	13,440	23,760	13,840	17,900	13,440	23,760	13,840	17,600	14,000	23,760	175,340
Subtotal	171,700	201,100	176,600	144,440	171,640	201,100	176,600	156,400	173,000	201,100	1,773,680
130 Multi-Function Photocopy Machines											
General Capital Transfer	37,500	17,500	33,000	27,500	7,000	39,000	51,500	35,000	34,500	7,500	290,000
Subtotal	37,500	17,500	33,000	27,500	7,000	39,000	51,500	35,000	34,500	7,500	290,000
297 Geographic Information Systems (GIS)											
General Capital Transfer	0	144,000	128,000	3,000	3,500	3,500	73,500	3,500	3,500	3,500	366,000
General G.O. Bonds	125,000	0	0	150,000	0	0	0	0	0	0	275,000
Sewer Capital Transfer	0	3,000	3,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500	30,000
Water Capital Transfer	0	3,000	3,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500	30,000
Subtotal	125,000	150,000	134,000	159,000	10,500	10,500	80,500	10,500	10,500	10,500	701,000
302 Enterprise Wide Information Systems Applications											
General Capital Close-out	161,651	0	0	0	0	0	0	0	0	0	161,651
General G.O. Bonds	615,000	0	0	0	0	0	0	0	0	0	615,000
Sewer G.O. Bonds	100,000	0	0	0	0	0	0	0	0	0	100,000
Water G.O. Bonds	100,000	0	0	0	0	0	0	0	0	0	100,000
Subtotal	976,651	0	0	0	0	0	0	0	0	0	976,651

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CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
477 Library Equipment Replacement											
General Capital Transfer	23,150	0	10,000	0	0	30,000	60,000	0	0	0	123,150
General G.O. Bonds	105,000	0	0	0	0	0	0	0	0	0	105,000
Subtotal	128,150	0	10,000	0	0	30,000	60,000	0	0	0	228,150
525 Telephone System Replacement Program											
Arena Capital Transfer	1,500	0	0	0	0	0	0	0	0	0	1,500
General G.O. Bonds	70,000	0	30,000	0	0	0	0	0	0	0	100,000
Golf Capital Transfer	1,500	0	0	0	0	0	0	0	0	0	1,500
Parking Capital Transfer	2,000	0	0	0	0	0	0	0	0	0	2,000
Sewer Capital Transfer	10,000	0	0	0	0	0	0	0	0	0	10,000
Water Capital Transfer	10,000	0	0	0	0	0	0	0	0	0	10,000
Subtotal	95,000	0	30,000	0	0	0	0	0	0	0	125,000
Total Information Technology & Communications	1,534,001	368,600	383,600	330,940	189,140	280,600	368,600	201,900	218,000	219,100	4,094,481
<u>Intersections</u>											
30 Hoit Road / Whitney Road Intersection Signalization											
General Donations	0	0	0	0	0	0	0	0	2,050,000	0	2,050,000
General Impact Fees Traf Dist 1	0	0	0	0	0	0	0	0	200,000	0	200,000
Subtotal	0	0	0	0	0	0	0	0	2,250,000	0	2,250,000
31 Broadway / West Street Intersection (McKee Square) Signalization											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	1,125,000	1,125,000
General Impact Fees Traf Dist 3	0	0	0	0	0	0	0	0	150,000	0	150,000
Subtotal	0	0	0	0	0	0	0	0	150,000	1,125,000	1,275,000

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CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
34 North Main Street / Storrs Street Intersection Signalization											
General G.O. Bonds	0	250,000	0	0	0	0	0	0	0	0	250,000
General Impact Fees Traf Dist 1	16,514	0	0	0	0	0	0	0	0	0	16,514
General Impact Fees Traf Dist 3	16,972	0	0	0	0	0	0	0	0	0	16,972
General Impact Fees Traf Dist 4	16,514	0	0	0	0	0	0	0	0	0	16,514
Subtotal	50,000	250,000	0	0	0	0	0	0	0	0	300,000
283 Traffic Signals and Traffic Operations Improvements											
General G.O. Bonds	95,000	235,000	175,000	20,000	200,000	0	175,000	0	0	0	900,000
Subtotal	95,000	235,000	175,000	20,000	200,000	0	175,000	0	0	0	900,000
519 Manchester Street/Old Turnpike Road Intersection Improvements											
General G.O. Bonds	0	0	0	0	0	0	0	0	415,000	0	415,000
General Impact Fees Traf Dist 4	0	0	0	0	0	0	0	0	85,000	0	85,000
Subtotal	0	0	0	0	0	0	0	0	500,000	0	500,000
520 Intersection Safety Improvements											
General G.O. Bonds	0	0	50,000	0	0	0	0	0	100,000	150,000	300,000
Subtotal	0	0	50,000	0	0	0	0	0	100,000	150,000	300,000
541 Regional Drive/Chenell Drive Intersection Improvements											
General G.O. Bonds	0	0	0	0	0	0	0	0	425,000	0	425,000
General Impact Fees Traf Dist 4	0	0	0	0	0	0	0	75,000	0	0	75,000
Subtotal	0	0	0	0	0	0	0	75,000	425,000	0	500,000
550 Roundabout Maintenance											
General Capital Transfer	0	0	50,000	0	50,000	0	0	0	75,000	0	175,000
Subtotal	0	0	50,000	0	50,000	0	0	0	75,000	0	175,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
570 Pleasant/Warren/Fruit Intersection Improvements											
General G.O. Bonds	0	0	0	0	0	0	0	0	900,000	0	900,000
Subtotal	0	0	0	0	0	0	0	0	900,000	0	900,000
582 Manor Road/Abbott Road Roundabout Intersection Improvement Project											
General Donations	0	450,000	0	0	0	0	0	0	0	0	450,000
Subtotal	0	450,000	0	0	0	0	0	0	0	0	450,000
Total Intersections	145,000	935,000	275,000	20,000	250,000	0	175,000	75,000	4,400,000	1,275,000	7,550,000
<u>Other Vehicles</u>											
569 Parks and Cemeteries Small Turf Equipment											
General G.O. Bonds	24,000	62,000	41,000	11,000	19,000	49,000	53,000	0	0	0	259,000
Subtotal	24,000	62,000	41,000	11,000	19,000	49,000	53,000	0	0	0	259,000
575 Police Vehicle & Equipment Replacement											
General Capital Transfer	140,000	180,000	150,000	160,000	160,000	170,000	170,000	180,000	180,000	190,000	1,680,000
General G.O. Bonds	25,000	0	0	0	0	0	0	0	0	0	25,000
Subtotal	165,000	180,000	150,000	160,000	160,000	170,000	170,000	180,000	180,000	190,000	1,705,000
584 Replacement of CAT Transit Bus Vehicles											
General G.O. Bonds	30,000 *	30,000	0	0	0	0	0	0	0	0	60,000
Other Federal	240,000 *	240,000	0	0	0	0	0	0	0	0	480,000
Other State	30,000 *	30,000	0	0	0	0	0	0	0	0	60,000
Subtotal	300,000	300,000	0	0	0	0	0	0	0	0	600,000
Total Other Vehicles	489,000	542,000	191,000	171,000	179,000	219,000	223,000	180,000	180,000	190,000	2,564,000

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CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>Parking</u>											
403 Parking Division Vehicle Replacement Program											
Parking Capital Transfer	3,000	0	0	0	0	0	0	0	0	0	3,000
Parking G.O. Bonds	0	50,000	40,000	0	45,000	0	97,000	46,000	0	0	278,000
Subtotal	3,000	50,000	40,000	0	45,000	0	97,000	46,000	0	0	281,000
432 North State Street Parking Garage (Formerly Firehouse Block)											
Parking G.O. Bonds	0	1,145,000	70,000	0	0	90,000	0	0	1,375,000	0	2,680,000
Subtotal	0	1,145,000	70,000	0	0	90,000	0	0	1,375,000	0	2,680,000
433 School Street Parking Garage (Formerly Durgin Block)											
Parking G.O. Bonds	3,200,000	0	0	0	0	225,000	0	0	165,000	0	3,590,000
Subtotal	3,200,000	0	0	0	0	225,000	0	0	165,000	0	3,590,000
529 Storrs Street Parking Garage (Formerly Capital Commons)											
Other Tax Increment Financing	100,000 *	0	0	0	0	0	0	0	0	0	100,000
Parking Capital Transfer	0	0	0	0	0	15,000	0	0	0	0	15,000
Parking G.O. Bonds	0	155,000	350,000	0	0	0	0	0	330,000	0	835,000
Subtotal	100,000	155,000	350,000	0	0	15,000	0	0	330,000	0	950,000
595 Parking Meters											
Parking Capital Transfer	5,000	35,000	25,750	26,500	37,500	28,000	29,000	30,000	31,000	31,500	279,250
Parking G.O. Bonds	65,000	235,000	290,000	780,000	0	0	0	0	0	0	1,370,000
Subtotal	70,000	270,000	315,750	806,500	37,500	28,000	29,000	30,000	31,000	31,500	1,649,250
596 Surface Lots											
Parking G.O. Bonds	45,000	0	0	655,000	0	0	0	0	50,000	170,000	920,000
Subtotal	45,000	0	0	655,000	0	0	0	0	50,000	170,000	920,000

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
597 Parking Beacons											
Parking G.O. Bonds	0	0	120,000	0	0	0	0	0	0	0	120,000
Subtotal	0	0	120,000	0	0	0	0	0	0	0	120,000
Total Parking	3,418,000	1,620,000	895,750	1,461,500	82,500	358,000	126,000	76,000	1,951,000	201,500	10,190,250
<u>Parks and Open Space</u>											
51 White Park											
General Capital Transfer	0	0	0	0	0	0	0	0	10,000	0	10,000
General Donations	450,000 *	90,000	0	0	0	0	0	0	0	0	540,000
General G.O. Bonds	450,000 *	90,000	90,000	125,000	125,000	0	0	0	0	0	880,000
Subtotal	900,000	180,000	90,000	125,000	125,000	0	0	0	10,000	0	1,430,000
52 Keach Park											
General Capital Transfer	0	0	0	0	0	40,000	0	0	0	0	40,000
General G.O. Bonds	0	25,000	150,000	0	0	0	0	620,000	0	0	795,000
Subtotal	0	25,000	150,000	0	0	40,000	0	620,000	0	0	835,000
54 Russell Martin Park											
General G.O. Bonds	0	0	0	0	0	450,000	675,000	0	0	0	1,125,000
Subtotal	0	0	0	0	0	450,000	675,000	0	0	0	1,125,000
55 Rolfe Park											
General G.O. Bonds	0	0	0	100,000	75,000	0	0	0	0	0	175,000
Subtotal	0	0	0	100,000	75,000	0	0	0	0	0	175,000

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
56 Rollins Park											
General Capital Transfer	0	0	0	0	0	25,000	0	0	0	0	25,000
General G.O. Bonds	60,000	60,000	0	0	100,000	150,000	450,000	350,000	0	0	1,170,000
Subtotal	60,000	60,000	0	0	100,000	175,000	450,000	350,000	0	0	1,195,000
57 Gustaf H. Lehtinen Park/Hero's Bridge											
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
59 Terrill Park											
General Donations	0	900,000	0	0	0	0	0	0	0	0	900,000
General G.O. Bonds	125,000	887,000	1,245,000	980,000	0	0	0	0	0	0	3,237,000
Subtotal	125,000	1,787,000	1,245,000	980,000	0	0	0	0	0	0	4,137,000
60 Kiwanis (Waterfront) Park											
General G.O. Bonds	0	0	0	0	0	0	1,000,000	0	0	0	1,000,000
General Impact Fees Rec Dist 4	0	0	0	0	0	100,000	0	0	0	0	100,000
Subtotal	0	0	0	0	0	100,000	1,000,000	0	0	0	1,100,000
352 Open Space Protection											
Other Trust	500,000 *	0	0	0	0	0	0	0	0	0	500,000
Subtotal	500,000	0	0	0	0	0	0	0	0	0	500,000
358 Garrison Park											
General G.O. Bonds	0	0	0	0	175,000	65,000	0	0	0	0	240,000
General Impact Fees Rec Dist 2	0	0	0	0	0	0	100,000	0	0	0	100,000
Subtotal	0	0	0	0	175,000	65,000	100,000	0	0	0	340,000

R-6/6/2016

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
359 Merrill Park											
General G.O. Bonds	15,000	0	0	60,000	0	0	0	0	120,000	0	195,000
Subtotal	15,000	0	0	60,000	0	0	0	0	120,000	0	195,000
360 Kimball Park											
General G.O. Bonds	0	0	0	0	125,000	0	0	0	0	0	125,000
Subtotal	0	0	0	0	125,000	0	0	0	0	0	125,000
515 Golf Course Winter Recreation Improvements											
General G.O. Bonds	0	20,000	0	28,000	0	0	0	0	0	0	48,000
General Impact Fees Rec Dist 1	0	0	25,000	0	0	0	0	0	0	0	25,000
Subtotal	0	20,000	25,000	28,000	0	0	0	0	0	0	73,000
528 Pocket Parks											
General Capital Transfer	0	15,000	0	0	0	0	0	0	0	0	15,000
General G.O. Bonds	0	0	0	0	0	185,000	0	0	0	0	185,000
Subtotal	0	15,000	0	0	0	185,000	0	0	0	0	200,000
557 Memorial Field											
General G.O. Bonds	0	175,000	1,135,000	120,000	0	0	0	0	0	0	1,430,000
Subtotal	0	175,000	1,135,000	120,000	0	0	0	0	0	0	1,430,000
567 Penacook Riverfront Park											
General G.O. Bonds	0	0	0	0	0	185,000	0	0	0	0	185,000
Subtotal	0	0	0	0	0	185,000	0	0	0	0	185,000
Total Parks and Open Space	1,600,000	2,262,000	2,695,000	1,413,000	600,000	1,200,000	2,225,000	970,000	130,000	0	13,095,000

R-6/6/2016

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>Public Buildings</u>											
63 City Wide Recreation Facility Improvements											
General G.O. Bonds	440,000	440,000	40,000	130,000	450,000	107,000	300,000	350,000	375,000	200,000	2,832,000
Subtotal	440,000	440,000	40,000	130,000	450,000	107,000	300,000	350,000	375,000	200,000	2,832,000
65 City Hall Renovations											
General G.O. Bonds	285,000	115,000	35,000	175,000	20,000	30,000	100,000	60,000	200,000	200,000	1,220,000
Subtotal	285,000	115,000	35,000	175,000	20,000	30,000	100,000	60,000	200,000	200,000	1,220,000
68 Library											
General G.O. Bonds	0	0	0	0	0	2,250,000	0	0	0	0	2,250,000
Subtotal	0	0	0	0	0	2,250,000	0	0	0	0	2,250,000
323 Combined Operations & Maintenance Facility (COMF) Improvements											
General G.O. Bonds	150,000	155,000	90,000	240,000	260,000	50,000	50,000	30,000	100,000	0	1,125,000
Sewer G.O. Bonds	75,000	90,000	35,000	95,000	95,000	25,000	25,000	15,000	50,000	0	505,000
Water G.O. Bonds	75,000	90,000	35,000	95,000	95,000	25,000	25,000	15,000	50,000	0	505,000
Subtotal	300,000	335,000	160,000	430,000	450,000	100,000	100,000	60,000	200,000	0	2,135,000
551 Library Maintenance											
General Capital Transfer	0	10,000	0	0	0	0	0	0	0	0	10,000
General G.O. Bonds	70,000	0	30,000	70,000	125,000	155,000	130,000	130,000	100,000	300,000	1,110,000
Subtotal	70,000	10,000	30,000	70,000	125,000	155,000	130,000	130,000	100,000	300,000	1,120,000
576 General Facility Repairs											
General Building Imp Reserve	25,000	0	0	0	0	0	0	0	0	0	25,000
General Capital Transfer	0	25,000	30,000	20,000	30,000	30,000	30,000	35,000	35,000	35,000	270,000
Subtotal	25,000	25,000	30,000	20,000	30,000	30,000	30,000	35,000	35,000	35,000	295,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
583 East Concord Fire Station											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	5,000,000	5,000,000
Subtotal	0	0	0	0	0	0	0	0	0	5,000,000	5,000,000
Total Public Buildings	1,120,000	925,000	295,000	825,000	1,075,000	2,672,000	660,000	635,000	910,000	5,735,000	14,852,000
<u>Public Safety</u>											
230 Opticom Replacement											
General Highway Reserve	0	15,000	0	15,000	0	15,000	0	15,000	0	15,000	75,000
Subtotal	0	15,000	0	15,000	0	15,000	0	15,000	0	15,000	75,000
252 Fire Station Improvements											
General G.O. Bonds	200,000	0	71,500	0	35,000	0	0	0	0	0	306,500
Subtotal	200,000	0	71,500	0	35,000	0	0	0	0	0	306,500
305 Fire Department Communications Equipment											
General Equip Replace Reserve	100,000	0	0	0	0	0	0	0	0	0	100,000
General G.O. Bonds	90,000	0	0	0	0	0	0	400,000	0	0	490,000
Subtotal	190,000	0	0	0	0	0	0	400,000	0	0	590,000
335 Thermal Imaging Cameras											
General Capital Transfer	0	0	30,000	30,000	0	0	0	0	0	0	60,000
Subtotal	0	0	30,000	30,000	0	0	0	0	0	0	60,000
368 Police Department Communications Equipment											
General G.O. Bonds	410,000	400,000	0	0	0	0	0	0	0	0	810,000
Subtotal	410,000	400,000	0	0	0	0	0	0	0	0	810,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
370 Police Department Ballistic Vest Replacement Program											
General G.O. Bonds	0	0	0	0	75,000	0	0	0	0	80,000	155,000
Subtotal	0	0	0	0	75,000	0	0	0	0	80,000	155,000
375 Fire Department Boats											
General Capital Transfer	0	0	0	0	0	0	0	0	30,000	0	30,000
General G.O. Bonds	25,000	0	0	0	0	30,000	0	0	0	0	55,000
Subtotal	25,000	0	0	0	0	30,000	0	0	30,000	0	85,000
376 Fire Department Hose & Equipment Replacement											
General Capital Transfer	0	30,000	30,000	0	30,000	0	30,000	0	30,000	0	150,000
Subtotal	0	30,000	30,000	0	30,000	0	30,000	0	30,000	0	150,000
490 Police Department Records Management Microfilm Conversion											
General G.O. Bonds	0	200,000	0	0	0	0	0	0	0	0	200,000
Subtotal	0	200,000	0	0	0	0	0	0	0	0	200,000
521 Police Firearms Range Improvements											
General Capital Transfer	0	0	0	0	20,000	0	0	0	0	0	20,000
General G.O. Bonds	0	150,000	0	0	0	0	0	0	0	0	150,000
Subtotal	0	150,000	0	0	20,000	0	0	0	0	0	170,000
527 Cardiac Monitor & AED Replacement Program											
General G.O. Bonds	0	0	0	0	0	0	0	400,000	0	0	400,000
Subtotal	0	0	0	0	0	0	0	400,000	0	0	400,000
555 Handgun Replacement											
General Capital Transfer	40,000	0	0	0	0	0	0	0	0	0	40,000
Subtotal	40,000	0	0	0	0	0	0	0	0	0	40,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
560 Fire Training Facility											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	820,000	820,000
Subtotal	0	0	0	0	0	0	0	0	0	820,000	820,000
561 Fire Alarm Infrastructure Replacement											
General Capital Transfer	0	32,000	10,000	0	0	0	0	0	0	0	42,000
General G.O. Bonds	20,000	85,000	50,000	50,000	50,000	0	0	0	0	0	255,000
Subtotal	20,000	117,000	60,000	50,000	50,000	0	0	0	0	0	297,000
573 Fire Department Personnel Protective Equipment											
General Capital Transfer	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	290,000
General G.O. Bonds	0	0	0	0	0	0	0	0	750,000	0	750,000
Subtotal	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	780,000	30,000	1,040,000
Total Public Safety	905,000	942,000	221,500	125,000	240,000	75,000	60,000	845,000	840,000	945,000	5,198,500
<u>Sewer Collection</u>											
91 Sewer Main Rehabilitation and Construction											
Sewer Capital Transfer	38,000	50,000	40,000	60,000	40,000	60,000	40,000	40,000	40,000	40,000	448,000
Sewer G.O. Bonds	350,000	0	175,000	0	350,000	0	225,000	400,000	0	0	1,500,000
Subtotal	388,000	50,000	215,000	60,000	390,000	60,000	265,000	440,000	40,000	40,000	1,948,000
275 Sewer Pump Station Improvements											
Other Trust	0	0	0	0	0	0	0	0	0	50,000	50,000
Sewer G.O. Bonds	335,000	55,000	75,000	257,500	50,000	550,000	85,000	90,000	130,000	0	1,627,500
Sewer Mountain Green Reserve	0	0	50,000	300,000	0	0	0	0	0	0	350,000
Subtotal	335,000	55,000	125,000	557,500	50,000	550,000	85,000	90,000	130,000	50,000	2,027,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
410 Sewer Video Inspection Equipment											
Sewer Capital Transfer	0	0	15,000	0	0	0	0	0	0	0	15,000
Sewer G.O. Bonds	0	0	0	0	0	80,000	0	0	0	0	80,000
Subtotal	0	0	15,000	0	0	80,000	0	0	0	0	95,000
Total Sewer Collection	723,000	105,000	355,000	617,500	440,000	690,000	350,000	530,000	170,000	90,000	4,070,500
<u>Sewer Treatment</u>											
89 Hall Street Waste Water Treatment Plant Odor Control											
Sewer G.O. Bonds	0	0	0	0	175,000	3,075,000	4,300,000	100,000	0	100,000	7,750,000
Subtotal	0	0	0	0	175,000	3,075,000	4,300,000	100,000	0	100,000	7,750,000
104 Hall Street Waste Water Treatment Plant Improvements											
Sewer Capital Close-out	132,562	0	0	0	0	0	0	0	0	0	132,562
Sewer Capital Transfer	0	0	0	0	0	0	15,000	0	0	0	15,000
Sewer G.O. Bonds	2,470,000	3,601,000	2,075,000	255,000	1,255,000	2,815,000	1,175,000	1,500,000	17,150,000	50,000	32,346,000
Subtotal	2,602,562	3,601,000	2,075,000	255,000	1,255,000	2,815,000	1,190,000	1,500,000	17,150,000	50,000	32,493,562
245 Emergency Sewage Treatment Plant Repairs											
Sewer Capital Outlay	56,000	58,000	59,500	61,500	63,500	65,500	67,500	69,500	71,500	73,500	646,000
Subtotal	56,000	58,000	59,500	61,500	63,500	65,500	67,500	69,500	71,500	73,500	646,000
466 Penacook Waste Water Treatment Plant Improvements											
Sewer Capital Transfer	0	15,000	25,000	0	0	20,000	0	0	0	0	60,000
Sewer G.O. Bonds	235,000	744,000	110,000	185,000	0	735,000	500,000	260,000	775,000	250,000	3,794,000
Subtotal	235,000	759,000	135,000	185,000	0	755,000	500,000	260,000	775,000	250,000	3,854,000
Total Sewer Treatment	2,893,562	4,418,000	2,269,500	501,500	1,493,500	6,710,500	6,057,500	1,929,500	17,996,500	473,500	44,743,562

R-6/6/2016

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>Sidewalks and Streetscapes</u>											
17 Sidewalk, Bikeway and Streetscape Improvements											
General Donations	0	16,500	0	0	0	0	0	0	0	0	16,500
General G.O. Bonds	0	233,500	0	225,000	0	250,000	0	275,000	0	300,000	1,283,500
Subtotal	0	250,000	0	225,000	0	250,000	0	275,000	0	300,000	1,300,000
380 Neighborhood Safety Improvements											
General Donations	0	0	0	25,000	0	0	0	0	0	0	25,000
General G.O. Bonds	0	0	0	40,000	0	0	0	0	0	0	40,000
Subtotal	0	0	0	65,000	0	0	0	0	0	0	65,000
460 Downtown Complete Streets Improvement Project											
General G.O. Bonds	160,000	100,000	0	0	0	0	0	0	0	0	260,000
Subtotal	160,000	100,000	0	0	0	0	0	0	0	0	260,000
543 Merrimack River Greenway Trail Project											
General Donations	0	0	0	0	0	400,000	0	0	1,100,000	0	1,500,000
General G.O. Bonds	0	0	0	0	0	0	0	0	1,100,000	0	1,100,000
Other State	0	0	0	0	0	1,600,000	0	0	8,800,000	0	10,400,000
Subtotal	0	0	0	0	0	2,000,000	0	0	11,000,000	0	13,000,000
Total Sidewalks and Streetscapes	160,000	350,000	0	290,000	0	2,250,000	0	275,000	11,000,000	300,000	14,625,000
<u>Solid Waste Management</u>											
381 Landfill Closure and Maintenance											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	5,800,000	5,800,000
Subtotal	0	0	0	0	0	0	0	0	0	5,800,000	5,800,000

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***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
447 Landfill Soil Vapor Extraction Systems											
Solid Waste Capital Transfer	10,000	10,000	10,000	0	0	45,000	0	0	0	0	75,000
Solid Waste G.O. Bonds	0	0	0	0	125,000	0	0	0	0	0	125,000
Subtotal	10,000	10,000	10,000	0	125,000	45,000	0	0	0	0	200,000
Total Solid Waste Management	10,000	10,000	10,000	0	125,000	45,000	0	0	0	5,800,000	6,000,000
<u>Storm Sewer</u>											
83 Storm Water Improvements											
General G.O. Bonds	510,000	850,000	250,000	0	0	0	0	0	0	0	1,610,000
Other G.O. Bonds	0	0	750,000	1,000,000	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,500,000	9,000,000
Sewer G.O. Bonds	40,000	50,000	0	0	0	0	0	0	0	0	90,000
Subtotal	550,000	900,000	1,000,000	1,000,000	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,500,000	10,700,000
Total Storm Sewer	550,000	900,000	1,000,000	1,000,000	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,500,000	10,700,000
<u>Street Corridor Improvements</u>											
19 Loudon Road (Rte. 9) Corridor Improvements											
General G.O. Bonds	0	0	0	1,000,000	0	1,000,000	0	0	0	0	2,000,000
Subtotal	0	0	0	1,000,000	0	1,000,000	0	0	0	0	2,000,000
36 Manchester Street / Route 3 South											
General G.O. Bonds	0	0	0	0	0	3,550,000	0	0	0	0	3,550,000
Sewer G.O. Bonds	0	0	0	0	0	170,000	0	0	0	0	170,000
Water G.O. Bonds	0	0	0	0	0	110,000	0	0	0	0	110,000
Subtotal	0	0	0	0	0	3,830,000	0	0	0	0	3,830,000

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Total Street Corridor Improvements	0	0	0	1,000,000	0	4,830,000	0	0	0	0	5,830,000
<u>Street Rehabilitation</u>											
78 Annual Highway Improvement Program											
General Highway Reserve	1,475,500	1,675,000	1,850,000	2,050,000	2,215,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	22,320,500
Subtotal	1,475,500	1,675,000	1,850,000	2,050,000	2,215,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	22,320,500
Total Street Rehabilitation	1,475,500	1,675,000	1,850,000	2,050,000	2,215,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	22,320,500
<u>Streets New Construction</u>											
18 Storrs Street Extension, North & South											
General G.O. Bonds	0	0	0	0	0	0	0	250,000	2,500,000	0	2,750,000
Other Tax Increment Financing	400,000 *	4,400,000	0	0	0	0	0	0	0	0	4,800,000
Subtotal	400,000	4,400,000	0	0	0	0	0	250,000	2,500,000	0	7,550,000
40 Langley Parkway											
General Donations	0	337,500	2,860,400	0	0	0	0	0	0	0	3,197,900
General G.O. Bonds	0	0	2,860,400	6,795,000	0	0	0	0	0	0	9,655,400
General Impact Fees Traf Dist 3	0	337,500	0	0	0	0	0	0	0	0	337,500
Subtotal	0	675,000	5,720,800	6,795,000	0	0	0	0	0	0	13,190,800
502 Whitney Road Extension											
General G.O. Bonds	0	0	0	0	0	0	0	0	3,000,000	0	3,000,000
Sewer G.O. Bonds	0	0	0	0	0	0	0	0	525,000	0	525,000
Subtotal	0	0	0	0	0	0	0	0	3,525,000	0	3,525,000
Total Streets New Construction	400,000	5,075,000	5,720,800	6,795,000	0	0	0	250,000	6,025,000	0	24,265,800

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>Water Distribution System</u>											
84 Water Main Cleaning & Lining											
Water Capital Transfer	0	0	20,000	0	20,000	0	20,000	0	20,000	0	80,000
Water G.O. Bonds	0	800,000	0	650,000	0	1,040,000	0	700,000	0	400,000	3,590,000
Subtotal	0	800,000	20,000	650,000	20,000	1,040,000	20,000	700,000	20,000	400,000	3,670,000
85 Water Main Replacement											
Water Capital Transfer	0	20,000	0	20,000	0	20,000	0	20,000	0	0	80,000
Water G.O. Bonds	1,500,000	0	700,000	0	1,900,000	0	2,470,000	0	3,000,000	1,500,000	11,070,000
Subtotal	1,500,000	20,000	700,000	20,000	1,900,000	20,000	2,470,000	20,000	3,000,000	1,500,000	11,150,000
86 Water Main Construction											
Water G.O. Bonds	0	1,500,000	0	0	0	1,000,000	0	0	0	0	2,500,000
Subtotal	0	1,500,000	0	0	0	1,000,000	0	0	0	0	2,500,000
244 Water Meter Replacement Program											
Water Capital Transfer	165,000	160,000	125,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	1,325,000
Subtotal	165,000	160,000	125,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	1,325,000
448 Hydrant and Valve Replacement Program											
Water Capital Outlay	61,000	63,000	63,000	63,000	65,000	68,000	72,000	77,000	85,000	89,000	706,000
Subtotal	61,000	63,000	63,000	63,000	65,000	68,000	72,000	77,000	85,000	89,000	706,000
451 Leak Detection											
Water G.O. Bonds	30,000	0	0	0	50,000	0	0	0	0	0	80,000
Subtotal	30,000	0	0	0	50,000	0	0	0	0	0	80,000
Total Water Distribution System	1,756,000	2,543,000	908,000	833,000	2,135,000	2,253,000	2,687,000	922,000	3,255,000	2,139,000	19,431,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
<u>Water Treatment</u>											
88 Water Plant Improvements											
Water Capital Close-out	30,245	0	0	0	0	0	0	0	0	0	30,245
Water G.O. Bonds	595,000	390,000	100,000	1,000,000	250,000	100,000	200,000	100,000	150,000	1,000,000	3,885,000
Subtotal	625,245	390,000	100,000	1,000,000	250,000	100,000	200,000	100,000	150,000	1,000,000	3,915,245
114 Penacook Lake Dam and Spillway Rehabilitation											
Water G.O. Bonds	0	0	0	175,000	0	0	2,000,000	0	0	0	2,175,000
Subtotal	0	0	0	175,000	0	0	2,000,000	0	0	0	2,175,000
124 Water System SCADA Improvements											
Water Capital Transfer	0	0	30,000	0	0	30,000	0	30,000	30,000	30,000	150,000
Subtotal	0	0	30,000	0	0	30,000	0	30,000	30,000	30,000	150,000
254 Water System Emergency/Unanticipated Equipment Replacement											
Water Capital Outlay	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	630,000
Subtotal	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	630,000
321 Water System Master Plan & Implementation											
Sewer G.O. Bonds	40,000	0	0	0	0	0	0	0	0	0	40,000
Water G.O. Bonds	40,000	30,000	0	90,000	0	300,000	0	0	0	0	460,000
Subtotal	80,000	30,000	0	90,000	0	300,000	0	0	0	0	500,000
345 Water Supply Well Field Maintenance											
Water G.O. Bonds	0	0	0	150,000	1,500,000	0	0	0	0	0	1,650,000
Subtotal	0	0	0	150,000	1,500,000	0	0	0	0	0	1,650,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
347 Water Storage Tank Repairs											
Water G.O. Bonds	30,000	100,000	40,000	200,000	4,000,000	50,000	0	75,000	30,000	0	4,525,000
Subtotal	30,000	100,000	40,000	200,000	4,000,000	50,000	0	75,000	30,000	0	4,525,000
372 Water System Pump Station Improvements											
Water G.O. Bonds	90,000	0	350,000	0	0	0	0	0	0	1,200,000	1,640,000
Subtotal	90,000	0	350,000	0	0	0	0	0	0	1,200,000	1,640,000
482 Water System Asset Management											
Water Capital Transfer	20,000	0	0	0	0	0	0	0	0	0	20,000
Water G.O. Bonds	0	0	90,000	0	0	0	0	0	90,000	0	180,000
Subtotal	20,000	0	90,000	0	0	0	0	0	90,000	0	200,000
Total Water Treatment	899,245	576,000	668,000	1,675,000	5,812,000	544,000	2,266,000	273,000	370,000	2,302,000	15,385,245
Grand Total	21,860,258	28,259,600	23,315,596	24,301,772	22,298,364	29,941,212	23,338,656	16,242,400	58,035,500	37,980,100	285,573,458

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City Agencies

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The focus of the IT Master Plan is to maintain a secure and stable IT environment.

This project is intended to provide a replacement program to protect the City's initial and future investments. Though not on the cutting edge of technology, the replacement program assures that City technology supports employee productivity and services to City residents.

Initially implemented using the industry standard three year replacement cycle, the program was adjusted to a four year cycle for desktop computers in FY07 to better control cost. Servers are to be 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 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):

4

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Golf	Capital Transfer	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000
Parking	Capital Transfer	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000
Sewer	Capital Transfer	20,160	15,840	20,760	11,900	20,160	15,840	20,760	11,800	21,000	15,840	174,060
Water	Capital Transfer	13,440	23,760	13,840	17,900	13,440	23,760	13,840	17,600	14,000	23,760	175,340
Arena	Capital Transfer	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000
General	Capital Transfer	131,100	154,500	135,000	107,640	131,040	154,500	135,000	120,000	131,000	154,500	1,354,280
Total		171,700	201,100	176,600	144,440	171,640	201,100	176,600	156,400	173,000	201,100	1,773,680

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General Capital Transfer	131,100	Replace hardware and monitors (\$40,000). Replace main firewall (\$30,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades. Replace Fire Department apparatus mobile computers (\$50,000).
	Sewer Capital Transfer	20,160	Sewer share of above.
	Water Capital Transfer	13,440	Water share of above.
	Parking Capital Transfer	3,000	Parking share of above.
	Golf Capital Transfer	3,000	Golf share of above.
	Arena Capital Transfer	1,000	Arena share of above.
		<u>\$171,700</u>	2017 Subtotal
2018	General Capital Transfer	154,500	Replace Hardware, computers, laptops, monitors (\$60,000). Replace end-of-life servers (\$20,000). Training for current and new employees, (\$10,000). Printers (\$10,000). Software upgrades. Replace Police Department mobile computers (\$80,000)
	Water Capital Transfer	23,760	Water share of above.
	Sewer Capital Transfer	15,840	Sewer share of above.
	Parking Capital Transfer	3,000	Parking share of above.
	Golf Capital Transfer	3,000	Golf share of above.

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	INFORMATION TECHNOLOGY	#2-Information Technology Hardware & Software Replacement	
	Arena Capital Transfer	1,000	Arena share of above.
		<u>\$201,100</u>	2018 Subtotal
2019	General Capital Transfer	135,000	Replace hardware, computers, laptops, monitors (\$110,000). Replace end-of-life servers (\$20,000). Training for current and new employees, (\$10,000). Printers (\$10,000). Software upgrades.
	Sewer Capital Transfer	20,760	Sewer share of above.
	Water Capital Transfer	13,840	Water share of above.
	Parking Capital Transfer	3,000	Parking share of above.
	Golf Capital Transfer	3,000	Golf share of above.
	Arena Capital Transfer	1,000	Arena share of above.
		<u>\$176,600</u>	2019 Subtotal
2020	General Capital Transfer	107,640	Replace hardware, computers, laptops, monitors (\$80,000). Replace end-of-life servers (\$20,000). Training for current and new employees, (\$10,000). Printers (\$10,000). Software upgrades.
	Water Capital Transfer	17,900	Water share of above.
	Sewer Capital Transfer	11,900	Sewer share of above.
	Golf Capital Transfer	3,000	Golf share of above.
	Parking Capital Transfer	3,000	Parking share of above.
	Arena Capital Transfer	1,000	Arena share of above.
		<u>\$144,440</u>	2020 Subtotal
2021	General Capital Transfer	131,040	Replace hardware, computers, laptops, monitors (\$50,000). Replace 1/5 end-of-life servers (\$20,000). Training for current and new employees, (\$10,000). Printers (\$10,000). Software upgrades. Replace Fire Department apparatus mobile computers (\$60,000).
	Sewer Capital Transfer	20,160	Sewer share of above.
	Water Capital Transfer	13,440	Water share of above.
	Golf Capital Transfer	3,000	Golf share of above.
	Parking Capital Transfer	3,000	Parking share of above.
	Arena Capital Transfer	1,000	Arena share of above.

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		INFORMATION TECHNOLOGY #2-Information Technology Hardware & Software Replacement	
		\$171,640	2021 Subtotal
2022	General Capital Transfer	154,500	Replace hardware, computers, laptops, monitors (\$50,000). Replace end-of-life servers (\$20,000). Training for current and new employees, (\$10,000). Printers (\$10,000) Software upgrades. Replace Police Department mobile computers (\$90,000).
	Water Capital Transfer	23,760	Water share of above.
	Sewer Capital Transfer	15,840	Sewer share of above.
	Golf Capital Transfer	3,000	Golf share of above.
	Parking Capital Transfer	3,000	Parking share of above.
	Arena Capital Transfer	1,000	Arena share of above.
		\$201,100	2022 Subtotal
2023	General Capital Transfer	135,000	Replace hardware, computers, laptops, monitors (\$110,000). Replace end-of-life servers (\$20,000). Training for current and new employees, (\$10,000). Printers (\$10,000). Software upgrades.
	Sewer Capital Transfer	20,760	Sewer share of above.
	Water Capital Transfer	13,840	Water share of above.
	Golf Capital Transfer	3,000	Golf share of above.
	Parking Capital Transfer	3,000	Parking share of above.
	Arena Capital Transfer	1,000	Arena share of above.
		\$176,600	2023 Subtotal
2024	General Capital Transfer	120,000	Replace hardware, computers, laptops, monitors (\$80,000). Replace end-of-life servers (\$20,000). Training for current and new employees, (\$10,000). Printers (\$10,000). Software upgrades.
	Water Capital Transfer	17,600	Water share of above.
	Sewer Capital Transfer	11,800	Sewer share of above.
	Parking Capital Transfer	3,000	Parking share of above.
	Golf Capital Transfer	3,000	Golf share of above.
	Arena Capital Transfer	1,000	Arena share of above.
		\$156,400	2024 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		INFORMATION TECHNOLOGY #2-Information Technology Hardware & Software Replacement	
2025	General Capital Transfer	131,000	Replace hardware, computers, laptops, monitors (\$105,000). Replace 1/5 end-of-life servers (\$20,000). Training for current and new employees (\$10,000). Printers (\$10,000). Software upgrades.
	Sewer Capital Transfer	21,000	Sewer share of above.
	Water Capital Transfer	14,000	Water share of above.
	Golf Capital Transfer	3,000	Golf share of above.
	Parking Capital Transfer	3,000	Parking share of above.
	Arena Capital Transfer	1,000	Arena share of above.
		<u>\$173,000</u>	2025 Subtotal
2026	General Capital Transfer	154,500	Replace Hardware, computers, laptops, monitors (\$60,000). Replace end-of-life servers (\$20,000). Training for current and new employees, (\$10,000). Printers (\$10,000). Software upgrades. Replace Police Department mobile computers (\$80,000)
	Water Capital Transfer	23,760	Water share.
	Sewer Capital Transfer	15,840	Sewer share.
	Golf Capital Transfer	3,000	Golf share.
	Parking Capital Transfer	3,000	Parking share.
	Arena Capital Transfer	1,000	Arena share.
		<u>\$201,100</u>	2026 Subtotal
	TOTAL	<u>\$1,773,680</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #4-Fire Department Vehicle Replacement

I. PROJECT TYPE: Fire Vehicles

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Systematic planned replacement of first line fire apparatus, rescue and support vehicles to provide for public safety and minimize operational costs for vehicle maintenance and repairs. As of December 2015, the Department had the following compliment of vehicles:

Engines / Pumpers: 5 total. 3 frontline, 2 reserve. Generally kept for 10 years of front line service and 10 years reserve (for total of 20 years of service).

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

Ambulances: 5 total. 3 frontline, 2 reserve. Generally kept for 5 years of front line service, with 5 years in reserve (for 10 years total).

Forestry Units: 3 total. Keep for 10 years.

Boats (motorized): 3 total. Keep for 10-15 years.

Ladder Trucks: 2 total. 1 frontline, 1 reserve. 10 years front line, 10 years in reserve (20 total).

Utility Truck: Pick-up truck assigned to Central Station (Keep 10 years)

Fire Alarm Division: 1 pickup truck, 1 bucket truck. (Keep 10 Years Each)

Staff Vehicles:

Chief (1)

Deputy Chief (1)

Fire Marshal (1)

Asst. Fire Marshal (1)

Battalion Chiefs (2)

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #4-Fire Department Vehicle Replacement
EMS Coordinator (1)
Unassigned / floater (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) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Fire Equipment Reserve	151,337	0	0	0	0	0	0	0	0	0	151,337
General	G.O. Bonds	490,000	580,000	580,000	260,000	90,000	460,000	1,500,000	1,180,000	550,000	600,000	6,290,000
General	Capital Close-out	23,663	0	0	0	0	0	0	0	0	0	23,663
	Total	665,000	580,000	580,000	260,000	90,000	460,000	1,500,000	1,180,000	550,000	600,000	6,465,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	375,000	Replace Engine 7 (2008)
	General Fire Equipment Reserve	151,337	Replace Engine 7 (2008). Fire Equipment Reserve Share.
	General G.O. Bonds	40,000	Replace Forestry 4 (2003)
	General G.O. Bonds	40,000	Replace Support Vehicle (2003 Ford Pick-up)
	General G.O. Bonds	35,000	Replace Chief's Car (2007)
	General Capital Close-out	23,663	Replace Engine 7 Close Out Share
		<u>\$665,000</u>	2017 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#4-Fire Department Vehicle Replacement		
2018	General	G.O. Bonds	300,000	Replacement Tanker Truck
	General	G.O. Bonds	230,000	Replace Ambulance 5
	General	G.O. Bonds	50,000	Replace Command Vehicle
			\$580,000	2018 Subtotal
2019	General	G.O. Bonds	500,000	Replace Ambulance 4 and Ambulance 7
	General	G.O. Bonds	80,000	Replace 2 Staff Vehicles
			\$580,000	2019 Subtotal
2020	General	G.O. Bonds	150,000	Replace Forestry Units 5 & 7 (2008)
	General	G.O. Bonds	80,000	Replace 2 Staff Vehicles
	General	G.O. Bonds	30,000	Purchase and equip off road utility type vehicle for fire and EMS coverage on city trail system, wooded areas and for special event coverage.
			\$260,000	2020 Subtotal
2021	General	G.O. Bonds	50,000	Replace Command Vehicle
	General	G.O. Bonds	40,000	Replace Fire Alarm Pick-Up (2012)
			\$90,000	2021 Subtotal
2022	General	G.O. Bonds	250,000	Replace Ambulance 5
	General	G.O. Bonds	150,000	Fire Alarm Bucket Truck Replacement (2008)
	General	G.O. Bonds	60,000	Replace Fire Prevention Education Trailer (2003)
			\$460,000	2022 Subtotal
2023	General	G.O. Bonds	1,500,000	Replace Ladder Truck
			\$1,500,000	2023 Subtotal
2024	General	G.O. Bonds	600,000	Replace Engine 4
	General	G.O. Bonds	500,000	Replace Ambulances 4 & 7

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#4-Fire Department Vehicle Replacement		
	General	G.O. Bonds	40,000	Replace Fire Prevention Vehicle (2017)
	General	G.O. Bonds	40,000	Replace Chief's Car (2017)
			\$1,180,000	2024 Subtotal
2025	General	G.O. Bonds	500,000	Replace Rescue 1 (2006)
	General	G.O. Bonds	50,000	Replace Command Vehicle
			\$550,000	2025 Subtotal
2026	General	G.O. Bonds	600,000	Replace Engine 5 (2016)
			\$600,000	2026 Subtotal
	TOTAL		\$6,465,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New Safety Facility Cond. Productivity
 SERVED: ☐ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☒ Rebuild O + M Costs Council Goals 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): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	233,500	0	225,000	0	250,000	0	275,000	0	300,000	1,283,500
General	Donations	0	16,500	0	0	0	0	0	0	0	0	16,500
	Total	0	250,000	0	225,000	0	250,000	0	275,000	0	300,000	1,300,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	200,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
	General G.O. Bonds	33,500	Sidewalk Improvements. Westbourne Rd. in front of Concord High School. Project to be completed in conjunction with Concord School District.
	General Donations	16,500	Sidewalk Improvements. Westbourne Rd. in front of Concord High School. Concord School District's share of project funds.
		<u>\$250,000</u>	2018 Subtotal
2020	General G.O. Bonds	225,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		<u>\$225,000</u>	2020 Subtotal
2022	General G.O. Bonds	250,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		<u>\$250,000</u>	2022 Subtotal
2024	General G.O. Bonds	275,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		<u>\$275,000</u>	2024 Subtotal
2026	General G.O. Bonds	300,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		<u>\$300,000</u>	2026 Subtotal
	TOTAL	<u>\$1,300,000</u>	

**2017-2026
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.
	☐ Rebuild	M O + M Costs	M Council Goals	L Timeliness
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis			

City Master Pl.
Corridor Improvements

DESCRIPTION: The purpose of this project is to provide municipal infrastructure in accordance with the 2006 "Opportunity Corridor Master Plan" in order to promote and encourage economic redevelopment in the Corridor.

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 of achieving 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)

VI. PROJECT FUND SUMMARY

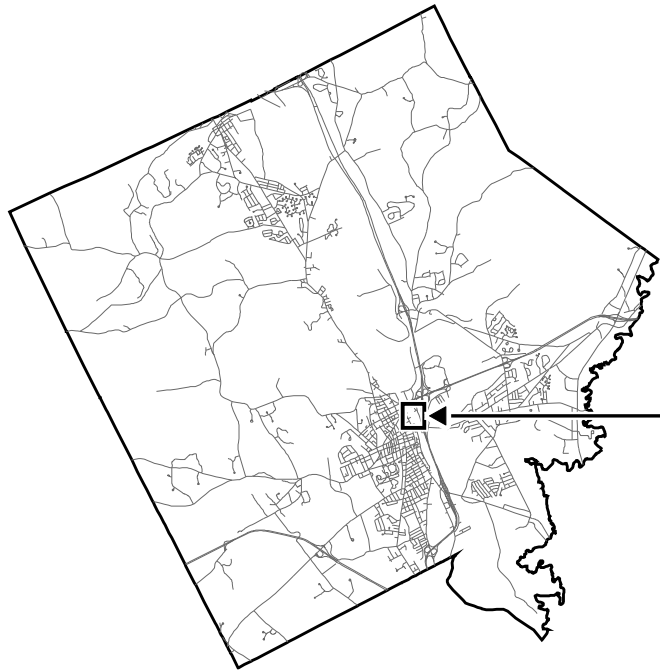
Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	250,000	2,500,000	0	2,750,000
Other	Tax Increment Financing	400,000*	4,400,000	0	0	0	0	0	0	0	0	4,800,000
	Total	400,000	4,400,000	0	0	0	0	0	250,000	2,500,000	0	7,550,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Other Tax Increment Financing	400,000	Storrs Street Extension North from the current north end of Storrs Street at the Holiday Inn to Constitution Avenue. (NEOCTIF Capital Transfer).
		<u>\$400,000</u>	2017 Subtotal
2018	Other Tax Increment Financing	4,400,000	Storrs Street Extension North construction from the current north end of Storrs Street at the Holiday Inn to Constitution Avenue. Assumes at grade crossing of High Speed Rail Corridor. Cost estimate to be refined once design is completed. NEOCTIF G.O. Bonds.
		<u>\$4,400,000</u>	2018 Subtotal
2024	General G.O. Bonds	250,000	Storrs Street Extension South design from Storrs Street at the intersection of Theatre Street southerly beneath the Water Street bridge to Langdon Avenue.
		<u>\$250,000</u>	2024 Subtotal
2025	General G.O. Bonds	2,500,000	Storrs Street Extension South construction southerly from Theatre Street beneath the Water Street bridge to Langdon Avenue.
		<u>\$2,500,000</u>	2025 Subtotal
	TOTAL	<u>\$7,550,000</u>	

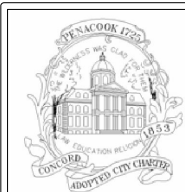


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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

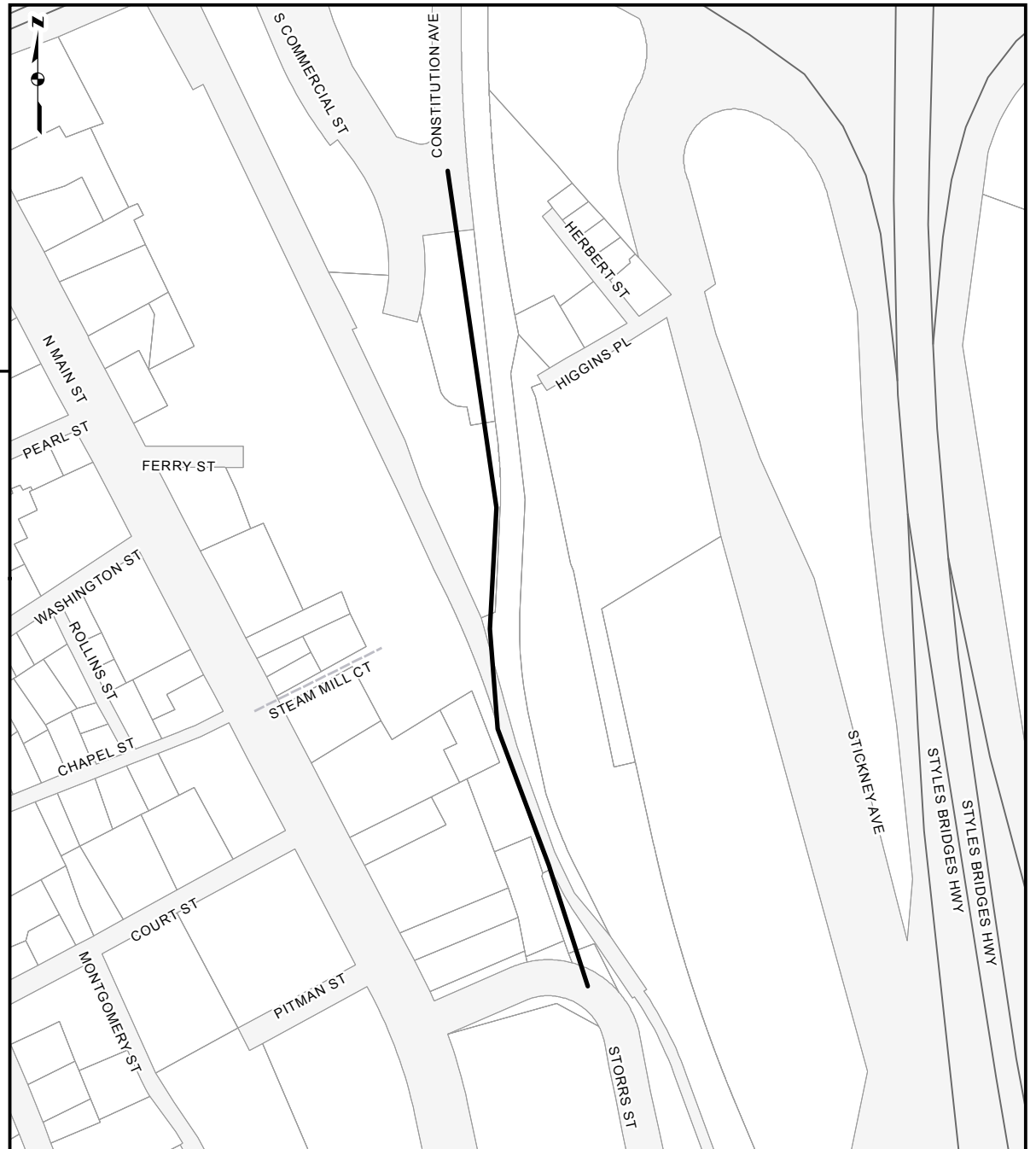
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Not to Scale



**FY 2017
CIP PROJECT #18**

**STORRS STREET EXTENSION,
NORTH**



**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #19-Loudon Road (Rte. 9) Corridor Improvements

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: Loudon Road (From Airport Road to Branch Turnpike)

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The Loudon Road Corridor Study was presented to the City Council in December 2001. The project goal is to implement a plan that will provide safe comfortable travel for vehicles, pedestrians and cyclists, that will be responsive to business and resident needs, and that will add aesthetic and quality of life improvements. The project will be constructed in several phases and include the upgrade of Loudon Road to two through lanes and a center turn lane in designated locations, the construction of a new signalized intersection opposite Northeast Village Drive and placement of streetscape enhancements along the corridor.

Additional improvements include access management controls such as gating Chenell Drive at its intersection with Pembroke Road and discontinuing Pembroke Road at Chenell Drive to encourage thru-traffic on Regional Drive.

Design and planning funds will allow staff to update of the 2001 study and work with the community on refining the design elements.

SERVICE IMPACT: Reduce maintenance costs for rehabilitation portions off-set increased operations and maintenance costs associated with roadway widening.

IMPACT IF NOT FUNDED: Continued traffic congestion, decreased pedestrian safety, increased motor vehicle accidents and failure to promote and implement guiding principles outlined in the Vision 20/20 Study.

IV PREVIOUS FISCAL YEAR AUTHORIZED: Sept 1996

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #19-Loudon Road (Rte. 9) Corridor Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	1,000,000	0	1,000,000	0	0	0	0	2,000,000
	Total	0	0	0	1,000,000	0	1,000,000	0	0	0	0	2,000,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	1,000,000	Phase 2 - Realign Branch Turnpike/Loudon Road intersection and construct a new Branch Turnpike terminus including traffic signals and discontinuance of Branch Turnpike travel way.
		<u>\$1,000,000</u>	2020 Subtotal
2022	General G.O. Bonds	1,000,000	Phase 3 - Final traffic, pavement and streetscape improvements including the permanent pedestrian signals/islands and streetscape enhancements.
		<u>\$1,000,000</u>	2022 Subtotal
	TOTAL	<u>\$2,000,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #30-Hoit Road / Whitney Road Intersection Signalization

I. PROJECT TYPE: Intersections

II. LOCATION: Hoit Road, Whitney Road Intersection

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☒ New ☐ Replace ☐ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

☐ Safety ☐ Mandates ☐ O + M Costs ☐ Facility Cond. ☐ Service Def. ☐ Council Goals ☐ Productivity ☐ Tax Base Exp. ☐ Timeliness

☐ City Master Pl. Intersection Improvement

DESCRIPTION: Related to continue growth and development along the Hoit Road and Whitney Road commercial and industrial districts, this project includes the construction of a signalized intersection to provide coordinated turning and through movements at the intersection of Hoit Road (US Route 4) and Whitney Road.

SERVICE IMPACT: Provide appropriate level of service (when required) for Economic Development. Increased operating and maintenance costs associated with new signal.

IMPACT IF NOT FUNDED: Not necessary until warrants are met.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Impact Fees Traf Dist 1	0	0	0	0	0	0	0	0	200,000	0	200,000
General	Donations	0	0	0	0	0	0	0	0	2,050,000	0	2,050,000
	Total	0	0	0	0	0	0	0	0	2,250,000	0	2,250,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #30-Hoit Road / Whitney Road Intersection Signalization

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Donations	2,050,000	Donation share
	General Impact Fees Traf Dist 1	200,000	Design and construction of traffic signal and related improvements at intersection of Hoit and Whitney roads.
		\$2,250,000	2025 Subtotal
	TOTAL		
		\$2,250,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

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 recently studied as part of the Conant/Rundlett Safe Routes to School Travel Plan by the Central NH Regional Planning Commission and concluded that pedestrian improvements is a priority at 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 O&M 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Impact Fees Traf Dist 3	0	0	0	0	0	0	0	0	150,000	0	150,000
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	1,125,000	1,125,000
	Total	0	0	0	0	0	0	0	0	150,000	1,125,000	1,275,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Impact Fees Traf Dist 3	150,000	Traffic assessment and final design of intersection improvements including traffic signalization at West Street and Broadway and modifications to the existing traffic signal at McKee Square. Design includes public outreach with neighborhood.
		<u>\$150,000</u>	2025 Subtotal
2026	General G.O. Bonds	1,125,000	Construction of intersection improvements including traffic signalization at West Street and Broadway and modifications to the existing traffic signal at McKee Square.
		<u>\$1,125,000</u>	2026 Subtotal
	TOTAL	<u>\$1,275,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #34-North Main Street / Storrs Street Intersection Signalization

I. PROJECT TYPE: Intersections

II. LOCATION: North Main at Storrs Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☒ New ☐ Replace ☐ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

☐ Safety ☐ Mandates ☐ O + M Costs ☐ Facility Cond. ☐ Service Def. ☐ Council Goals ☐ Productivity ☐ Tax Base Exp. ☐ Timeliness

☐ City Master Pl. ☐ Intersection Improvement

DESCRIPTION: The purpose of this project is to study and potentially implement improvements at the North Main Street and Storrs Street intersection. Traffic studies, design, and potential construction of improvements shall be coordinated with CIP 18 Storrs Street Extension North, as well as potential construction of a new courthouse at the existing Merrimack County Courthouse site.

SERVICE IMPACT: Increase level of service and reduce delays for south bound, left turn movements from Storrs Street.

IMPACT IF NOT FUNDED: Increased traffic congestion and delays.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2001

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	250,000	0	0	0	0	0	0	0	0	250,000
General	Impact Fees Traf Dist 1	16,514	0	0	0	0	0	0	0	0	0	16,514
General	Impact Fees Traf Dist 3	16,972	0	0	0	0	0	0	0	0	0	16,972
General	Impact Fees Traf Dist 4	16,514	0	0	0	0	0	0	0	0	0	16,514
	Total	50,000	250,000	0	0	0	0	0	0	0	0	300,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #34-North Main Street / Storrs Street Intersection Signalization

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General Impact Fees Traf Dist 3	16,972	Traffic study and preliminary design of intersection improvements.
	General Impact Fees Traf Dist 4	16,514	Impact Fee District 4 Share.
	General Impact Fees Traf Dist 1	16,514	Impact Fee District 1 Share.
		\$50,000	2017 Subtotal
2018	General G.O. Bonds	250,000	Final design and construction of intersection improvements. To be coordinated with CIP #18 "Storrs Street North" project.
		\$250,000	2018 Subtotal
	TOTAL	\$300,000	

**2017-2026
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 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 curbing and a drainage infiltration system.

The State's participation in the project shall include reconstruction of that portion of Manchester Street from Airport Road (Urban Compact) to the Pembroke town line. Cost share will be as follows: 2/3 State; 1/3 City.

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. In addition, this project is needed to support future development within the Garvins Falls Urban Reserve Area Plan.

In 2005, City Council approved to proceed with the improvements to Manchester Street consisting of a three lane section from Garvins Falls Road to Banks Chevrolet, 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).

To support full redevelopment of the Garvins Falls area, Manchester Street and traffic volumes a five lane widening will be necessary. 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 over all redevelopment of the Manchester Street Corridor will be limited.

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Sewer	G.O. Bonds	0	0	0	0	0	170,000	0	0	0	0	170,000
Water	G.O. Bonds	0	0	0	0	0	110,000	0	0	0	0	110,000
General	G.O. Bonds	0	0	0	0	0	3,550,000	0	0	0	0	3,550,000
	Total	0	0	0	0	0	3,830,000	0	0	0	0	3,830,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Sewer G.O. Bonds	170,000	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. Replacing deteriorated sanitary sewer service mains and installing new service mains.
	Water G.O. Bonds	110,000	Replace deteriorated service mains, install new service mains, hydrants and valves.
	General G.O. Bonds	2,750,000	Manchester Street reconstruction 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	800,000	Construction of the signalized intersection of Manchester Street and Old Suncook Road (\$250,000). Discontinue Garvin's Falls Road (\$50,000). Construction of the signalized intersection of Manchester Street and Jensen's Mobile Home Park together with related road improvements (\$500,000) . Previously approved by City Council in 2005.
		<u>\$3,830,000</u>	2022 Subtotal
	TOTAL	<u>\$3,830,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #40-Langley Parkway

I. PROJECT TYPE: Streets New Construction

II. LOCATION: Clinton-Pleasant Street; Penacook/Auburn Street; North State Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	H 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	M O + M Costs	M Council Goals	H Timeliness	Corridor Improvements
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: In the 1950's, the City began planning the construction of a new collector road from Clinton Street in the vicinity of White Farm to North State Street at Penacook Street (3.0 miles) in an effort to alleviate congestion and cut-through traffic in the downtown and central core neighborhood areas by diverting trips which originate and arrive at destinations outside the City proper to the bypass roadway.

Phase I of this connector roadway was initiated in 1995 and included a new signal at the intersection of Pleasant Street and Langley Parkway and associated turn lanes. Phase II of the project involved the completion of the southerly leg of the bypass (approximately 0.75 miles) from Clinton Street to the new signalized intersection at Pleasant Street and Langley Parkway. Construction was completed in 2008.

Phase III includes the northerly extension of the bypass (approximately 2.25 miles) from Pleasant Street (via Langley Parkway) to Rumford and Penacook Streets. In January 2008 and again in January 2010, City Council listed this project as one of their top ten priorities.

SERVICE IMPACT: Phase II has proven to reduce traffic congestion on South Fruit, Pleasant and Clinton Streets. Provides alternative access to Central Regional Medical Complex.

Phase III reduces traffic congestion and through traffic in residential areas north and south of Pleasant Street.

Increased O&M and snow plowing operational costs.

IMPACT IF NOT FUNDED: Regional Medical facility remains with single access. Additional corridor improvements needed along Pleasant, South Fruit and Clinton Streets at 100% city cost.

IV PREVIOUS FISCAL YEAR AUTHORIZED: May 1996

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #40-Langley Parkway

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	2,860,400	6,795,000	0	0	0	0	0	0	9,655,400
General	Impact Fees Traf Dist 3	0	337,500	0	0	0	0	0	0	0	0	337,500
General	Donations	0	337,500	2,860,400	0	0	0	0	0	0	0	3,197,900
	Total	0	675,000	5,720,800	6,795,000	0	0	0	0	0	0	13,190,800

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General Donations	337,500	Private contribution portion of project (1/2).
	General Impact Fees Traf Dist 3	337,500	Final design, permitting and right-of-way easement acquisition for Phase III construction. City portion of project (1/2).
		<u>\$675,000</u>	2018 Subtotal
2019	General Donations	2,860,400	Private contribution portion of project (1/2).
	General G.O. Bonds	2,860,400	Phase III-A Construction - Construction of Langley Parkway from Pleasant Street to Auburn/Penacook Street. City portion of project (1/2).
		<u>\$5,720,800</u>	2019 Subtotal
2020	General G.O. Bonds	6,795,000	Phase III-B Construction - Construction of Langley Parkway from Auburn/Penacook Street to Boutin Street/North State Street.
		<u>\$6,795,000</u>	2020 Subtotal
	TOTAL	<u>\$13,190,800</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #51-White Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: White Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: In FY2001, funds were appropriated to construct upgrades to the parking lot and hockey rink. At the request of the Friends of White Park and the Recreation and Parks Advisory Committee (RPAC), the design and construction was postponed pending completion of a park master plan. The park master plan was completed in 2005 resulting in the preparation of a multi-year, phased capital project program.

While a number of components to the park master plan have been completed, this project is intended to implement the remaining elements of the 2005 White Park Master Plan in phases incorporating needed repairs and replacement facilities and/or construction of new facilities to serve existing and future needs of the neighborhood. Improvements include construction of a new multi-purpose building (designed in 2012 by the HL Turner Group), upgrades of the walkways to meet accessibility standards, and dredging the pond's edge for future enjoyment.

SERVICE IMPACT: Improved usability, appearance and community satisfaction as well as potentially decreased liability.

IMPACT IF NOT FUNDED: Deterioration of facilities will accelerate, increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #51-White Park

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Donations	450,000*	90,000	0	0	0	0	0	0	0	0	540,000
General	G.O. Bonds	450,000*	90,000	90,000	125,000	125,000	0	0	0	0	0	880,000
General	Capital Transfer	0	0	0	0	0	0	0	0	10,000	0	10,000
Total		900,000	180,000	90,000	125,000	125,000	0	0	0	10,000	0	1,430,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	450,000	City share.
	General Donations	450,000	Build new Multi-Purpose Building at White Park. Full design services were donated in FY13. New facility included restrooms, small maintenance equipment storage, skate house, and patio. Donations share.
		<u>\$900,000</u>	2017 Subtotal
2018	General G.O. Bonds	90,000	Replace Monkey Around Playground. City share.
	General Donations	90,000	Replace Monkey Around Playground. Community Donation Share
		<u>\$180,000</u>	2018 Subtotal
2019	General G.O. Bonds	60,000	Full depth reconstruction of basketball court.
	General G.O. Bonds	30,000	Replace basketball / hockey lights with energy efficient units.
		<u>\$90,000</u>	2019 Subtotal
2020	General G.O. Bonds	125,000	Phase I of perimeter ornamental fence replacement.
		<u>\$125,000</u>	2020 Subtotal
2021	General G.O. Bonds	125,000	Phase II of perimeter ornamental fence replacement.
		<u>\$125,000</u>	2021 Subtotal
2025	General Capital Transfer	10,000	Crack seal & surface coat basketball court.

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#51-White Park	
		\$10,000	2025 Subtotal
TOTAL		\$1,430,000	

**2017-2026
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 ☐ H 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: Routine repair and replacement of park amenities will maintain customer service, reduce operating cost, and minimize liability associated with deteriorated facilities.

IMPACT IF NOT FUNDED: The park will not meet the growing needs of the community and neighborhood if improvements are not made to keep pace with demands.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Capital Transfer	0	0	0	0	0	40,000	0	0	0	0	40,000
General	G.O. Bonds	0	25,000	150,000	0	0	0	0	620,000	0	0	795,000
	Total	0	25,000	150,000	0	0	40,000	0	620,000	0	0	835,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #52-Keach Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	25,000	Crack seal and resurface 3 basketball and tennis courts at Keach Park.
		<u>\$25,000</u>	2018 Subtotal
2019	General G.O. Bonds	75,000	Replace Playground Equipment. Timing subject to CIP 443 City Wide Community Center Project.
	General G.O. Bonds	75,000	Resurface and stripe parking lot at Keach Park. Timing subject to CIP 443 City Wide Community Center Project.
		<u>\$150,000</u>	2019 Subtotal
2022	General Capital Transfer	40,000	Replace irrigation system pump and appurtenances.
		<u>\$40,000</u>	2022 Subtotal
2024	General G.O. Bonds	620,000	Acquisition of property for park expansion.
		<u>\$620,000</u>	2024 Subtotal
	TOTAL	<u>\$835,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #54-Russell Martin Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Iron Works Road and Birch Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Russell Martin Park. Some improvements described herein stem from a design meeting of landscape professionals held in late 1996. In FY1998 access drives and parking were configured for interim use. Phase I prepared hardscape, paved parking areas and installed water sewer and electric utilities. Phase II will develop playing fields (including under drainage) and perimeter landscaping items. Phase III will complete parking lot pavement, driveways, timber rail, and additional drainage improvements. Phase IV will develop and complete concession and pavilion area, playground area, and infrastructure.

SERVICE IMPACT: The proposed improvements will result in significant enhancements to an underutilized recreational asset, thereby expanding the City's capacity for field based sporting events.

IMPACT IF NOT FUNDED: Capacity for field based youth sports will remain limited.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	450,000	675,000	0	0	0	1,125,000
	Total	0	0	0	0	0	450,000	675,000	0	0	0	1,125,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #54-Russell Martin Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	450,000	Phase II Design and Construction - playing fields (including under drainage), perimeter landscaping items, as well as enhancements to pedestrian and bicycle access way from Rolinda Avenue via City easement.
		\$450,000	
			2022 Subtotal
2023	General G.O. Bonds	450,000	Phase III Construction - complete design, develop plans and specifications and construct parking lot pavement, driveways, timber rail, and additional drainage improvements.
	General G.O. Bonds	225,000	
		\$675,000	
			2023 Subtotal
	TOTAL	\$1,125,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #55-Rolfe Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Center Street, Penacook

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Rolfe Park.

In 2001, the parking area was reshaped and paved. New fencing was installed at the tennis courts. New perimeter fencing was installed along southwest corner of park. Expansion of tennis court was co-funded by Merrimack Valley School District.

Proposed improvements to be constructed include: an irrigation system for the athletic fields, a picnic shelter, as well as a shade structure adjacent to the pool. Lighting for the baseball field will be evaluated and, if warranted, installed in order to expand usage.

SERVICE IMPACT: Improved usability and community satisfaction as well as potentially decreased liability.

IMPACT IF NOT FUNDED: Deterioration of facilities will accelerate, increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	100,000	75,000	0	0	0	0	0	175,000
	Total	0	0	0	100,000	75,000	0	0	0	0	0	175,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #55-Rolfe Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	100,000	Reconstruction of Basketball and Tennis Courts.
		<u>\$100,000</u>	2020 Subtotal
2021	General G.O. Bonds	75,000	Replace playground equipment
		<u>\$75,000</u>	2021 Subtotal
	TOTAL	<u>\$175,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #56-Rollins Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Bow Street and Broadway

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Rollins Park in order to implement recommendations of the 2005 Park Master Plan. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve existing and future residents. Improvements include upgrades to the parking lot, landscaping, the baseball and softball fields, the playground area, as well as upgrades of the walkways to meet accessibility standards.

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: Deterioration of facilities will accelerate, increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	60,000	60,000	0	0	100,000	150,000	450,000	350,000	0	0	1,170,000
General	Capital Transfer	0	0	0	0	0	25,000	0	0	0	0	25,000
	Total	60,000	60,000	0	0	100,000	175,000	450,000	350,000	0	0	1,195,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #56-Rollins Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	60,000	Repoint stone walls along Broadway.
		<u>\$60,000</u>	2017 Subtotal
2018	General G.O. Bonds	60,000	Removal of trees that are affected by Red Pine Needle Disease. There are over 200 trees that need to be removed from Rollins Park, along with the root balls removed. To re-tree and grass the area into passive park land to include multiple varieties of trees providing color, picnic tables, walkways and re-grassing.
		<u>\$60,000</u>	2018 Subtotal
2021	General G.O. Bonds	100,000	Reconstruct existing Basketball and Tennis Courts per master plan.
		<u>\$100,000</u>	2021 Subtotal
2022	General G.O. Bonds	75,000	Replace playground equipment.
	General Capital Transfer	25,000	Replace baseball field backstop.
	General G.O. Bonds	75,000	Design of the Phase I park improvements including the reconstruction of the baseball and softball fields, irrigation, walkways and a picnic area.
		<u>\$175,000</u>	2022 Subtotal
2023	General G.O. Bonds	450,000	Construction of Phase I park improvements including the reconstruction of the baseball and softball fields, irrigation, walkways and a picnic area.
		<u>\$450,000</u>	2023 Subtotal
2024	General G.O. Bonds	350,000	Design and construction of Phase II improvements including access and parking areas.
		<u>\$350,000</u>	2024 Subtotal
	TOTAL	<u>\$1,195,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
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	☒ New	☐ Safety	☐ Facility Cond.	☐ Productivity	
SERVED:	☒ Replace	☐ Mandates	☐ Service Def.	☐ Tax Base Exp.	☐ City Master Pl.
	☐ Rebuild	☐ O + M Costs	☐ Council Goals	☐ Timeliness	Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: Maintenance of multi-purpose bridge installed over the Contoocook River in 2008/2009.

SERVICE IMPACT: Maintenance of the bridge will ensure that it 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	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
2019	General Capital Transfer	50,000	Structural inspection and maintenance of recreation bridge structure and trail approaches.
		\$50,000	2019 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#57-Gustaf H. Lehtinen Park/Hero's Bridge
	TOTAL	\$50,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #59-Terrill Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Old Turnpike Road at Manchester Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ M	Safety	☐ L	Facility Cond.	☐ N/A	Productivity	
SERVED:	☐ 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	Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: In 2005, Groundwork Concord prepared a park master plan outlining opportunities to expand park uses. This project is intended to implement those recommendations including the design and construction of trails, parking areas, picnicking area, as well as a new athletic field. Street lighting will be added adjacent to the park on Old Turnpike Road in order to improve public safety.

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 and now includes the design and construction of a premiere synthetic turf multi-purpose athletic field, grandstands, supportive team rooms, concessions, and storage buildings, sports lighting along with parking facilities and related utilities.

SERVICE IMPACT: Provide additional appropriate recreation facilities at previously under-utilized park.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	125,000	887,000	1,245,000	980,000	0	0	0	0	0	0	3,237,000
General	Donations	0	900,000	0	0	0	0	0	0	0	0	900,000
	Total	125,000	1,787,000	1,245,000	980,000	0	0	0	0	0	0	4,137,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #59-Terrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	125,000	Design multi-purpose athletic facility as identified in the 2009 park master plan including a multi-purpose synthetic turf field, grandstands, concessions, team rooms, storage buildings, related parking and utility infrastructure and connecting sidewalks, paths and trails. The design will include an estimate of operating and maintenance costs.
		<u>\$125,000</u>	2017 Subtotal
2018	General Donations	900,000	Donations share of project costs.
	General G.O. Bonds	887,000	Phase 1 - Construct multi-purpose playing field, lighting, fencing, access drive, storage building, and maintenance equipment.
		<u>\$1,787,000</u>	2018 Subtotal
2019	General G.O. Bonds	1,245,000	Phase 2 - Construct parking lot and secondary access roadway, site walkways, pedestrian lighting, landscaping, and river walk improvements.
		<u>\$1,245,000</u>	2019 Subtotal
2020	General G.O. Bonds	980,000	Phase 3 - Construct park pavilion, grandstands, and concession/locker rooms.
		<u>\$980,000</u>	2020 Subtotal
	TOTAL	<u>\$4,137,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #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 2009, staff coordinated a review of a previous master plan and presented options to the Arena Advisory Committee (AAC), as well as the Recreation and Parks Advisory Committee (RPAC). The park plan recognized the need for expanded athletic field capacity at this location and now includes the design and construction of a multi-purpose athletic field, storage buildings, sports lighting along with parking facilities and related utilities.

In 2008, City Council approved the construction of a boat house by Concord Crew Club on the Waterfront Park property and construction was completed in 2009.

This project is intended to implement the 2009 Master Plan for Kiwanis Park. Specifically, projects described herein shall be intended to repair existing infrastructure, as well as provide additional amenities to serve current and future needs. All projects herein are subject to relocation of the Fire Training Facility.

SERVICE IMPACT: Long range plan for expansion and full utilization of this City owned property.

IMPACT IF NOT FUNDED: A significant recreational asset will be underdeveloped in Concord.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #60-Kiwanis (Waterfront) Park

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	1,000,000	0	0	0	1,000,000
General	Impact Fees Rec Dist 4	0	0	0	0	0	100,000	0	0	0	0	100,000
	Total	0	0	0	0	0	100,000	1,000,000	0	0	0	1,100,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General Impact Fees Rec Dist 4	100,000	Final design and permitting of park improvements based on the 2009 park master plan. Project includes conversion of Fire Training Grounds into park space for field based recreation.
		\$100,000	
			2022 Subtotal
2023	General G.O. Bonds	1,000,000	Construction of park improvements based on 2009 park master plan.
		\$1,000,000	
			2023 Subtotal
	TOTAL	\$1,100,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Public Buildings

II. LOCATION: Various City Locations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	M Safety	M Facility Cond.	N/A Productivity	
SERVED:	☒ Replace	N/A Mandates	M Service Def.	N/A Tax Base Exp.	H City Master Pl.
	☒ Rebuild	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: The purpose of this project is to provide for renovation and repair of Recreation Facilities throughout the city, including 7 neighborhood pools and 4 community centers.

Any proposed repairs to the West Street Ward House and existing Heights Community Center are subject to change due to the potential "Multigenerational Community Center Project" (CIP 443), which calls for the closure and consolidation of those facilities to a new center located at Keach Park. See CIP 443 for more detail.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	440,000	440,000	40,000	130,000	450,000	107,000	300,000	350,000	375,000	200,000	2,832,000
	Total	440,000	440,000	40,000	130,000	450,000	107,000	300,000	350,000	375,000	200,000	2,832,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	425,000	Kimball pool replacement
	General G.O. Bonds	15,000	Replace heating system at West Street Ward House.
		<u>\$440,000</u>	2017 Subtotal
2018	General G.O. Bonds	415,000	Keach pool replacement
	General G.O. Bonds	25,000	Replace slate roof at West Street Ward House.
		<u>\$440,000</u>	2018 Subtotal
2019	General G.O. Bonds	40,000	Repair granite stairs, repair concrete foundation and repoint the brickwork at West Street Ward House.
		<u>\$40,000</u>	2019 Subtotal
2020	General G.O. Bonds	45,000	Replace wood floor in dance studio at Green Street Community Center.
	General G.O. Bonds	35,000	Replace the windows at the West Street Ward House
	General G.O. Bonds	25,000	Replace restroom partitions at all City pools.
	General G.O. Bonds	25,000	Chlorinators and pumps at 3 (three) pools
		<u>\$130,000</u>	2020 Subtotal
2021	General G.O. Bonds	450,000	Merrill pool replacement
		<u>\$450,000</u>	2021 Subtotal
2022	General G.O. Bonds	75,000	Replace Green Street Community Center roof (last done in 1997).
	General G.O. Bonds	32,000	Chlorinators and pumps at 4 (four) pools
		<u>\$107,000</u>	2022 Subtotal
2023	General G.O. Bonds	300,000	White Park pool replacement
		<u>\$300,000</u>	2023 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#63-City Wide Recreation Facility Improvements	
2024	General G.O. Bonds	350,000	Garrison pool replacement
		\$350,000	2024 Subtotal
2025	General G.O. Bonds	350,000	Rollins pool replacement
	General G.O. Bonds	25,000	Chlorinators and pumps at 4 (four) pools
		\$375,000	2025 Subtotal
2026	General G.O. Bonds	200,000	Placeholder for future project.
		\$200,000	2026 Subtotal
	TOTAL	\$2,832,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #64-Arena Improvements

I. PROJECT TYPE: Arena

II. LOCATION: Everett Arena

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Provides for the continued rehabilitation and needed capital investments in the arena to ensure a viable facility into the future. Improvements include, but are not limited to, repair / reconstruction of parking lots, electrical up-grades, 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Arena	Capital Transfer	0	10,000	0	0	20,000	0	0	0	0	0	30,000
Arena	G.O. Bonds	100,000	0	75,000	0	100,000	100,000	0	650,000	0	0	1,025,000
General	G.O. Bonds	0	0	1,025,000	0	0	0	0	0	0	0	1,025,000
	Total	100,000	10,000	1,100,000	0	120,000	100,000	0	650,000	0	0	2,080,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #64-Arena Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Arena G.O. Bonds	100,000	Replace chiller system. Chiller system replacement would occur after the 2016-2017 skating season (spring of calendar year 2017 with a completion date before Sept.).
		<u>\$100,000</u>	2017 Subtotal
2018	Arena Capital Transfer	10,000	Replace Zamboni batteries.
		<u>\$10,000</u>	2018 Subtotal
2019	General G.O. Bonds	1,025,000	Reconstruct parking lot.
	Arena G.O. Bonds	75,000	Reconstruct parking lot. Arena share.
		<u>\$1,100,000</u>	2019 Subtotal
2021	Arena G.O. Bonds	100,000	Replace Munters dehumidification unit.
	Arena Capital Transfer	20,000	Preliminary architectural services for design of a new lobby.
		<u>\$120,000</u>	2021 Subtotal
2022	Arena G.O. Bonds	100,000	Replace Zamboni.
		<u>\$100,000</u>	2022 Subtotal
2024	Arena G.O. Bonds	650,000	Final design and construction of a new lobby.
		<u>\$650,000</u>	2024 Subtotal
	TOTAL	<u>\$2,080,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Public Buildings

II. LOCATION: City Hall - Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ L Safety	☐ M Facility Cond.	☐ L Productivity	
SERVED:	☒ Replace	☐ N/A Mandates	☐ H Service Def.	☐ N/A Tax Base Exp.	☐ H City Master Pl.
	☐ Rebuild	☐ 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 make routine investments to preserve, restore, and maintain City Hall, Police, Annex and Audi. 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	285,000	115,000	35,000	175,000	20,000	30,000	100,000	60,000	200,000	200,000	1,220,000
	Total	285,000	115,000	35,000	175,000	20,000	30,000	100,000	60,000	200,000	200,000	1,220,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	25,000	Paint interior, carpet and flooring in City Hall Annex.
	General G.O. Bonds	20,000	Paint the ceiling of the balcony area in the Audi.
	General G.O. Bonds	240,000	Refurbishment of sidewalks within and around Municipal Complex including Green and Prince Street.
		<u>\$285,000</u>	2017 Subtotal
2018	General G.O. Bonds	100,000	Carpet replacement throughout areas displaying major wear.
	General G.O. Bonds	15,000	Annex pre-cast panels repair.
		<u>\$115,000</u>	2018 Subtotal
2019	General G.O. Bonds	35,000	Paint interior and replace carpet in Council Chambers.
		<u>\$35,000</u>	2019 Subtotal
2020	General G.O. Bonds	175,000	Replace the elevator at City Hall.
		<u>\$175,000</u>	2020 Subtotal
2021	General G.O. Bonds	20,000	Paint and ceiling tiles in select areas of significant wear.
		<u>\$20,000</u>	2021 Subtotal
2022	General G.O. Bonds	30,000	Placeholder for general serviceability of functional areas within the City Hall complex.
		<u>\$30,000</u>	2022 Subtotal
2023	General G.O. Bonds	100,000	Service and upgrade HVAC system and refresh EMS system installed in 2006.
		<u>\$100,000</u>	2023 Subtotal
2024	General G.O. Bonds	50,000	Security system installation. Door hardware and card reader system compatible with police building
	General G.O. Bonds	10,000	Replace re-heat coils at City Hall at outside air intake.

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#65-City Hall Renovations	
		\$60,000	2024 Subtotal
2025	General G.O. Bonds	200,000	Placeholder.
		\$200,000	2025 Subtotal
2026	General G.O. Bonds	200,000	Placeholder.
		\$200,000	2026 Subtotal
	TOTAL	\$1,220,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #68-Library

I. PROJECT TYPE: Public Buildings

II. LOCATION: 45 Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	☐ L Safety	☐ M Facility Cond.	☐ N/A Productivity	
SERVED:	☒ 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 architectural survey of the library building at 45 Green Street. Identified in the architectural survey were needed 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.

SERVICE IMPACT: A new building would facilitate 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 computers for public use, as well as provide for a more efficient use of building space and better access to parking for patrons. By relocating the Library to a new site within the Downtown, the facility will serve as an important institutional anchor and activity generator thereby providing a positive economic impact for the community.

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)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #68-Library

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	2,250,000	0	0	0	0	2,250,000
	Total	0	0	0	0	0	2,250,000	0	0	0	0	2,250,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	2,250,000	Funding for property acquisition for future construction of a new Concord Public Library.
		\$2,250,000	2022 Subtotal
	TOTAL	\$2,250,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The 2006 Airport Master Plan outlined a capital improvement program to acquire property available in the runway protection zone of runway 17/35 on Grant and Greeley Streets. Property acquisition began in 2005. The City has acquired seven of the eight targeted properties using 2008 FAA Grant. Owner of the eighth property did not wish to sell. 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Other	State	0	0	0	0	0	0	0	0	23,750	0	23,750
Airport	Capital Transfer	0	0	0	0	0	0	0	0	23,750	0	23,750
Other	Federal	0	0	0	0	0	0	0	0	427,500	0	427,500
	Total	0	0	0	0	0	0	0	0	475,000	0	475,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	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	2025 Subtotal
	TOTAL	\$475,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New Safety Facility Cond. Productivity
 SERVED: ☒ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☐ Rebuild O + M Costs Council Goals Timeliness 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Other	State	0	0	22,223	147,778	147,778	50,000	0	0	0	0	367,779
Other	Federal	0	0	400,000	2,660,000	2,660,000	900,000	0	0	0	0	6,620,000
Airport	Capital Transfer	0	0	22,223	0	0	0	0	0	0	0	22,223
Airport	G.O. Bonds	0	0	0	147,778	147,778	50,000	0	0	0	0	345,556
	Total	0	0	444,446	2,955,556	2,955,556	1,000,000	0	0	0	0	7,355,558

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Other Federal	400,000	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 Airport Master Plan, SWPPP. The runway will be shifted 300 feet to the south to comply with Runway Safety Determination Study.
	Other State	22,223	Design the reclaim runway 17/35. State share.
	Airport Capital Transfer	22,223	Design the reclaim runway 17/35. City share.
		<u>\$444,446</u>	2019 Subtotal
2020	Other Federal	2,660,000	Reclaim runway 17/35 and upgrade signage and lighting on the airfield to comply with current FAA regulations. Complete drainage repairs in the vicinity of the ramp area as recommended in the Airport Master Plan, SWPPP. North side.
	Airport G.O. Bonds	147,778	Reclaim runway 17/35. City share.
	Other State	147,778	Reclaim runway 17/35. State share
		<u>\$2,955,556</u>	2020 Subtotal
2021	Other Federal	2,660,000	Reclaim runway 17/35 and upgrade signage and lighting on the airfield to comply with current FAA regulations. Complete drainage repairs in the vicinity of the ramp area as recommended in the Airport Master Plan, SWPPP. South side. 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.
		<u>\$2,955,556</u>	2021 Subtotal
2022	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.
		<u>\$1,000,000</u>	2022 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#72-Runway Pavement Improvements
TOTAL		\$7,355,558

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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, refurbishment of parking areas, etc.

SERVICE IMPACT: Routine maintenance of infrastructure is required in order 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: Potential health / safety / welfare liabilities to the City due to deteriorated buildings and facilities.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Airport	Capital Transfer	0	15,000	10,000	0	15,000	0	25,000	0	10,000	0	75,000
Airport	G.O. Bonds	0	0	0	0	0	60,000	0	30,000	0	0	90,000
	Total	0	15,000	10,000	0	15,000	60,000	25,000	30,000	10,000	0	165,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Airport Capital Transfer	15,000	Hangar maintenance and repairs.
		<u>\$15,000</u>	2018 Subtotal
2019	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$10,000</u>	2019 Subtotal
2021	Airport Capital Transfer	15,000	Hangar maintenance and repairs.
		<u>\$15,000</u>	2021 Subtotal
2022	Airport G.O. Bonds	60,000	Hangar roof replacement.
		<u>\$60,000</u>	2022 Subtotal
2023	Airport Capital Transfer	15,000	Hangar maintenance and repairs.
	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$25,000</u>	2023 Subtotal
2024	Airport G.O. Bonds	30,000	Refurbish/replace outdated heating equipment in the terminal building.
		<u>\$30,000</u>	2024 Subtotal
2025	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$10,000</u>	2025 Subtotal
	TOTAL	<u>\$165,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Purchase new winter operations equipment for the Airport to replace deteriorated aging equipment with high maintenance and failure rates that jeopardize ability to keep the airport open during inclement weather.

SERVICE IMPACT: Replacement and upgrade of equipment to insure snow removal at airport to comply with Federal Aviation Administration (FAA) grant assurances. Also to improve productivity of staff.

IMPACT IF NOT FUNDED: Potential loss of future FAA grant funding for infrastructure improvements. Inability to remove snow from airport to meet grant assurances.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Airport	Capital Transfer	0	11,750	0	0	18,750	0	0	0	0	0	30,500
Other	State	0	11,750	0	0	18,750	0	0	0	0	0	30,500
Other	Federal	0	211,500	0	0	337,500	0	0	0	0	0	549,000
	Total	0	235,000	0	0	375,000	0	0	0	0	0	610,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Other Federal	211,500	Purchase new 10 wheeler dump truck with plow and 2 wings. Federal Share.
	Airport Capital Transfer	11,750	City portion.
	Other State	11,750	State portion.
		\$235,000	2018 Subtotal
2021	Other Federal	337,500	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	18,750	State share
	Airport Capital Transfer	18,750	City Share.
		\$375,000	2021 Subtotal
	TOTAL	\$610,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Street Rehabilitation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to fund routine repair and reconstruction of City streets, including minor alterations to improve safety and flow of traffic. There are generally two techniques used to improve streets. The first is cold planing / overlaying which involves removal of the top 1-2" of existing pavement with a grinder, followed by the installation of new pavement. Reclaiming involves in-place crushing and recycling of all underlying asphalt and dirt road base, which is then graded and compacted to form the base for new pavement. All streets scheduled for cold plane / overlay or reclamation will 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 ride-ability and reduced maintenance. Extend life of road infrastructure.

IMPACT IF NOT FUNDED: Deterioration will accelerate to total failure requiring a more expensive remedy.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Highway Reserve	1,475,500	1,675,000	1,850,000	2,050,000	2,215,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	22,320,500
	Total	1,475,500	1,675,000	1,850,000	2,050,000	2,215,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	22,320,500

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General Highway Reserve	1,165,500	MAINTENANCE OVERLAYS: Cemetery St; Full Length Ferrin Rd; Full Length South Main St; Wilfred to Joffre West Parish Rd; Full Length Garvins Falls Rd; Full Length Wilson Ave; South St to Norwich RECLAIM: Country Club Lane; Full Length Eastman St; Full Length Fairview Dr.; Full Length Foxcross Circle; Full Length Jennifer Dr.; Full Length Judith Dr.; Full Length Oakmont Dr.; Full Length South Curtisville Rd; Portsmouth St. to Frost (excluding new pavement along frontage of Mill Brook Elementary School)
	General Highway Reserve	200,000	Crack sealing various streets.
	General Highway Reserve	85,000	Drainage repairs.
	General Highway Reserve	25,000	Emergency overlays.
		\$1,475,500	2017 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		GS-HIGHWAY / UTILITIES	#78-Annual Highway Improvement Program
2018	General Highway Reserve	1,365,000	MAINTENANCE OVERLAYS: Appleton St; Full Length Asby Rd; Full Length Chapel St; Full Length Columbus St; Full Length Locke Rd; W. Locke to end Rumford St; Albin to Penacook Rumford St; Penacook to N State S. Fruit St; Full Length Sewalls Falls Rd; N. State to Second St Washington St (P); Fowler to River Rd RECLAIM: Millstream Ln (Penacook); Washington St to Bentwood Washington St; Full Length
	General Highway Reserve	200,000	Crack sealing various streets.
	General Highway Reserve	85,000	Drainage repairs.
	General Highway Reserve	25,000	Emergency overlays.
		<u>\$1,675,000</u>	2018 Subtotal
2019	General Highway Reserve	1,525,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	200,000	Crack sealing various streets.
	General Highway Reserve	100,000	Drainage repairs.
	General Highway Reserve	25,000	Emergency overlays.
		<u>\$1,850,000</u>	2019 Subtotal
2020	General Highway Reserve	1,725,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	200,000	Crack sealing various streets.
	General Highway Reserve	100,000	Drainage repairs.
	General Highway Reserve	25,000	Emergency overlays.
		<u>\$2,050,000</u>	2020 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

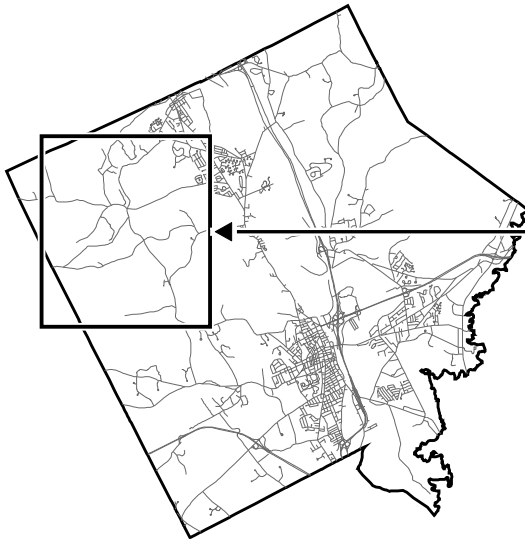
**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		GS-HIGHWAY / UTILITIES	#78-Annual Highway Improvement Program	
2021	General	Highway Reserve	1,890,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Crack sealing various streets.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			<u>\$2,215,000</u>	2021 Subtotal
2022	General	Highway Reserve	2,050,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Crack sealing various streets.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			<u>\$2,375,000</u>	2022 Subtotal
2023	General	Highway Reserve	2,225,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Crack sealing various streets.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			<u>\$2,550,000</u>	2023 Subtotal
2024	General	Highway Reserve	2,385,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Crack sealing various streets.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			<u>\$2,710,000</u>	2024 Subtotal
2025	General	Highway Reserve	2,385,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Crack sealing various streets.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#78-Annual Highway Improvement Program	
		\$2,710,000	2025 Subtotal
2026	General Highway Reserve	2,385,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	200,000	Crack sealing various streets.
	General Highway Reserve	100,000	Drainage repairs
	General Highway Reserve	25,000	Emergency overlays.
		\$2,710,000	2026 Subtotal
	TOTAL	\$22,320,500	



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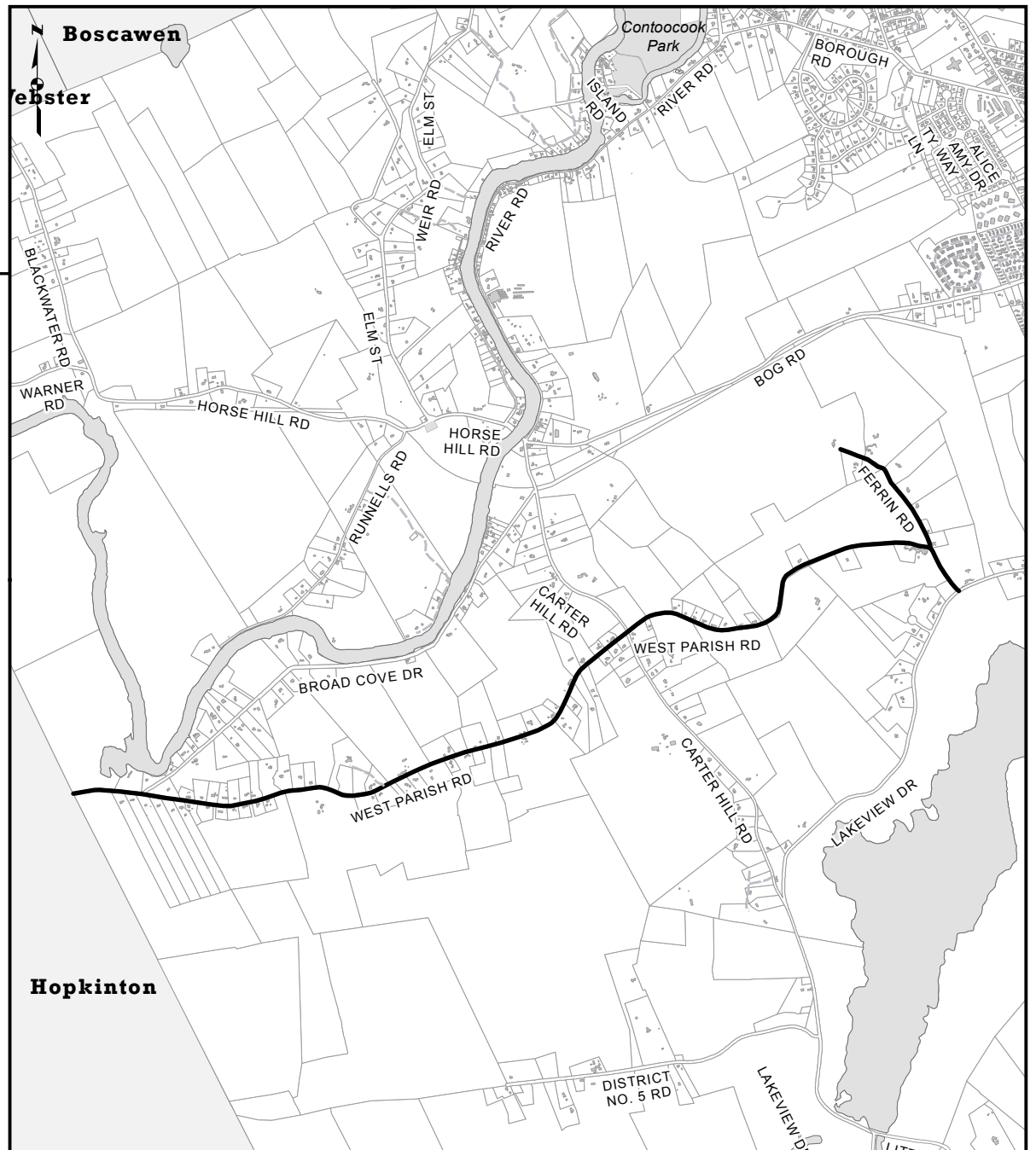
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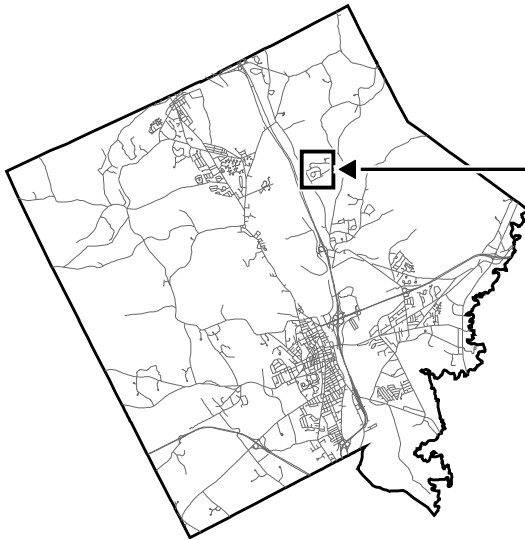
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**FY 2017
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**





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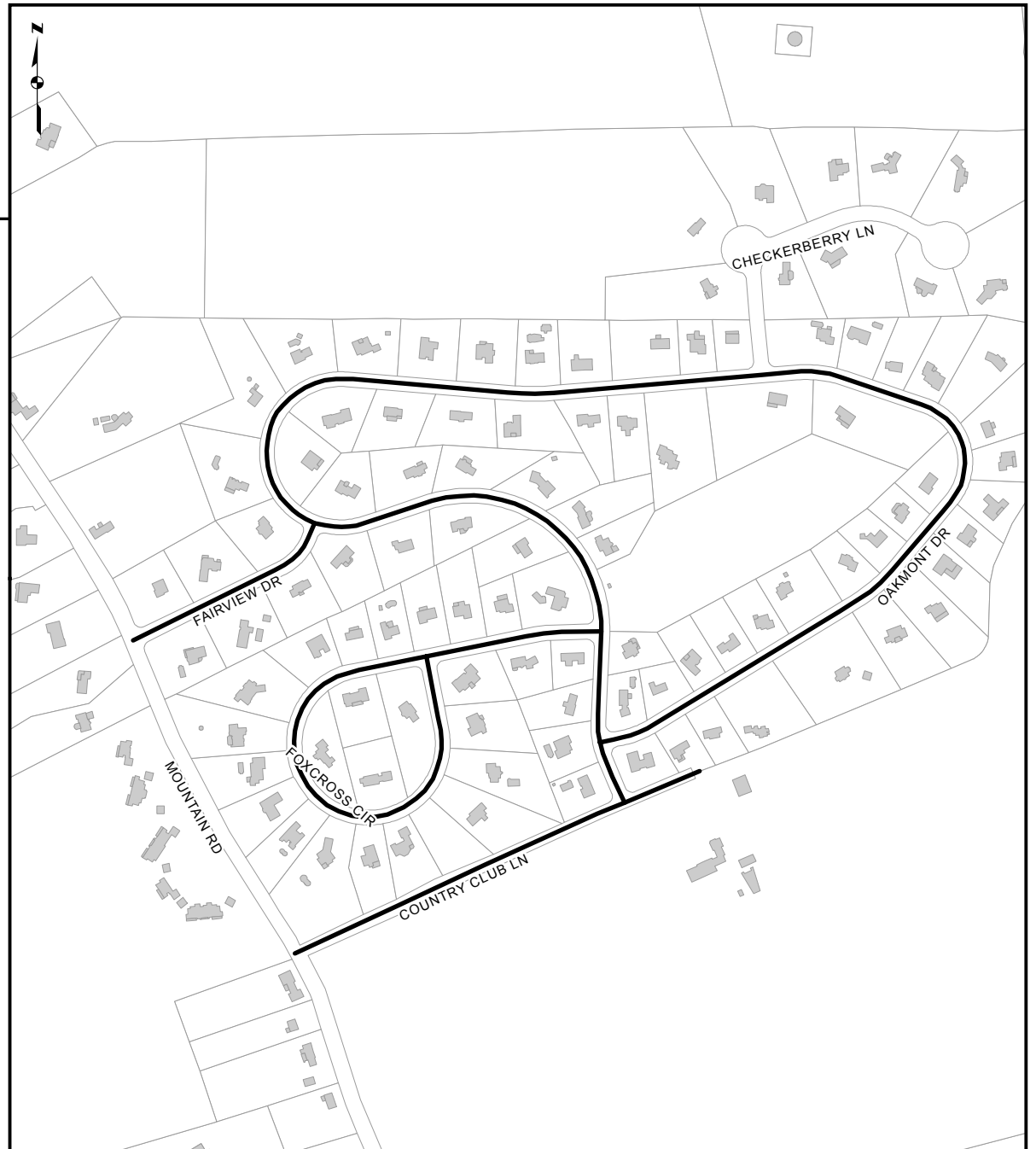
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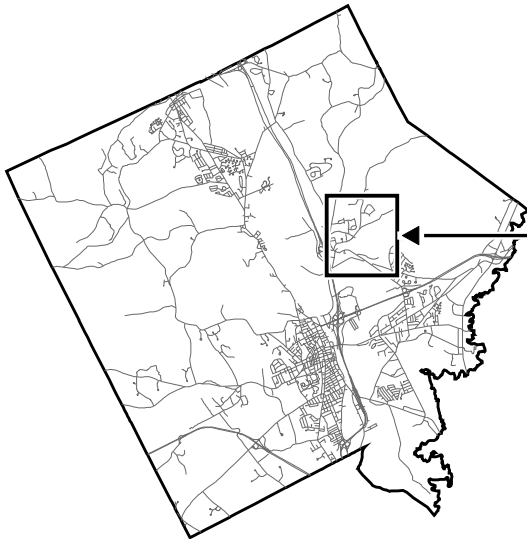
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**FY 2017
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**



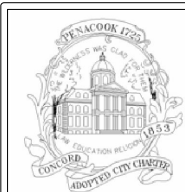


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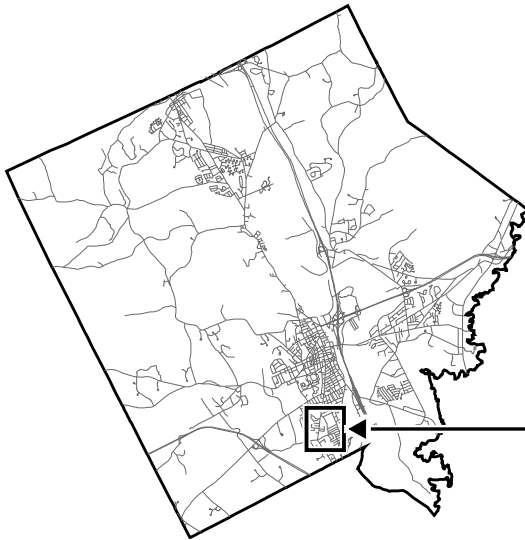
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**FY 2017
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**





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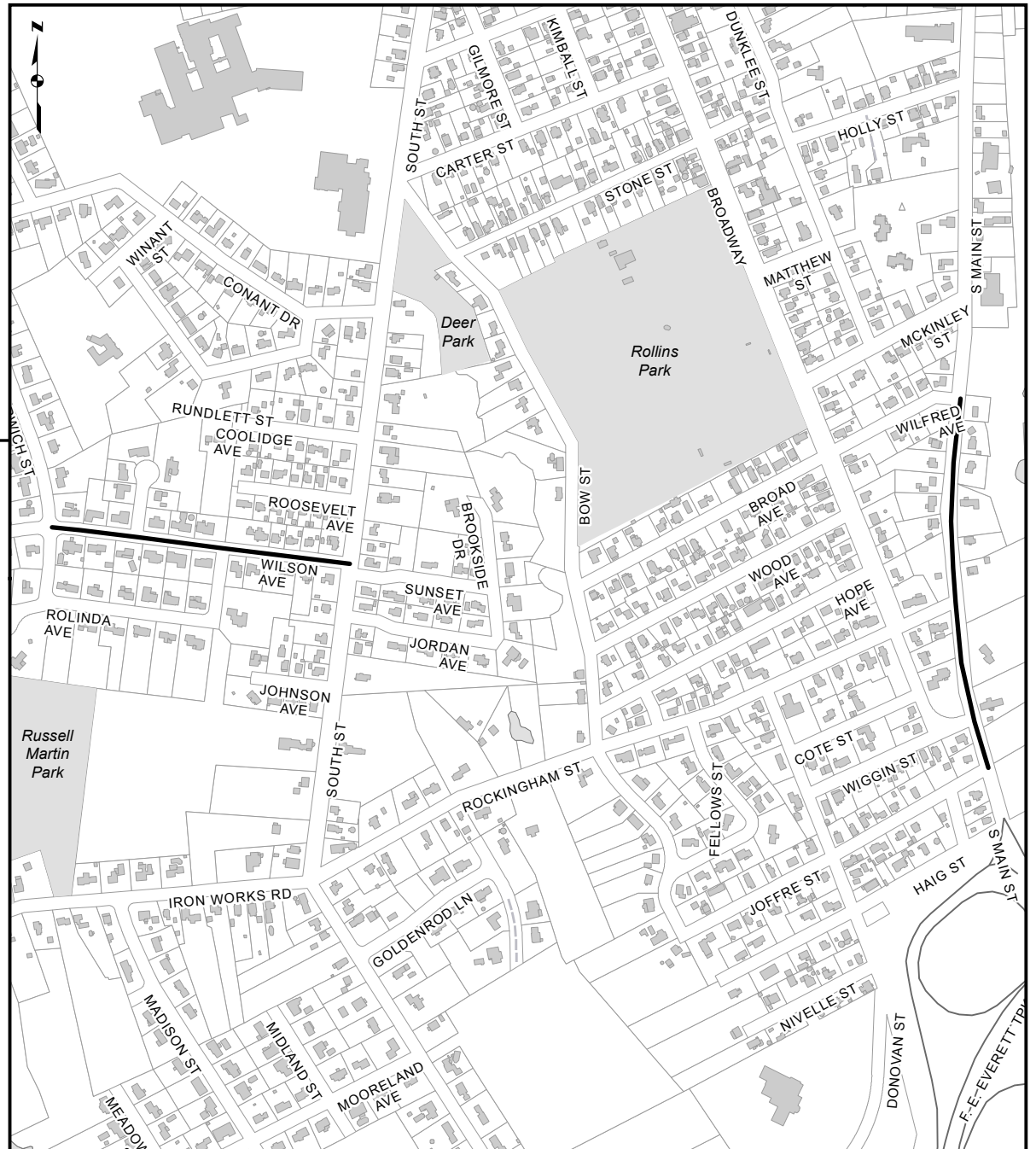
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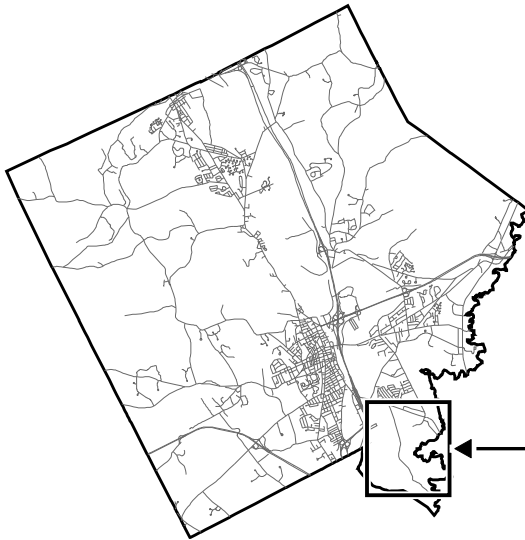
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**FY 2017
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**





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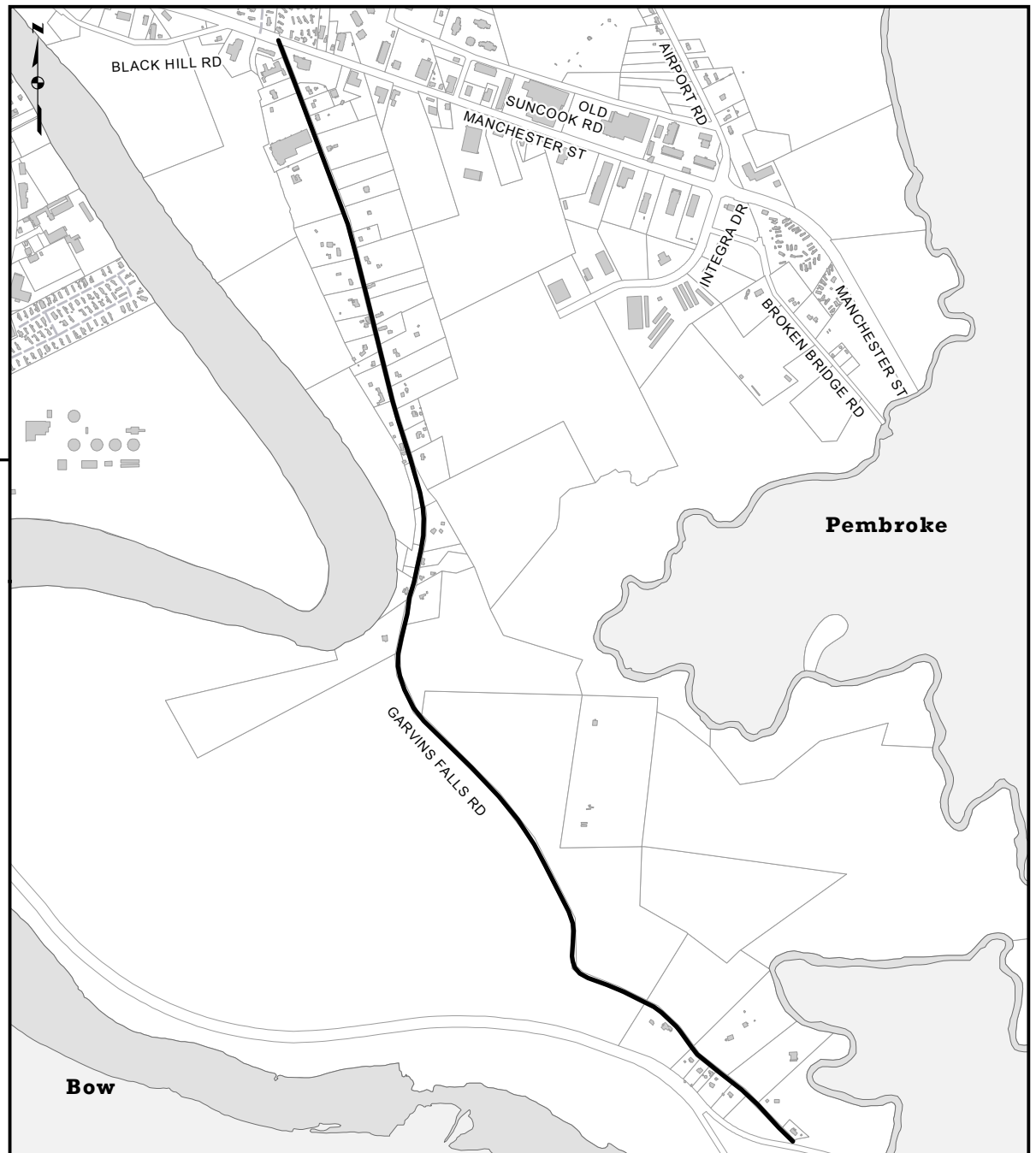
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**FY 2017
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**



**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Storm Sewer

II. LOCATION: Concord/Penacook - City Proper and Downtown location areas with closed drainage systems would be prioritized for initial construction.

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 includes 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 including potential for development of a storm sewer enterprise fund (CIP 479).

The purpose of this project is to design and construct significant improvements to the City's storm water drainage system, to be potentially funded by creation 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): 10

Expected Bond Term (in Years) 20

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	510,000	850,000	250,000	0	0	0	0	0	0	0	1,610,000
Other	G.O. Bonds	0	0	750,000	1,000,000	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,500,000	9,000,000
Sewer	G.O. Bonds	40,000	50,000	0	0	0	0	0	0	0	0	90,000
Total		550,000	900,000	1,000,000	1,000,000	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,500,000	10,700,000

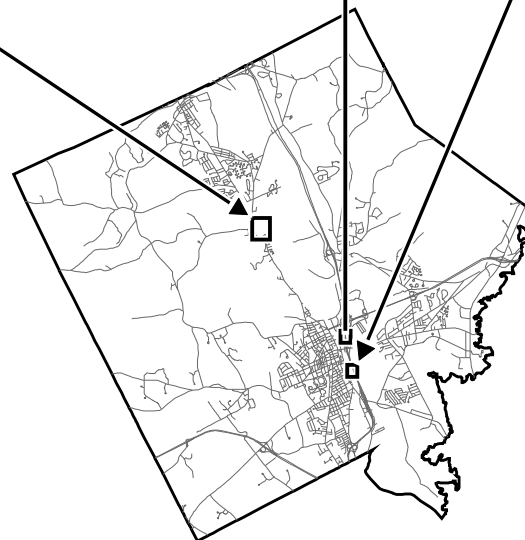
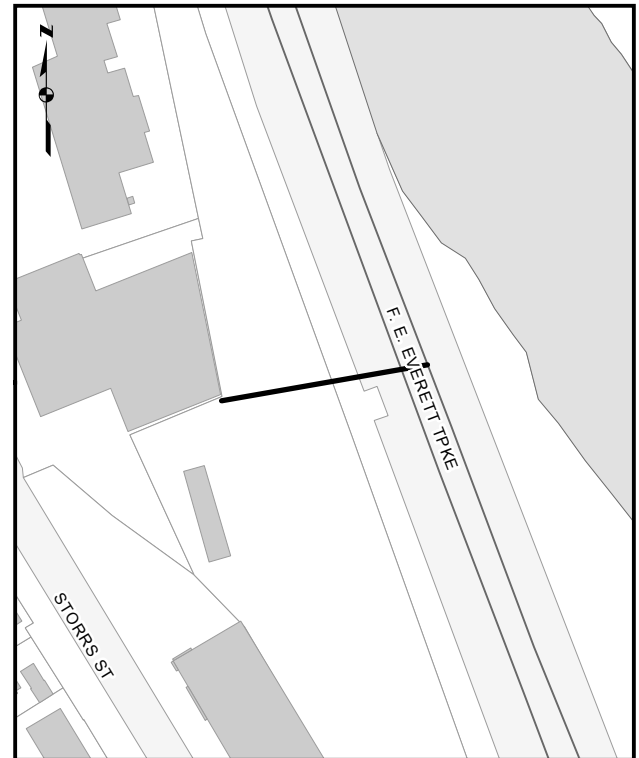
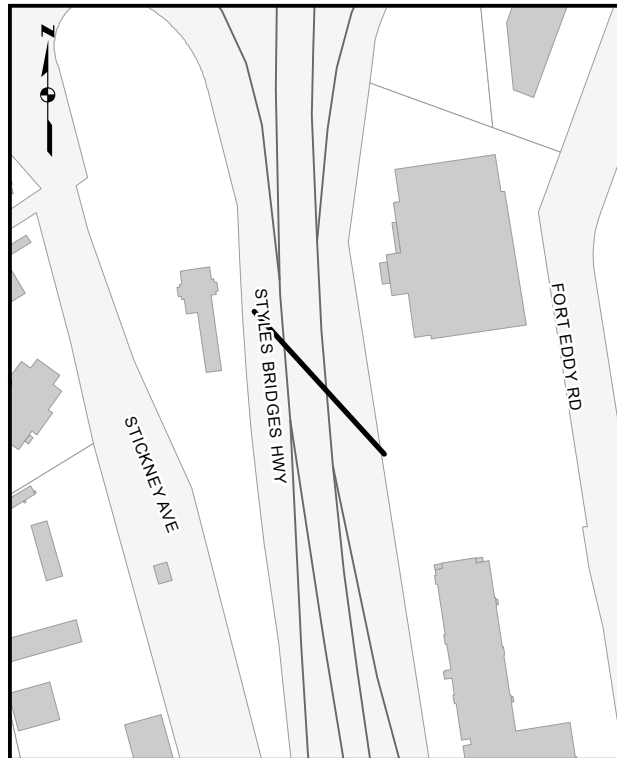
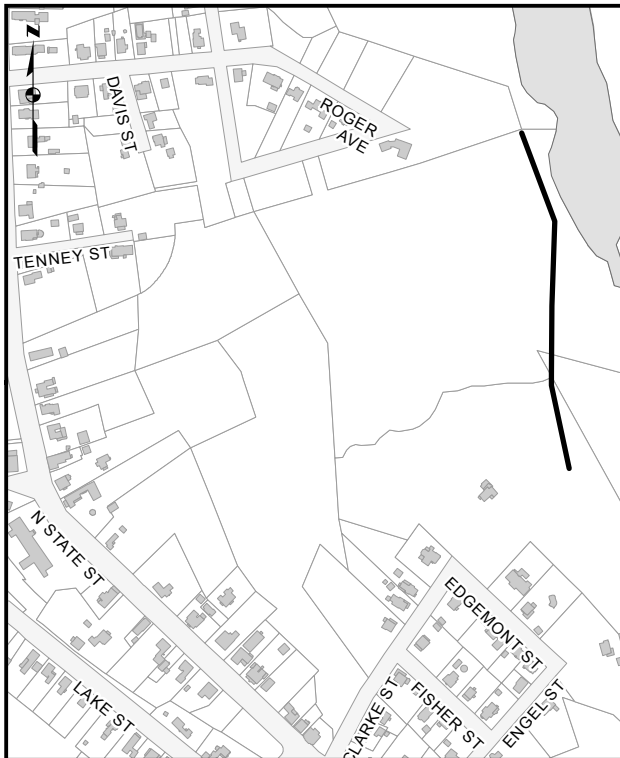
VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	360,000	Sewer Interceptor/Drainage Channel Restoration - Area A (Clarke Street/Elgland Site/Tenney Street).
	General G.O. Bonds	150,000	Replacement/Lining of Drainage Crossings under Interstate 93.
	Sewer G.O. Bonds	40,000	Sewer Interceptor/Drainage Channel Restoration - Area A (Sewer Fund Portion)
		<u>\$550,000</u>	2017 Subtotal
2018	General G.O. Bonds	450,000	Sewer Interceptor/Drainage Channel Restoration - Area B (Abbottville/Hood Outfall Area)
	General G.O. Bonds	400,000	Design, permitting, and construction of culvert replacement on Portsmouth Street (Mill Stream).
	Sewer G.O. Bonds	50,000	Sewer Interceptor/Drainage Channel Restoration - Area B (Sewer Fund Portion).
		<u>\$900,000</u>	2018 Subtotal
2019	Other G.O. Bonds	750,000	Placeholder: Major drainage infrastructure improvements.
	General G.O. Bonds	250,000	Design, permitting, and construction of culvert replacement on Alder Creek Drive (Beaver meadow
		<u>\$1,000,000</u>	2019 Subtotal
2020	Other G.O. Bonds	1,000,000	Placeholder: Major drainage infrastructure improvements.
		<u>\$1,000,000</u>	2020 Subtotal
2021	Other G.O. Bonds	1,000,000	Placeholder: Major drainage infrastructure improvements.
		<u>\$1,000,000</u>	2021 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#83-Storm Water Improvements	
2022	Other G.O. Bonds	1,000,000	Placeholder: Major drainage infrastructure improvements.
		\$1,000,000	2022 Subtotal
2023	Other G.O. Bonds	1,250,000	Placeholder: Major drainage infrastructure improvements.
		\$1,250,000	2023 Subtotal
2024	Other G.O. Bonds	1,250,000	Placeholder: Major drainage infrastructure improvements.
		\$1,250,000	2024 Subtotal
2025	Other G.O. Bonds	1,250,000	Placeholder: Major drainage infrastructure improvements.
		\$1,250,000	2025 Subtotal
2026	Other G.O. Bonds	1,500,000	Placeholder: Major drainage infrastructure improvements.
		\$1,500,000	2026 Subtotal
	TOTAL	\$10,700,000	





**FY 2017
CIP PROJECT #83**

STORM WATER IMPROVEMENTS

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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

This map conforms to the United States National Map Accuracy Standards. It was prepared for use by the City of Concord and uses a database digitized at a scale of 1:1200. Enlargements may produce measurable discrepancies. The City makes no representations or guarantees of its accuracy or its suitability for use other than by the City. Users other than the City, do so at their own risk.

Not to Scale

**2017-2026
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 Safety Facility Cond. Productivity
☒ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☒ Rebuild O + M Costs Council Goals 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)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Water	Capital Transfer	0	0	20,000	0	20,000	0	20,000	0	20,000	0	80,000
Water	G.O. Bonds	0	800,000	0	650,000	0	1,040,000	0	700,000	0	400,000	3,590,000
	Total	0	800,000	20,000	650,000	20,000	1,040,000	20,000	700,000	20,000	400,000	3,670,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Water G.O. Bonds	800,000	Line Fernald, 532 LF; Lawrence, 1,150 LF; Ormond, 650 LF; Winthrop, 720 LF; Elliott, 450 LF; Fifield, 200 LF; Hullbakers, 365 LF and Welch St, 285 LF.
		<u>\$800,000</u>	2018 Subtotal
2019	Water Capital Transfer	20,000	Design Orion Street, Kensington Road, Warren Street, and Westbourne Street.
		<u>\$20,000</u>	2019 Subtotal
2020	Water G.O. Bonds	650,000	Line approximately 3,700 LF of main on Kensington, Warren, Orion and Westbourne Streets.
		<u>\$650,000</u>	2020 Subtotal
2021	Water Capital Transfer	20,000	Design of Ridge, School and Valley Streets.
		<u>\$20,000</u>	2021 Subtotal
2022	Water G.O. Bonds	1,040,000	Lining of approximately 5,500 LF of water mains on Ridge, School and Valley Streets.
		<u>\$1,040,000</u>	2022 Subtotal
2023	Water Capital Transfer	20,000	Design Curtice, Edgemont, Engle, Ferry, Foster, Prospect, Blanchard, N. Essex and Rowell.
		<u>\$20,000</u>	2023 Subtotal
2024	Water G.O. Bonds	700,000	Lining of approximately 4,000 LF of water mains on Curtice, Edgemont, Engle, Ferry, Foster, Prospect, Blanchard, N. Essex and Rowel.
		<u>\$700,000</u>	2024 Subtotal
2025	Water Capital Transfer	20,000	Design approximately 2,000 LF of 12" water mains on Pembroke Road, 120 LF of 4" on Perkins Court and 600 LF of 6" on Grant Street.
		<u>\$20,000</u>	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#84-Water Main Cleaning & Lining	
2026	Water G.O. Bonds	400,000	Line approximately 2,000 LF of 12" water mains on Pembroke Road, 120 LF of 4" on Perkins Court and 600 LF of 6 " on Grant Street.
		\$400,000	2026 Subtotal
	TOTAL		
		\$3,670,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to routinely replace existing water mains, which are either undersized or in too poor of condition to clean and line, with new pipe.

SERVICE IMPACT: Corrects inadequacies in 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)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Water	Capital Transfer	0	20,000	0	20,000	0	20,000	0	20,000	0	0	80,000
Water	G.O. Bonds	1,500,000	0	700,000	0	1,900,000	0	2,470,000	0	3,000,000	1,500,000	11,070,000
	Total	1,500,000	20,000	700,000	20,000	1,900,000	20,000	2,470,000	20,000	3,000,000	1,500,000	11,150,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

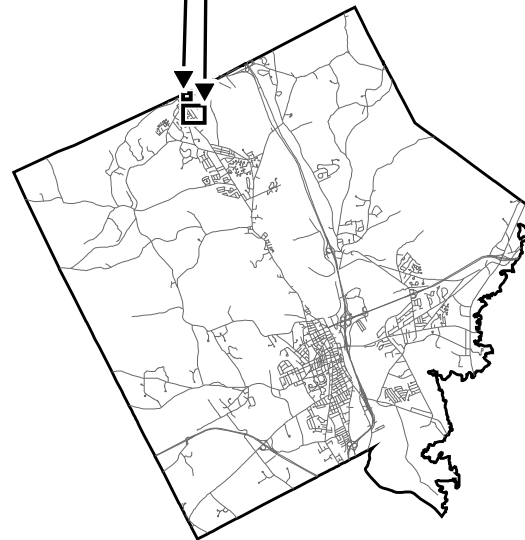
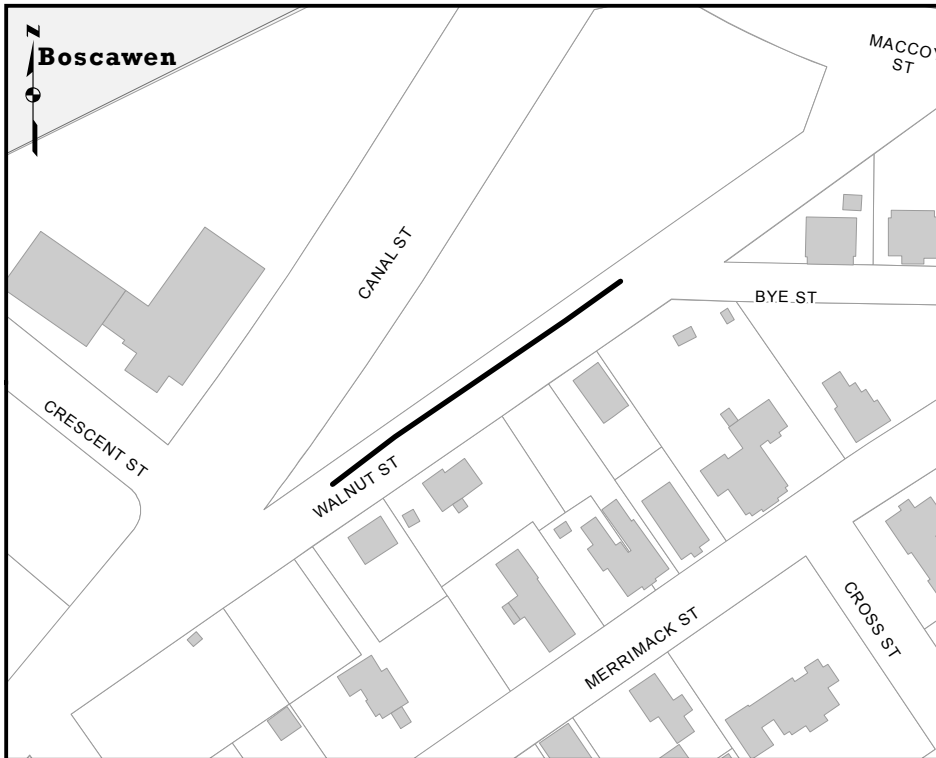
VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Water G.O. Bonds	1,500,000	Replace 6" mains on Walnut Street and Community Drive with 8" mains.
		\$1,500,000	2017 Subtotal
2018	Water Capital Transfer	20,000	Design of Sanders St. and High St. project.
		\$20,000	2018 Subtotal
2019	Water G.O. Bonds	700,000	Replace 6" main on High Street with 12" main. Replace an 1.75" main on Sanders Street with a 8 inch main, hydrant installed.
		\$700,000	2019 Subtotal
2020	Water Capital Transfer	20,000	Design North Fruit St., Woodman St, and Minot St. project.
		\$20,000	2020 Subtotal
2021	Water G.O. Bonds	1,900,000	Construct North Fruit Street (1,100 LF of 8" main); Woodman Street (370 LF of 8" main), and Minot Street (780 LF of 8" main).
		\$1,900,000	2021 Subtotal
2022	Water Capital Transfer	20,000	Design Lawrence Street, Bee Street, Heights Road, Commercial Street, Vernon, and Wiggins Street (South Main to Donovan Street).
		\$20,000	2022 Subtotal
2023	Water G.O. Bonds	2,470,000	Construct Lawrence Street (414 LF of 2" main); Bee Street, Heights Road; Commercial Street (1,000 LF of 8" main); Vernon (323 LF of 2" main) and Wiggins Street (South Main to Donovan Street).
		\$2,470,000	2023 Subtotal
2024	Water Capital Transfer	20,000	Design Portsmouth Street (East Side Drive to water tank), Industrial Park Drive (entire length), Oak and Fuller Streets.
		\$20,000	2024 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#85-Water Main Replacement
2025	Water G.O. Bonds	3,000,000
		Replace 8 inch main on Portsmouth Street (East Side Drive to water tank) and Industrial Park Drive (entire length) Oak and Fuller St..
		<u>\$3,000,000</u>
		2025 Subtotal
2026	Water G.O. Bonds	1,500,000
		Replace mains less than 6 inches city wide.
		<u>\$1,500,000</u>
		2026 Subtotal
	TOTAL	<u>\$11,150,000</u>





**FY 2017
CIP PROJECT #85**

WATER MAIN REPLACEMENT

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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

**2017-2026
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 ☐ Replace ☐ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

☐ Safety ☐ Mandates ☐ O + M Costs ☐ Facility Cond. ☐ Service Def. ☐ Council Goals ☐ Productivity ☐ Tax Base Exp. ☐ Timeliness

☐ City Master Pl. ☐ Water

DESCRIPTION: Construct new water mains to strengthen the transmission and distribution systems.

SERVICE IMPACT: Improves water quality, increases efficiency of system, 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)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Water	G.O. Bonds	0	1,500,000	0	0	0	1,000,000	0	0	0	0	2,500,000
	Total	0	1,500,000	0	0	0	1,000,000	0	0	0	0	2,500,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Water G.O. Bonds	1,500,000	Constitution Avenue from South Commercial Street to Storrs Street and Higgins Place, 1,900LF of 8" main. Project to be coordinated with CIP #18 "Storrs Street Extension North".
		\$1,500,000	2018 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#86-Water Main Construction	
2022	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	2022 Subtotal
	TOTAL	\$2,500,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #88-Water Plant Improvements

I. PROJECT TYPE: Water Treatment

II. LOCATION: Water Plant

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

SERVICE IMPACT: Increased reliability and efficiency of Water Treatment Plan 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): 25 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Water	Capital Close-out	30,245	0	0	0	0	0	0	0	0	0	30,245
Water	G.O. Bonds	595,000	390,000	100,000	1,000,000	250,000	100,000	200,000	100,000	150,000	1,000,000	3,885,000
	Total	625,245	390,000	100,000	1,000,000	250,000	100,000	200,000	100,000	150,000	1,000,000	3,915,245

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #88-Water Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Water G.O. Bonds	250,000	Influent Traveling Screen replacement.
	Water G.O. Bonds	220,000	Raw water pump improvements. Last refurbishments 2008 and 2009.
	Water G.O. Bonds	125,000	CO2 tank and control replacement.
	Water Capital Close-out	30,245	Close out share,
		<u>\$625,245</u>	2017 Subtotal
2018	Water G.O. Bonds	200,000	Pump station # 4 chemical process improvements design. Master Plan Phase II recommendation.
	Water G.O. Bonds	150,000	Pavement rehabilitation. Treatment plant site and pump station #4 yard.
	Water G.O. Bonds	40,000	Fence replacement.
		<u>\$390,000</u>	2018 Subtotal
2019	Water G.O. Bonds	100,000	Resurface the concrete deck over the exterior sedimentation basins. Last resurfaced in 1997.
		<u>\$100,000</u>	2019 Subtotal
2020	Water G.O. Bonds	1,000,000	Pump station # 4. Construct chemical process improvements. Master Plan Phase II recommendation.
		<u>\$1,000,000</u>	2020 Subtotal
2021	Water G.O. Bonds	250,000	Pump Station. # 4 refurbishment, structural and architectural improvements. Master Plan Phase II recommendation.
		<u>\$250,000</u>	2021 Subtotal
2022	Water G.O. Bonds	100,000	Install baffles in the clear well to prevent short circuiting and improve critical chemical contact time.
		<u>\$100,000</u>	2022 Subtotal
2023	Water G.O. Bonds	200,000	Pilot testing for a new water treatment system at Hutchins Street Facility. Master Plan recommendation.
		<u>\$200,000</u>	2023 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#88-Water Plant Improvements	
2024	Water G.O. Bonds	100,000	Rebuilding four treatment trains. Concrete work.
		\$100,000	2024 Subtotal
2025	Water G.O. Bonds	150,000	Pipe gallery valve replacement.
		\$150,000	2025 Subtotal
2026	Water G.O. Bonds	1,000,000	Design of new water treatment system at Hutchins Street. Master Plan recommendation.
		\$1,000,000	2026 Subtotal
	TOTAL	\$3,915,245	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 125 Hall Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: In FY2005 the engineering firm Fay, Spofford and Thorndike conducted an evaluation of odor sources at the Hall St. Waste Water Treatment Plant. Per the findings of this evaluation, a multiphase implementation plan was created in order 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: Further odor abatement in surrounding neighborhoods should be achieved. 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Sewer	G.O. Bonds	0	0	0	0	175,000	3,075,000	4,300,000	100,000	0	100,000	7,750,000
	Total	0	0	0	0	175,000	3,075,000	4,300,000	100,000	0	100,000	7,750,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Sewer G.O. Bonds	175,000	Design engineering services for phase 2 liquid stream odor control improvements. Phase 2 includes full surface covers for the primary clarifiers and associated ductwork and fans to connect to the odor control system constructed in Phase 1 improvements.
		<u>\$175,000</u>	2021 Subtotal
2022	Sewer G.O. Bonds	2,800,000	Construction engineering services and construction of odor control improvements design.
	Sewer G.O. Bonds	275,000	Design of 2nd bio tower refurbishment. Project includes structural repair, new media, distribution system and enclosure for odor control.
		<u>\$3,075,000</u>	2022 Subtotal
2023	Sewer G.O. Bonds	4,300,000	Construct bio tower improvements designed in FY2022.
		<u>\$4,300,000</u>	2023 Subtotal
2024	Sewer G.O. Bonds	100,000	Sludge holding tank scrubber refurbishment.
		<u>\$100,000</u>	2024 Subtotal
2026	Sewer G.O. Bonds	100,000	Hall Street odor monitoring.
		<u>\$100,000</u>	2026 Subtotal
	TOTAL	<u>\$7,750,000</u>	

**2017-2026
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 Safety Facility Cond. Productivity
☒ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☐ Rebuild O + M Costs Council Goals Timeliness Sewer
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

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

SERVICE IMPACT: Reduced maintenance and improved service.

IMPACT IF NOT FUNDED: Continued deterioration of sewer system will result in increasing ongoing maintenance costs, potential health and safety liabilities, and 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)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Sewer	Capital Transfer	38,000	50,000	40,000	60,000	40,000	60,000	40,000	40,000	40,000	40,000	448,000
Sewer	G.O. Bonds	350,000	0	175,000	0	350,000	0	225,000	400,000	0	0	1,500,000
	Total	388,000	50,000	215,000	60,000	390,000	60,000	265,000	440,000	40,000	40,000	1,948,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Sewer G.O. Bonds	300,000	Replace 480 LF of 8" main and existing domestic gates in Putney Street. Replace 8" main in B Street. Replace 155 LF of sewer main in Forest St. (cross country).
	Sewer G.O. Bonds	50,000	Clean and line 400 feet of 6" cast iron pipe near #5 & #9 Mountain Road, beneath intersection of Mountain Road and West Portsmouth Street. To be undertaken with Roundabout Project
	Sewer Capital Transfer	30,000	Interceptor access road maintenance Hall Street north of I-93 and Donovan St. to Gabby Lane. Approximately 2,375 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
	Sewer Capital Transfer	8,000	Install a 24 inch concrete sleeve under the railroad crossing on the east side of the Merrimack River as part of the Sewalls Falls Bridge Reconstruction Project.
		\$388,000	2017 Subtotal
2018	Sewer Capital Transfer	30,000	Interceptor access road maintenance in NH State Prison Fields. Approximately 3,100 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
	Sewer Capital Transfer	20,000	Design Rumford Street, Sexton Ave., Vernon/Liberty Street (#10 Vernon, southeast to Liberty St, then north to White Park), Chestnut Street and Valley Street (#4 North to 109 Liberty).
		\$50,000	2018 Subtotal
2019	Sewer G.O. Bonds	175,000	Lining approximately 1,400LF of main on Rumford Street, Sexton Ave., Vernon/Liberty Street (#10 Vernon, southeast to Liberty St, then north to White Park), Chestnut Street and Valley Street (#4 North to 109 Liberty).
	Sewer Capital Transfer	40,000	Interceptor access road maintenance Dunbarton Road to Langley Parkway. Approximately 1,450 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
		\$215,000	2019 Subtotal
2020	Sewer Capital Transfer	40,000	Interceptor access road maintenance Dunbarton Road to Langley Parkway. Approximately 1,450 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
	Sewer Capital Transfer	20,000	Design 2,820 LF of lining on Merrimack Street (Penacook), Village Street (from Stark to Beede) and Chandler.
		\$60,000	2020 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

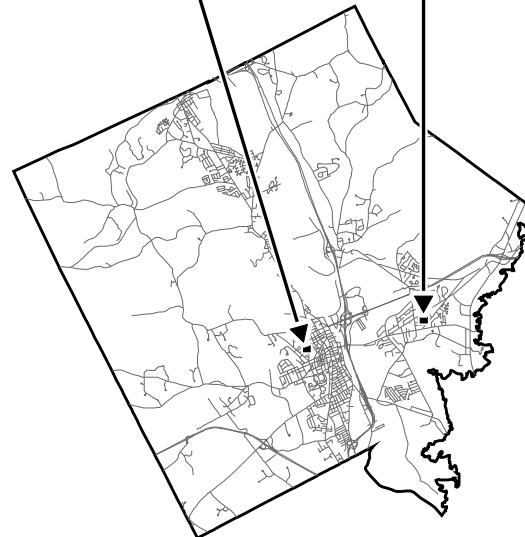
**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		CD-ENGINEERING SERVICES	#91-Sewer Main Rehabilitation and Construction
2021	Sewer	G.O. Bonds	350,000 Line 24" and 8" sewer main Merrimack (#90 to Penacook St), Village (Stark to Beede) and Chandler (town line to Elm St.).
	Sewer	Capital Transfer	40,000 Interceptor access road maintenance Langley Parkway to Memorial Field. Approximately 1,850 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
			\$390,000 2021 Subtotal
2022	Sewer	Capital Transfer	40,000 Interceptor access road maintenance Langley Parkway to Memorial Field. Approximately 1,850 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
	Sewer	Capital Transfer	20,000 Design Granite, North State, Martin, Prospect and Jennings.
			\$60,000 2022 Subtotal
2023	Sewer	G.O. Bonds	225,000 Line 2,300LF of 8, 10 and 12 inch main on Granite, North State, Martin, Prospect and Jennings.
	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.
			\$265,000 2023 Subtotal
2024	Sewer	G.O. Bonds	400,000 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 cross country from Ridge Rd. to School St. Approximately 1,400 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
			\$440,000 2024 Subtotal
2025	Sewer	Capital Transfer	40,000 Interceptor access road maintenance cross country from Ridge Rd. to School St. Approximately 1,400 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
			\$40,000 2025 Subtotal
2026	Sewer	Capital Transfer	40,000 Interceptor access road maintenance.
			\$40,000 2026 Subtotal
	TOTAL		\$1,948,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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



**FY 2017
CIP PROJECT #91**

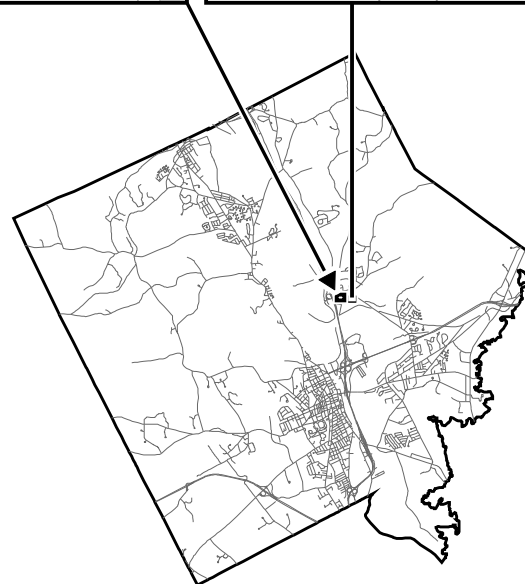
**SEWER MAIN REHABILITATION
AND CONSTRUCTION**

Disclaimer of Mapping Accuracy
Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

This map conforms to the United States National Map Accuracy Standards. It was prepared for use by the City of Concord and uses a database digitized at a scale of 1:1200. Enlargements may produce measurable discrepancies. The City makes no representations or guarantees of its accuracy or its suitability for use other than by the City. Users other than the City, do so at their own risk.

Not to Scale





**FY 2017
CIP PROJECT #91**

**SEWER MAIN REHABILITATION
AND CONSTRUCTION**

Disclaimer of Mapping Accuracy
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Not to Scale

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Downtown

II. LOCATION: Low Avenue, Phenix Avenue, and Dubois Avenue

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to design and construct streetscape improvements proposed for Low Avenue as originally proposed in the 1997 Downtown Master Plan. In 2005 the City completed the Opportunity Corridor Master Plan which further refined this concept. In 2006, with financial support from the City and Concord 20/20, Main Street Concord updated Downtown Streetscape and Signage Improvements Program, which also examined improvements for Low and Phenix Avenues.

Minor improvements to the westerly section of Phenix Avenue will occur as part of CIP 460 "Downtown Complete Streets Project" during FY2016. However, improvements to Low and Dubois Avenue will likely not occur until such time as redevelopment of the Phenix Theatre, the CVS Pharmacy building, or other surrounding properties moves forward.

SERVICE IMPACT: Improved usability and appearance of, as well as community satisfaction with these public ways, and potential for redevelopment of adjacent private properties resulting in tax base expansion.

IMPACT IF NOT FUNDED: An opportunity for tax base expansion and the enhancement of downtown business activity would not be exploited.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Other	Tax Increment Financing	0	0	0	0	0	0	0	400,000	4,000,000	0	4,400,000
	Total	0	0	0	0	0	0	0	400,000	4,000,000	0	4,400,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Other Tax Increment Financing	400,000	Conceptual and final design, as well as legal services to determine layout of Low Avenue and other affected streets. The final design will link Eagle Square to Depot Street and Kennedy Lane. Designs will be based on concepts included within 1997 Downtown Master Plan, 2006 Opportunity Corridor Master Plan, 2006 Main Street Concord Downtown Streetscape Plan, and 2013 Downtown Complete Street Project Design. Project anticipates expansion of the Sears Block TIF District in order to use new incremental tax revenues associated with redevelopment of Phenix Theatre, the CVS Building, and surrounding properties.
		\$400,000	2024 Subtotal
2025	Other Tax Increment Financing	4,000,000	Construct improvements to Low, Phenix, and Dubois Avenues. Project anticipates burying aerial utilities and acquisition of private property rights within Low Avenue.
		\$4,000,000	2025 Subtotal
	TOTAL	\$4,400,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 125 Hall Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to implement a variety of improvements as recommended in the 2014 Wastewater Treatment Facilities Evaluation. Projects 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 O&M costs over time; potential for costly emergency repairs or replacements as outdated components fail; potential for citations or fines for failure to meet life safety or building codes.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Sewer	G.O. Bonds	2,470,000	3,601,000	2,075,000	255,000	1,255,000	2,815,000	1,175,000	1,500,000	17,150,000	50,000	32,346,000
Sewer	Capital Transfer	0	0	0	0	0	0	15,000	0	0	0	15,000
Sewer	Capital Close-out	132,562	0	0	0	0	0	0	0	0	0	132,562
	Total	2,602,562	3,601,000	2,075,000	255,000	1,255,000	2,815,000	1,190,000	1,500,000	17,150,000	50,000	32,493,562

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Sewer G.O. Bonds	1,730,000	Equipment/process improvements - construction of RDP sludge stabilization system upgrade designed in FY16.
	Sewer G.O. Bonds	200,000	Building System Improvements - Design engineering for motor control center (MCC) panel replacements.
	Sewer G.O. Bonds	150,000	Equipment/process improvements - design engineering of trucked liquid waste receiving facility.
	Sewer G.O. Bonds	150,000	Equipment/process improvements - design engineering for secondary clarifier equipment replacement.
	Sewer Capital Close-out	132,562	Equipment/process improvements - construction of RDP sludge stabilization system upgrade designed in FY16. Close-out Share.
	Sewer G.O. Bonds	125,000	Equipment/process improvements - Replacement of 5 intermediate pump variable frequency drives.
	Sewer G.O. Bonds	75,000	Building system improvements - design engineering for HVAC system replacement/upgrades.
	Sewer G.O. Bonds	40,000	Building systems improvements - upgrade service elevator controls.
		<u>\$2,602,562</u>	2017 Subtotal
2018	Sewer G.O. Bonds	1,450,000	Equipment/process improvements - replacement of equipment for 2 secondary clarifiers.
	Sewer G.O. Bonds	700,000	Equipment/process improvements - construction administration and construction of trucked liquid waste receiving facility designed in FY17.
	Sewer G.O. Bonds	440,000	Building systems improvements - HVAC system upgrade in sludge process area, truck bays, maintenance shop, electrical shop.
	Sewer G.O. Bonds	410,000	Building system improvements - replacement of influent building and intermediate pump station motor control centers.
	Sewer G.O. Bonds	300,000	Building/structural improvements - refurbishment of first of two sludge holding tanks. Project entails repair of deteriorating concrete and recoating of interior concrete surfaces.
	Sewer G.O. Bonds	210,000	Building systems improvements - replacement of administration building standby generator set.
	Sewer G.O. Bonds	70,000	Equipment/process improvements - replacement of two sodium hypochlorite storage tanks and sodium hypochlorite flash mixer.
	Sewer G.O. Bonds	21,000	Building systems improvements - replacement of influent building standby generator set.
		<u>\$3,601,000</u>	2018 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		GS-SEWER	#104-Hall Street Waste Water Treatment Plant Improvements		
2019	Sewer	G.O. Bonds	750,000	Equipment/process improvements - Replacement of equipment in third secondary clarifier.	
	Sewer	G.O. Bonds	490,000	Building systems improvements - replacement of secondary building, chlorine building and admin building MCC's.	
	Sewer	G.O. Bonds	310,000	Building/structural improvements - refurbishment of second of two sludge holding tanks. Project entails repair of deteriorating concrete and recoating of interior concrete surfaces.	
	Sewer	G.O. Bonds	200,000	Site/security improvements - installation of 6,000 LF of 8' chain link security fencing around entire process area. Includes allowance for necessary tree and brush removal.	
	Sewer	G.O. Bonds	150,000	Building systems improvements - influent building HVAC upgrades.	
	Sewer	G.O. Bonds	100,000	Building/structural improvements - replacement of roof on Admin gravity belt thickener room with EDPM membrane roof system.	
	Sewer	G.O. Bonds	75,000	Site/security improvements - allowance for necessary pavement repairs.	
				\$2,075,000	2019 Subtotal
2020	Sewer	G.O. Bonds	175,000	Building systems improvements - intermediate building and chlorine building HVAC upgrades.	
	Sewer	G.O. Bonds	80,000	Equipment/process improvements - aeration system efficiency study.	
				\$255,000	2020 Subtotal
2021	Sewer	G.O. Bonds	300,000	Building/structural improvements - renovation of administration area to include flooring, ceilings, partitions, doors & frames, cabinets, and plumbing fixtures. Also provides for improvements to meet accessibility code requirements.	
	Sewer	G.O. Bonds	300,000	Building systems improvements - administration building offices and lab HVAC upgrades.	
	Sewer	G.O. Bonds	250,000	Equipment/process improvements - sludge truck loading conveyor upgrade.	
	Sewer	G.O. Bonds	150,000	Equipment/process improvements - grit tank and sludge holding tank blower replacement.	
	Sewer	G.O. Bonds	130,000	Equipment/process improvements - sludge dewatering polymer batch system upgrade.	
	Sewer	G.O. Bonds	125,000	Equipment/process improvements - engineering design for aeration system improvements.	
				\$1,255,000	2021 Subtotal
2022	Sewer	G.O. Bonds	800,000	Equipment/process improvements - construction of the aeration system improvements.	
	Sewer	G.O. Bonds	635,000	Building systems improvements - replacement of 35KV switchgear and 3 pad mounted transformers.	
	Sewer	G.O. Bonds	525,000	Equipment/process improvements - replacement of 3rd of three original equipment screw pumps.	

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-SEWER	#104-Hall Street Waste Water Treatment Plant Improvements		
	Sewer G.O. Bonds	250,000	Equipment/process improvements - SCADA processor replacement.	
	Sewer G.O. Bonds	250,000	Equipment/process improvements - sludge holding tank mixing system upgrade.	
	Sewer G.O. Bonds	210,000	Equipment/process improvements - replacement of aeration tank isolation gates.	
	Sewer G.O. Bonds	95,000	Equipment/process improvements - replacement of waste activated sludge pumps and drives.	
	Sewer G.O. Bonds	50,000	Equipment/process improvements - replacement of scum processing equipment.	
		<u>\$2,815,000</u>	2022 Subtotal	
2023	Sewer G.O. Bonds	500,000	Building/structural improvements - allowance for necessary concrete/structural repairs.	
	Sewer G.O. Bonds	135,000	Equipment/process improvements - replacement of secondary clarifier drain valves and inlet gates.	
	Sewer G.O. Bonds	135,000	Equipment/process improvements - replacement of primary clarifier isolation gates.	
	Sewer G.O. Bonds	130,000	Equipment/process improvements - replacement of primary sludge grinders, primary scum pump and clarifier drain valves.	
	Sewer G.O. Bonds	105,000	Building systems improvements - lighting systems upgrades at head works, intermediate, secondary, chlorine, and sludge processing areas.	
	Sewer G.O. Bonds	95,000	Equipment/process improvements - lime storage/transfer system upgrade.	
	Sewer G.O. Bonds	60,000	Building/structural improvements - replacement of 5 garage bay insulated rolling doors.	
	Sewer Capital Transfer	15,000	Equipment/process improvements - replacement of 4wd mower.	
	Sewer G.O. Bonds	15,000	Equipment/process improvements - replacement of influent flow box mixer.	
		<u>\$1,190,000</u>	2023 Subtotal	
2024	Sewer G.O. Bonds	1,500,000	Equipment/process improvements - design engineering of sludge stabilization and dewatering system upgrade.	
		<u>\$1,500,000</u>	2024 Subtotal	
2025	Sewer G.O. Bonds	17,000,000	Equipment/process improvements - construction of sludge stabilization and dewatering system upgrade designed in FY24.	
	Sewer G.O. Bonds	150,000	Building /structural improvements - Out buildings repairs and interior refinishes.	
		<u>\$17,150,000</u>	2025 Subtotal	

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-SEWER	#104-Hall Street Waste Water Treatment Plant Improvements	
2026	Sewer G.O. Bonds	50,000	Equipment/process improvements - Engineering design for aeration diffuser system replacement.
		\$50,000	2026 Subtotal
	TOTAL	\$32,493,562	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Golf

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Various facility improvements to Beaver Meadow Clubhouse and associated accessory buildings, including upgrades and continued improvements to the Pro Shop, Clubhouse, Maintenance Facility, Cart Storage Building and Irrigation Pump House. Funding is contingent upon sufficient net operating revenues within the Golf Enterprise Fund to support capital investments.

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 causing loss of market share and requiring 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Golf	Capital Transfer	0	0	0	0	0	25,000	0	0	0	0	25,000
Golf	G.O. Bonds	0	0	0	0	0	40,000	0	0	0	0	40,000
	Total	0	0	0	0	0	65,000	0	0	0	0	65,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Golf Capital Transfer	25,000	Replace kitchen equipment.
	Golf G.O. Bonds	20,000	Replace clubhouse furniture.
	Golf G.O. Bonds	20,000	Carpet and floor treatment replacements throughout the clubhouse.
		\$65,000	2022 Subtotal
	TOTAL	\$65,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: 53 Hutchins St.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	M	Safety	M	Facility Cond.	N/A	Productivity	
SERVED:	☐ 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: An engineering study has preliminarily identified deficiencies in the dam and spillway configuration and some age related deterioration of the structure. A more refined construction cost estimate will be available once final design is completed.

SERVICE IMPACT: The dam provides retention for the main source of water for the City. Either physical or regulatory restriction on the dam would effect water service.

IMPACT IF NOT FUNDED: Age deterioration of dam will continue. Strengthened mandates for design and capacity may require construction or reduced operating capacity. The City could be at risk of legal action for operating and unsafe facility or, at worst, liability from a dam breach or spillway failure.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Water	G.O. Bonds	0	0	0	175,000	0	0	2,000,000	0	0	0	2,175,000
	Total	0	0	0	175,000	0	0	2,000,000	0	0	0	2,175,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Water G.O. Bonds	175,000	Engineering forensic investigation, report and design of the Penacook Lake dam and spillway.
		<u>\$175,000</u>	2020 Subtotal
2023	Water G.O. Bonds	2,000,000	Rehabilitation/replacement of dam and spillway. Initial estimate only. Engineering design will determine extent and cost of construction.
		<u>\$2,000,000</u>	2023 Subtotal
	TOTAL	<u>\$2,175,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: GSD Vehicles

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New ☐ M Safety ☐ N/A Facility Cond. ☐ L Productivity
 SERVED: ☒ 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 vehicles and heavy equipment. Vehicle and equipment replacement for the Police and Fire Departments are addressed through other CIP projects or the operating budget. Phased 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: Fix when fail replacement program with high procurement and maintenance costs.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Water	G.O. Bonds	125,000	40,000	157,000	95,000	290,000	160,000	0	100,000	110,000	60,000	1,137,000
General	G.O. Bonds	650,000	900,000	900,000	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000	1,400,000	3,100,000	12,950,000
Sewer	G.O. Bonds	100,000	150,000	498,000	185,000	190,000	160,000	450,000	0	75,000	160,000	1,968,000
	Total	875,000	1,090,000	1,555,000	1,280,000	1,580,000	1,520,000	1,750,000	1,500,000	1,585,000	3,320,000	16,055,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	276,000	Replace 1 street sweeper (2002) unit #014
	General G.O. Bonds	88,000	Replace 4x4 pick-up truck with dump body (2006) unit #1106
	Sewer G.O. Bonds	75,000	Replace 1 4x2 F350 crew cab (2006) unit #703
	General G.O. Bonds	72,000	Replace 4x4 1-ton dual wheel F350 (2003) unit 038
	Water G.O. Bonds	60,000	Replace vacuum excavator (2002) unit #134
	General G.O. Bonds	60,000	Replace 2WD 1-ton pick-up truck with 1-ton 4WD unit with plow (2001). F350 crew cab unit #200 (Parks / Cemeteries)
	General G.O. Bonds	55,000	Replace skid steer tractor with accessories (2002) unit #098
	General G.O. Bonds	50,000	Replace 25 ton mechanics lift. General Fund Share.
	Water G.O. Bonds	40,000	Replace 1 c1500 4x2 pick-up truck (2006) unit #871
	Water G.O. Bonds	25,000	Water Fund Share.
	Sewer G.O. Bonds	25,000	Sewer Fund Share.
	General G.O. Bonds	22,000	Replace tilt top trailer (1966) unit #065
	General G.O. Bonds	15,000	Replace 1 stainless steel 5cy sander (1998) unit #0045SS
	General G.O. Bonds	12,000	Replace 3.4cy stainless steel spreader for one ton (2002) 1106SS
		\$875,000	2017 Subtotal
2018	General G.O. Bonds	432,000	Replace 3 highway backhoes (2006, 2007) unit #086, 1342 & 1343,
	General G.O. Bonds	130,000	Replace 1988 snow blower. Unit #001 HWY
	General G.O. Bonds	100,000	Replace gang mower 164 unit #670
	General G.O. Bonds	88,000	Replace cemetery F450 pick-up with dump body (2006) unit #601
	General G.O. Bonds	80,000	Replace 2 - F250 4x4 pick-up trucks (2006, 2006) units 654, 655
	Sewer G.O. Bonds	76,000	Replace one ton crew cab "brick" truck (2004) 135
	Sewer G.O. Bonds	40,000	Replace 1 4x4 pick-up with supercab body (2008) unit #751
	Water G.O. Bonds	40,000	Replace 1 4x4 pick-up truck with extended cab (2008) unit #872

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	General G.O. Bonds	38,000	Replace 1 4-ton asphalt hauler (1999) unit #066
	Sewer G.O. Bonds	34,000	One 5 door hatchback sedan (2009) unit #876
	General G.O. Bonds	20,000	Replace landscape trailer (1995) unit #184
	General G.O. Bonds	12,000	Replace stainless steel 1.5cy sander (2000) unit #0601SS
		\$1,090,000	2018 Subtotal
2019	Sewer G.O. Bonds	342,000	Replace truck sludge hauler (2001) unit #112
	General G.O. Bonds	292,000	Replace 4- F450 4x4 pick-up trucks (2009,2009,2009,2009) 1103,1104,1105, 669
	General G.O. Bonds	270,000	Replace wheel loader #90
	General G.O. Bonds	150,000	Replace Cemetery back-hoe. (2004) 616
	Sewer G.O. Bonds	120,000	Replace 4wd utility tractor unit # 752 WWHALL
	Water G.O. Bonds	76,000	Replace 2 pick-up trucks with supercab bodies (2010, 2010 units #802 & 803
	Water G.O. Bonds	45,000	Replace 4x2 super cab F150 #801
	General G.O. Bonds	40,000	Replace 1 3/4-ton crew cab pick-up truck (2008) unit #653
	General G.O. Bonds	40,000	Replace 1 K2500 3/4-ton 4x4 pick-up truck (2006) unit #651
	General G.O. Bonds	40,000	Replace 3/4-ton 4x4 pick up and plow (2006) 1101
	Sewer G.O. Bonds	36,000	Replace 1 tow behind compressor (1993) unit #422
	General G.O. Bonds	36,000	Replace tow behind air compressor (2001) 407
	Water G.O. Bonds	36,000	Replace tow behind compressor (2001) 409
	General G.O. Bonds	32,000	Replace 5-ton roller (1991) 072
		\$1,555,000	2019 Subtotal
2020	General G.O. Bonds	190,000	Replace 1 tree bucket truck (2008) unit #667
	Sewer G.O. Bonds	185,000	Replace 6 wheel dump truck unit #753 S UTIL/COM
	General G.O. Bonds	99,000	Replace 1 shop fork truck (1997) unit #149
	Water G.O. Bonds	95,000	Replace 1 F550 2wd pick-up truck (2008) unit #822
	General G.O. Bonds	80,000	Replace 2 leaf blowers and boxes (1999,1998). 049, 050 HWY
	General G.O. Bonds	65,000	Replace John Deere Tractor. Grounds/COMF 665

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	General G.O. Bonds	62,000	Replace airport/properties 1-ton pick-up truck with dump body. (2005) 901
	General G.O. Bonds	60,000	Replace 1 4x4 1-ton pick-up truck (2008) unit #656
	General G.O. Bonds	60,000	Replace vibratory roller (2001) unit #071
	General G.O. Bonds	56,000	Replace one (1) skid steer unit #1360
	General G.O. Bonds	55,000	Replace 1 2wd 3500 series pick-up truck (2008) unit #902
	General G.O. Bonds	42,000	Replace 1 4x4 2500 series pick-up truck (2008) unit #903
	General G.O. Bonds	40,000	Replace leaf loader (2000) CEM unit #190
	General G.O. Bonds	40,000	Replace Tarco Leaf Loader Unit #197 Hwy/COMF
	General G.O. Bonds	36,000	Replace 1 1/2-ton supercar pick-up truck (2008) unit #904
	General G.O. Bonds	33,000	Replace 4X2 1 supercab pick-up truck (2010) unit #458
	General G.O. Bonds	25,000	Replace 1 5-ton tandem trailer (2000) unit #064
	General G.O. Bonds	21,000	Replace 1 low bed tilt top trailer (2004) unit #185
	General G.O. Bonds	21,000	Replace 1 sweeper trailer (2003) unit #188
	General G.O. Bonds	15,000	Replace 1- 20' trailer (2002) unit #189
		\$1,280,000	2020 Subtotal
2021	General G.O. Bonds	380,000	Replace two 6-wheel dump trucks (2008, 2008) units 1228,1229
	General G.O. Bonds	380,000	Replace two 6-wheel dump trucks units #1225 & 1227
	Water G.O. Bonds	190,000	Replace 1 six wheel dump truck "D79" (2006) unit 1226
	Sewer G.O. Bonds	190,000	Replace one 6-wheel dump truck (2008) unit 704
	General G.O. Bonds	190,000	Replace 1 six wheel dump (2006) unit #1224
	General G.O. Bonds	132,000	Snow blower unit #004
	Water G.O. Bonds	50,000	Replace Transit Connect compressed natural gas (CNG) van #754
	Water G.O. Bonds	50,000	Replace Transit Connect CNG van #804
	General G.O. Bonds	18,000	Replace 1 stainless 6cy sander (2008) unit 704SS
		\$1,580,000	2021 Subtotal
2022	General G.O. Bonds	370,000	Replace two (2) Trackless Sidewalk Tractors HWY/COMF Units #1365,1366

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	General G.O. Bonds	225,000	Replace one 10-wheel dump truck (2009) unit 1230
	Water G.O. Bonds	160,000	Replace Case Loader/Backhoe #823
	Sewer G.O. Bonds	160,000	Replace Case Loader/Backhoe #723
	General G.O. Bonds	132,000	Snow blower unit #1375
	General G.O. Bonds	100,000	Replace two (2) skid steer units # 1361 & 1362
	General G.O. Bonds	66,000	Stump grinder unit #666
	General G.O. Bonds	62,000	Chipper unit #668
	General G.O. Bonds	57,000	Slide in hot box unit #1404
	General G.O. Bonds	45,000	Tow behind sweeper unit #1390
	General G.O. Bonds	42,000	Cargo van unit #602
	General G.O. Bonds	40,000	Replace trailer #1401
	General G.O. Bonds	40,000	Leaf loader unit #1378
	General G.O. Bonds	21,000	Replace 11 cy sander #1230SS
		\$1,520,000	2022 Subtotal
2023	General G.O. Bonds	780,000	Replace four (4) 6 wheel dump trucks units # 1231,1232,1233,1234
	Sewer G.O. Bonds	450,000	Replace 10 wheel tractor truck #711
	General G.O. Bonds	280,000	Replace 1 front end bucket loader (2001) unit #025
	General G.O. Bonds	100,000	Service truck unit #009
	General G.O. Bonds	50,000	Replace 20 ton low bed trailer (1989) unit #082
	General G.O. Bonds	30,000	Atlantic trailer unit #1403
	General G.O. Bonds	25,000	Replace saltmarsh trailer unit #115 (GSD/Public Properties)
	General G.O. Bonds	25,000	Tandem trailer unit #061
	General G.O. Bonds	10,000	Utility trailer unit #1402
		\$1,750,000	2023 Subtotal
2024	General G.O. Bonds	286,000	Replace wheel loader unit #1301
	General G.O. Bonds	160,000	Replace 2 Crew Cab rack body F350 #1107 & #1108

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program
	General G.O. Bonds	156,000 Band wagon unit #180
	General G.O. Bonds	100,000 Replace 4x4 pickup/dump F550 #1109
	General G.O. Bonds	100,000 Replace John Deere Tractor #673
	General G.O. Bonds	96,000 Replace F550 carpenter van #905
	Water G.O. Bonds	60,000 Replace Crew Cab utility body F350 #825
	General G.O. Bonds	60,000 Replace 3/4 ton cargos van #459
	General G.O. Bonds	40,000 replace 4x2 super cab pickup # 1110
	General G.O. Bonds	40,000 replace 4x2 super cab pickup # 906
	Water G.O. Bonds	40,000 Replace Extra Cab pickup #824
	General G.O. Bonds	40,000 Replace sign board & trailer unit #446 HWY/COMF
	General G.O. Bonds	40,000 Replace sign board & trailer unit #450 CD/COMF
	General G.O. Bonds	40,000 Replace sign board & trailer unit #447 CD/COMF
	General G.O. Bonds	40,000 Replace sign board & trailer unit #445 CD/COMF
	General G.O. Bonds	40,000 Replace sign board & trailer unit #444 HWY/COMF
	General G.O. Bonds	40,000 Replace sign board & trailer unit #449 CD/COMF
	General G.O. Bonds	36,000 Replace 2 (two) 6 CY sanders #1231SS & 1232SS
	General G.O. Bonds	21,000 Replace 11 CY sander #054SS
	General G.O. Bonds	20,000 Replace 6 ton utility trailer GRNDS/COMF unit #652
	General G.O. Bonds	15,000 Replace 1 spreader 1.5 CY (2004) unit #0875SS
	General G.O. Bonds	15,000 Replace 3.4 CY sander #901SS
	General G.O. Bonds	15,000 Replace 3.4 CY sander #1109SS
		\$1,500,000 2024 Subtotal
2025	General G.O. Bonds	675,000 Replace 3 (three) ten wheel dumps #1235, #1236 & #1237
	General G.O. Bonds	410,000 Replace 2 (two) sidewalk tractors #1367 & #1368
	General G.O. Bonds	90,000 Replace 3 (three) 11CY sanders #1235SS, #1236SS & 1237SS
	General G.O. Bonds	86,000 Replace welder unit # 398
	General G.O. Bonds	75,000 Replace 4x4 pickup/dump # 691

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	Sewer G.O. Bonds	75,000	Replace Ford F-350 pickup # 755
	Water G.O. Bonds	65,000	Replace Ford F- 350 pickup # 877
	General G.O. Bonds	64,000	Replace 4 (four) 3.4 cy sanders #0669SS, #1103SS, #1104SS & 1105SS
	Water G.O. Bonds	45,000	Replace Ford F-150 extra cab pickup # 826
		<u>\$1,585,000</u>	2025 Subtotal
2026	General G.O. Bonds	880,000	6 Wheel Dump Truck # 1238,1239,1240,1241
	General G.O. Bonds	450,000	Road Grader # 1310
	General G.O. Bonds	300,000	Wheel Loader # 1302
	General G.O. Bonds	200,000	Tool Cat # 1370
	General G.O. Bonds	190,000	Loader/Backhoe # 21
	General G.O. Bonds	120,000	4x2 Super Cab Pickup # 462,463
	General G.O. Bonds	110,000	4x4 Pickup/Dump # 1113
	General G.O. Bonds	108,000	F-350 Dump 4WD #1112
	General G.O. Bonds	108,000	F-350 Utility 4WD #1111
	Sewer G.O. Bonds	100,000	Cut-away Van (camera) # 712
	General G.O. Bonds	95,000	F-350 Utility 4wd # 907
	General G.O. Bonds	70,000	G2500 Cargo Van # 908
	General G.O. Bonds	60,000	4x2 Super Cab Pickup # 908
	Water G.O. Bonds	60,000	4x4 Pickup #827
	Sewer G.O. Bonds	60,000	4x4 Pickup #705
	General G.O. Bonds	50,000	Sign Board # 451
	General G.O. Bonds	40,000	Magnum light trailer # 1405
	General G.O. Bonds	40,000	Air Compressor # 630
	General G.O. Bonds	30,000	Stainless steel spreader # 1229SS
	General G.O. Bonds	30,000	Stainless steel spreader # 1228SS
	General G.O. Bonds	30,000	Stainless steel spreader # 1227SS
	General G.O. Bonds	30,000	Stainless steel spreader # 1226SS

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program
	General G.O. Bonds	30,000 Stainless steel spreader # 425SS
	General G.O. Bonds	30,000 Arrow Board # 452
	General G.O. Bonds	30,000 Stainless steel spreader # 0057SS
	General G.O. Bonds	30,000 Arrow Board # 453
	General G.O. Bonds	25,000 Nine Ton Trailer # 672
	General G.O. Bonds	14,000 Stainless 3.4 CY Sander # 1113SS
		\$3,320,000 2026 Subtotal
TOTAL		\$16,055,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: 53 Hutchins St. and pump stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The SCADA (Supervisory, Control and Data Acquisition) system will provide for more efficient collection of operations information from the Water Plant and all remote pumping stations and tanks. It provides monitoring capability and controls equipment based upon information that is transmitted to a central control station. All information is stored on a database to provide easy retrieval.

SERVICE IMPACT: Increase efficiency of operations by being able to monitor and control all facilities from a central station. The system allows for collection of historical data, which can be analyzed to improve operations and react knowledgeably to changing conditions. This also has a potential to reduce operating costs.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Water	Capital Transfer	0	0	30,000	0	0	30,000	0	30,000	30,000	30,000	150,000
	Total	0	0	30,000	0	0	30,000	0	30,000	30,000	30,000	150,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2019 Subtotal
2022	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2022 Subtotal
2024	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2024 Subtotal
2025	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2025 Subtotal
2026	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2026 Subtotal
	TOTAL	<u>\$150,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FINANCE PURCHASING #130-Multi-Function Photocopy Machines

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City Hall, City Hall Annex, Combined Operations & Maintenance Facility, Water Treatment Plant, Parks & Recreation, Library, Police Department, Prosecutor's Office, Human Services Department, Fire Department Headquarters, Hall Street and Penacook Wastewater Treatment Plants, Beaver Meadow Golf Course Pro Shop. Public Properties Office and Blossom Hill Cemetery Office.

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Programmed replacement of 26 photocopiers city-wide, which support all departments. Networkable multi-function units for photocopying, printing from the desktop and scanning to the desktop. Replacement of black & white multi-function units with color multi-function units and eliminating color desktop printers as resources allow. Staff are encouraged to print from these networked multi-function units as the cost per page is substantially less than printing from a stand alone LaserJet printer.

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: 2016 PREVIOUS AMOUNT: 43,500

V. PROJECT USEFUL LIFE (In Years): 6 Expected Bond Term (in Years) 6

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FINANCE PURCHASING #130-Multi-Function Photocopy Machines

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Capital Transfer	37,500	17,500	33,000	27,500	7,000	39,000	51,500	35,000	34,500	7,500	290,000
	Total	37,500	17,500	33,000	27,500	7,000	39,000	51,500	35,000	34,500	7,500	290,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General Capital Transfer	37,500	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), Legal (Prosecutor's Office).
		<u>\$37,500</u>	2017 Subtotal
2018	General Capital Transfer	17,500	Replace networked multifunctional copier/printer/scanner for the following City departments (locations): Assessing (City Hall), Fire (Fire HQs) and Library (Main Floor).
		<u>\$17,500</u>	2018 Subtotal
2019	General Capital Transfer	33,000	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): General Services Admin (COMF); Community Development Code Enforcement (City Hall Annex); Parks & Recreation (Heights Community Center) and Police, Records (CPD Headquarters).
		<u>\$33,000</u>	2019 Subtotal
2020	General Capital Transfer	27,500	Replace networked multi-functional copier/printer/scanner for the following City department (location): Finance, Purchasing (COMF), Finance, OMB (City Hall), Finance, Accounting (City Hall)
		<u>\$27,500</u>	2020 Subtotal
2021	General Capital Transfer	7,000	Replace networked multi-functional copier/printer/scanner for the following City department (location): Finance, Collections (City Hall).
		<u>\$7,000</u>	2021 Subtotal

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		FINANCE PURCHASING	#130-Multi-Function Photocopy Machines	
2022	General	Capital Transfer	39,000	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), Legal (Prosecutor's Office).
			\$39,000	2022 Subtotal
2023	General	Capital Transfer	51,500	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): Assessing (City Hall), City Clerk (City Hall), Fire (Fire HQs), General Services, Equipment Services (COMF); General Services, Water Supply (Water Treatment Plant), Human Services (Commercial St) ,Library, Admin (2nd floor Library), Police, Administration (CPD HQs, 3rd Floor) and General Services, Wastewater Treatment (Hall St. WWTF).
			\$51,500	2023 Subtotal
2024	General	Capital Transfer	35,000	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): General Services Admin (COMF); Community Development Code Enforcement (City Hall Annex), Parks & Recreation (Heights Community Center) and Police, Records (CPD Headquarters).
			\$35,000	2024 Subtotal
2025	General	Capital Transfer	34,500	Replace networked multi-functional copier/printer/scanner for the following City department (location): Finance, Purchasing (COMF), Finance, OMB (City Hall); Finance, Accounting (City Hall) and Library (Main Floor).
			\$34,500	2025 Subtotal
2026	General	Capital Transfer	7,500	Replace networked multi-functional copier/printer/scanner for the following City department (location): Finance, Collections (City Hall)
			\$7,500	2026 Subtotal
TOTAL			\$290,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #230-Opticom Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides funding for systematic replacement of "Opticom" units throughout the City. Opticom units allow for 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: Opticom traffic control equipment could fail resulting in motorist confusion and increasing accident potential.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Highway Reserve	0	15,000	0	15,000	0	15,000	0	15,000	0	15,000	75,000
	Total	0	15,000	0	15,000	0	15,000	0	15,000	0	15,000	75,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #230-Opticom Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General Highway Reserve	15,000	Opticom replacement. (City Wide)
		<u>\$15,000</u>	2018 Subtotal
2020	General Highway Reserve	15,000	Opticom replacement. (City Wide)
		<u>\$15,000</u>	2020 Subtotal
2022	General Highway Reserve	15,000	Opticom replacement. (City Wide)
		<u>\$15,000</u>	2022 Subtotal
2024	General Highway Reserve	15,000	Opticom replacement. (City Wide)
		<u>\$15,000</u>	2024 Subtotal
2026	General Highway Reserve	15,000	Opticom replacement. (City Wide)
		<u>\$15,000</u>	2026 Subtotal
	TOTAL	<u>\$75,000</u>	

**2017-2026
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	☐ Safety	☐ Facility Cond.	☐ Productivity
☐ Replace	☐ Mandates	☐ Service Def.	☐ Tax Base Exp.
☒ Rebuild	☐ O + M Costs	☐ Council Goals	☐ Timeliness
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis			

☐ City Master Pl.

DESCRIPTION: The purpose of this project it is make routine investments to preserve and improve the golf course. Improvements typically consist of greens rehabilitation (begun in FY1999), tee renovations (1999 user survey item), resurfacing of golf cart paths, and irrigation improvements.

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 erode, 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	270,000	0	0	0	0	0	0	0	0	270,000
Golf	G.O. Bonds	0	210,000	235,000	10,000	75,000	125,000	0	0	0	0	655,000
	Total	0	480,000	235,000	10,000	75,000	125,000	0	0	0	0	925,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	270,000	Parking Lot improvements. (Reclaim & pave). General Fund share.
	Golf G.O. Bonds	50,000	Golf Fund share.
	Golf G.O. Bonds	150,000	Phase implementation of irrigation pump station and control system improvements recommended in the 2008 report.
	Golf G.O. Bonds	10,000	Expand tee boxes.
		<u>\$480,000</u>	2018 Subtotal
2019	Golf G.O. Bonds	175,000	Construct 3 season outdoor recreational pavilion.
	Golf G.O. Bonds	50,000	Improve awnings and design 3 season room.
	Golf G.O. Bonds	10,000	Expand tee boxes.
		<u>\$235,000</u>	2019 Subtotal
2020	Golf G.O. Bonds	10,000	Expand tee boxes
		<u>\$10,000</u>	2020 Subtotal
2021	Golf G.O. Bonds	75,000	Improvements to the irrigation piping system.
		<u>\$75,000</u>	2021 Subtotal
2022	Golf G.O. Bonds	75,000	Improvements to the irrigation piping system.
	Golf G.O. Bonds	50,000	Reconstruction of cart paths.
		<u>\$125,000</u>	2022 Subtotal
	TOTAL	<u>\$925,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Provides for the replacement of existing automatic meter reading devices and meters.

SERVICE IMPACT: The meters and reading devices provide the only means of accurately measuring a consumers use. The accuracy of these components is critical to insure fair and accurate billing for water and sewer customers.

IMPACT IF NOT FUNDED: Potential increase for inaccurate billing and loss of revenue for water and sewer funds.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Water	Capital Transfer	165,000	160,000	125,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	1,325,000
	Total	165,000	160,000	125,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	1,325,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Water Capital Transfer	165,000	Phased installation of meters and reading devices. 600 units.
		<u>\$165,000</u>	2017 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#244-Water Meter Replacement Program		
2018	Water	Capital Transfer	160,000	Phased installation of meters and reading devices. 500 units.
			\$160,000	2018 Subtotal
2019	Water	Capital Transfer	125,000	Phased installation of meters and reading devices. 500 units.
			\$125,000	2019 Subtotal
2020	Water	Capital Transfer	100,000	Phased installation of meters and reading devices. 500 units.
			\$100,000	2020 Subtotal
2021	Water	Capital Transfer	100,000	Phased installation of meters and reading devices. 600 units.
			\$100,000	2021 Subtotal
2022	Water	Capital Transfer	125,000	Phased installation of meters and reading devices. 800 units.
			\$125,000	2022 Subtotal
2023	Water	Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
			\$125,000	2023 Subtotal
2024	Water	Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
			\$125,000	2024 Subtotal
2025	Water	Capital Transfer	150,000	Phased installation of meters and reading devices. 600 units.
			\$150,000	2025 Subtotal
2026	Water	Capital Transfer	150,000	Phased installation of meters and reading devices. 600 units.
			\$150,000	2026 Subtotal
TOTAL			\$1,325,000	

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #245-Emergency Sewage Treatment Plant Repairs

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: Wastewater Treatment Facilities

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Provides for unanticipated capital expenditures at the Hall Street and Penacook Wastewater Treatment Plants and eight sewer pump stations city-wide.

SERVICE IMPACT: Allows for expedient major repair/replacement of necessary process equipment. Funding previously carried in operating budget.

IMPACT IF NOT FUNDED: Potential service interruptions, unsafe or hazardous working conditions for employees, increased costs to accommodate system or process deficiencies.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Sewer	Capital Outlay	56,000	58,000	59,500	61,500	63,500	65,500	67,500	69,500	71,500	73,500	646,000
	Total	56,000	58,000	59,500	61,500	63,500	65,500	67,500	69,500	71,500	73,500	646,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Sewer Capital Outlay	56,000	Emergency/unanticipated capital equipment replacement.
		\$56,000	2017 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-SEWER	#245-Emergency Sewage Treatment Plant Repairs		
2018	Sewer	Capital Outlay	58,000	Emergency/unanticipated capital equipment replacement.
			\$58,000	2018 Subtotal
2019	Sewer	Capital Outlay	59,500	Emergency/unanticipated capital equipment replacement.
			\$59,500	2019 Subtotal
2020	Sewer	Capital Outlay	61,500	Emergency/unanticipated capital equipment replacement.
			\$61,500	2020 Subtotal
2021	Sewer	Capital Outlay	63,500	Emergency/unanticipated capital equipment replacement.
			\$63,500	2021 Subtotal
2022	Sewer	Capital Outlay	65,500	Emergency/unanticipated capital equipment replacement.
			\$65,500	2022 Subtotal
2023	Sewer	Capital Outlay	67,500	Emergency/unanticipated capital equipment replacement.
			\$67,500	2023 Subtotal
2024	Sewer	Capital Outlay	69,500	Emergency/unanticipated capital equipment replacement.
			\$69,500	2024 Subtotal
2025	Sewer	Capital Outlay	71,500	Emergency/unanticipated capital equipment replacement.
			\$71,500	2025 Subtotal
2026	Sewer	Capital Outlay	73,500	Emergency/unanticipated capital equipment replacement.
			\$73,500	2026 Subtotal
	TOTAL		\$646,000	

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #252-Fire Station Improvements

I. PROJECT TYPE: Public Safety

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for a variety of repairs and improvements to the four existing fire stations on an annual basis. The 4 stations plus the Headquarters facility total approximately 49,000SF, combined. A summary of each station is below:

The Broadway Station is located at 15 Broadway. The facility was constructed in 1984 and is 5,716 SF set on 0.72 Acres.

The Manor Station is located at 46 Village Street. The facility was constructed in 1974 and is 11,376SF set on 1.28 Acres.

The Heights Station is located at 74 Loudon Rd. The facility was constructed in 1966 and is 5,016SF 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. The facility contains 15,290SF set on 1.52 Acres.

SERVICE IMPACT: Routine repairs and improvements help to prolong the useful life of facilities, as well as provide a safe and pleasant working environmental for employees thereby helping to maintain morale.

IMPACT IF NOT FUNDED: Increased cost for repairs due to deferred maintenance.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #252-Fire Station Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	200,000	0	71,500	0	35,000	0	0	0	0	0	306,500
	Total	200,000	0	71,500	0	35,000	0	0	0	0	0	306,500

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	200,000	Replacement of Manor Station roof. Temporary repairs completed in 2014.
		\$200,000	2017 Subtotal
2019	General G.O. Bonds	71,500	Comprehensive facilities needs assessment / master plan for the 4 fire stations.
		\$71,500	2019 Subtotal
2021	General G.O. Bonds	35,000	Study of station locations citywide to develop fire station location master plan.
		\$35,000	2021 Subtotal
	TOTAL	\$306,500	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #254-Water System Emergency/Unanticipated Equipment Replacement

I. PROJECT TYPE: Water Treatment

II. LOCATION: Water Treatment Plant and Pump Stations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	M Safety	H Facility Cond.	L Productivity	
SERVED:	☒ 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	M Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: Funding to provide for emergency/unanticipated replacement of capital equipment. Previously distributed in various operating accounts.

SERVICE IMPACT: Provides for timely replacement of capital components failing before their predicted life expectancy.

IMPACT IF NOT FUNDED: Without contingency funding replacements could be delayed with degradation of service.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Water	Capital Outlay	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	630,000
	Total	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	630,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Water Capital Outlay	54,000	Emergency/unanticipated replacement of capital equipment.
		<u>\$54,000</u>	2017 Subtotal

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#254-Water System Emergency/Unanticipated Equipment Replacement		
2018	Water Capital Outlay		56,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$56,000</u>	2018 Subtotal
2019	Water Capital Outlay		58,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$58,000</u>	2019 Subtotal
2020	Water Capital Outlay		60,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$60,000</u>	2020 Subtotal
2021	Water Capital Outlay		62,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$62,000</u>	2021 Subtotal
2022	Water Capital Outlay		64,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$64,000</u>	2022 Subtotal
2023	Water Capital Outlay		66,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$66,000</u>	2023 Subtotal
2024	Water Capital Outlay		68,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$68,000</u>	2024 Subtotal
2025	Water Capital Outlay		70,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$70,000</u>	2025 Subtotal
2026	Water Capital Outlay		72,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$72,000</u>	2026 Subtotal
	TOTAL		<u>\$630,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Sewer Collection

II. LOCATION: Various Pump Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Provides for planned replacement, upgrade and refurbishment of aging equipment at sewer pump stations before disruptive failures occur. The City has a total of 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: Critical reliability of pump stations will be maintained and accelerating maintenance costs will be avoided.

IMPACT IF NOT FUNDED: Potential for unanticipated failure of equipment that 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Other	Trust	0	0	0	0	0	0	0	0	0	50,000	50,000
Sewer	G.O. Bonds	335,000	55,000	75,000	257,500	50,000	550,000	85,000	90,000	130,000	0	1,627,500
Sewer	Mountain Green Reserve	0	0	50,000	300,000	0	0	0	0	0	0	350,000
	Total	335,000	55,000	125,000	557,500	50,000	550,000	85,000	90,000	130,000	50,000	2,027,500

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Sewer G.O. Bonds	290,000	East Concord pump station improvements - standby generator replacement; electrical system upgrade. 1981 original equipment.
	Sewer G.O. Bonds	45,000	East Concord Pump Station - Sewage grinder replacement.
		<u>\$335,000</u>	2017 Subtotal
2018	Sewer G.O. Bonds	55,000	East Concord Pump Station - ventilation system upgrade.
		<u>\$55,000</u>	2018 Subtotal
2019	Sewer G.O. Bonds	75,000	Steeplegate Mall Pump Station - replacement pumps and motor sets.
	Sewer Mountain Green Reserve	50,000	Mountain Green North Pump Station - Design engineering services for north pump station and standby generator replacement.
		<u>\$125,000</u>	2019 Subtotal
2020	Sewer Mountain Green Reserve	300,000	Mountain Green North Pump Station - Construction of north pump station improvements designed in FY19.
	Sewer G.O. Bonds	200,000	East Concord Pump Station - roof replacement.
	Sewer G.O. Bonds	57,500	East Concord Pump Station - Space heating system upgrade to replace existing steam boiler with condensing hot water boiler. Will include new hot water unit heaters, piping, and auxiliary components.
		<u>\$557,500</u>	2020 Subtotal
2021	Sewer G.O. Bonds	50,000	Hannah Dustin Pump Station - Design engineering services for pump station upgrades and generator replacement.
		<u>\$50,000</u>	2021 Subtotal
2022	Sewer G.O. Bonds	440,000	Hannah Dustin Pump Station - Renovations to include installation of above grade pumps, replacement of standby generator, and upgrade of electrical service.
	Sewer G.O. Bonds	40,000	Loudon Road ("Gateway") Pump Station - Grinder replacement

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-SEWER	#275-Sewer Pump Station Improvements		
	Sewer G.O. Bonds	40,000	Loudon Road Pump Station - install secondary valve vault, new isolation valves, pump guide rails, and discharge piping at Loudon Road pump station.	
	Sewer G.O. Bonds	30,000	Chenell Drive Pump Station - Sewage grinder replacement.	
		\$550,000	2022 Subtotal	
2023	Sewer G.O. Bonds	85,000	Chenell Drive, Steeplegate Mall, Antrim Avenue Pump Stations - Electrical distribution system upgrades.	
		\$85,000	2023 Subtotal	
2024	Sewer G.O. Bonds	75,000	Chenell Drive Pump Station - Pump / motor replacement.	
	Sewer G.O. Bonds	15,000	Steeplegate Mall Pump Station - grinder replacement.	
		\$90,000	2024 Subtotal	
2025	Sewer G.O. Bonds	70,000	East Concord Pump Station - lighting system, electrical boxes & raceways, and plumbing system upgrades.	
	Sewer G.O. Bonds	60,000	Purchase a portable generator.	
		\$130,000	2025 Subtotal	
2026	Other Trust	50,000	Mountain Green Pump Stations - Facility upgrades.	
		\$50,000	2026 Subtotal	
	TOTAL	\$2,027,500		

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Intersections

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to make investments in traffic and pedestrian signal improvements in order to achieve improved traffic operations, safety enhancements, as well as implement 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: Increased neighborhood concern with vehicular and pedestrian safety City-wide resulting in the need for increased and dedicated police enforcement.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	95,000	235,000	175,000	20,000	200,000	0	175,000	0	0	0	900,000
	Total	95,000	235,000	175,000	20,000	200,000	0	175,000	0	0	0	900,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	95,000	N Main/Bouton/I-393 - Replace existing traffic signal equipment with new equipment including controller cabinet, video vehicle detection, and underground wiring replacement. (\$56,000)
			McKee Square signal controller replacement - Replace aging signal controller cabinet and underground wiring at South/Clinton/Broadway intersection. Interim update needed to maintain current signal operation until implementation of McKee Square Improvements Project (CIP31). (\$31,000)
			N State/Pleasant - Replace signal heads with new countdown signal heads. (\$8,000)
		\$95,000	2017 Subtotal
2018	General G.O. Bonds	235,000	Replace pedestrian WALK signal heads with new countdown-type signal heads and upgrade pedestrian push buttons with accessible APS push button stations at all downtown-area intersections not otherwise equipped with both. Locations include: S Main/Storrs; N Main/Washington-Ferry; N State/Centre; N State/Capital; N State/School; N State/Warren; N State/Pleasant; S State/West; Pleasant Ext/Storrs; Pleasant/Green; Pleasant/Spring; and Centre/Green.
			Modify the N State/Centre eastbound left-turn signal head to include a flashing yellow arrow operation.
			Ft Eddy/Ft Eddy Plaza - Replace aging underground electrical wiring.
		\$235,000	2018 Subtotal
2019	General G.O. Bonds	175,000	Pleasant Street/State Street - Replace existing traffic signal mast arm supports, install new equipment including pedestrian pushbuttons, and improve sidewalk corners, crosswalk geometry and pavement graphics.
		\$175,000	2019 Subtotal
2020	General G.O. Bonds	20,000	Signal Coordination Improvements - Investigate and implement signal timing and equipment changes to enhance traffic signal coordination along the N. Main/Bouton Street corridor including the signalized intersections at Washington Street, Ferry Street, I-393, N. State Street and Penacook Street, as well as the I-393/Commercial Street intersection.

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#283-Traffic Signals and Traffic Operations Improvements	
		\$20,000	2020 Subtotal
2021	General G.O. Bonds	200,000	Pleasant Street/Green Street - Replace existing traffic signal equipment with new equipment including pedestrian pushbuttons, blank out signs, audible pedestrian equipment, video detection and improve sidewalk corners, crosswalk geometry and pavement graphics.
		\$200,000	2021 Subtotal
2023	General G.O. Bonds	175,000	Pleasant Street/Spring Street - Replace existing traffic signal equipment with new equipment including pedestrian push buttons, blank out signs, audible pedestrian equipment, video detection and improve sidewalk corners, crosswalk geometry and pavement graphics.
		\$175,000	2023 Subtotal
	TOTAL	\$900,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City Agencies

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 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 now available on this public website.

Recent document management innovations added to the City GIS made property development plans and utility records available 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 of improved accuracy and efficiency in use.

SERVICE IMPACT: Investments in GIS technology are essential for the delivery of services to the internal and external customers. The need to share information has become so imperative to the way we do business that without access to the information many of the City's personnel would not be able to perform their job duties. The GIS fits into the category of delivering information (including digital aerial photos) across department boundaries and to the public through the internet.

IMPACT IF NOT FUNDED: The GIS data that the City has heavily invested in will deteriorate to the point where it will become functionally obsolete. The ability to capture and update the changes in the City 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)

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Capital Transfer	0	144,000	128,000	3,000	3,500	3,500	73,500	3,500	3,500	3,500	366,000
Water	Capital Transfer	0	3,000	3,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500	30,000
General	G.O. Bonds	125,000	0	0	150,000	0	0	0	0	0	0	275,000
Sewer	Capital Transfer	0	3,000	3,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500	30,000
Total		125,000	150,000	134,000	159,000	10,500	10,500	80,500	10,500	10,500	10,500	701,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	125,000	Digital Tax Map Development - Phase 4
		Develop digital tax map base with accurately defined property boundaries from surveyed plans and deed research. Part of a 6-phase, city-wide effort, the project will resolve discrepancies among the three versions of tax maps maintained by the City and consolidate the maps to a single digital base. Corrected parcels will be identified in preparation to Asset Management and Work Order ERP initiatives. The resulting digital tax maps will be easier to maintain and share with Departments and improve convenience to the public in terms of information research, map production and archiving.	
		\$125,000	2017 Subtotal
2018	General Capital Transfer	125,000	Digital Tax Map Development - Phase 5
		Develop digital tax map base with accurately defined property boundaries from surveyed plans and deed research. Part of a 6-phase, city-wide effort, the project will resolve discrepancies among the three versions of tax maps maintained by the City and consolidate the maps to a single digital base. Corrected parcels will be identified in preparation to Asset Management and Work Order ERP initiatives. The resulting digital tax maps will be easier to maintain and share with Departments and improve convenience to the public in terms of information research, map production and archiving.	
	General Capital Transfer	16,000	Replace Large Format Digital Plotter/Scanner.
	Sewer Capital Transfer	3,000	GIS Layer Development (Sewer Portion)
	General Capital Transfer	3,000	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#297-Geographic Information Systems (GIS)	
	Water Capital Transfer	3,000	GIS Layer Development (Water Portion)
		\$150,000	2018 Subtotal
2019	General Capital Transfer	125,000	Tax Map Update Phase 6
	Sewer Capital Transfer	3,000	GIS Layer Development (Sewer Portion)
	Water Capital Transfer	3,000	GIS Layer Development (Water Portion)
	General Capital Transfer	3,000	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
		\$134,000	2019 Subtotal
2020	General G.O. Bonds	150,000	Update of GIS topographic and planimetric data. 10-year mapping update with high resolution imagery to all GIS digital layers including ground and water surfaces, buildings, utilities, and misc. features.
	Water Capital Transfer	3,000	GIS Layer Development (Water Portion)
	General Capital Transfer	3,000	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
	Sewer Capital Transfer	3,000	GIS Layer Development (Sewer Portion)
		\$159,000	2020 Subtotal
2021	Water Capital Transfer	3,500	GIS Layer Development (Water Portion)
	Sewer Capital Transfer	3,500	GIS Layer Development (Sewer Portion)
	General Capital Transfer	3,500	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
		\$10,500	2021 Subtotal
2022	Water Capital Transfer	3,500	GIS Layer Development (Water Portion)
	Sewer Capital Transfer	3,500	GIS Layer Development (Sewer Portion)
	General Capital Transfer	3,500	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
		\$10,500	2022 Subtotal
2023	General Capital Transfer	70,000	Survey Grade GPS System - Survey grade Global Positioning System (GPS) receiver and data collector for design data layout, control and mapping.
	General Capital Transfer	3,500	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#297-Geographic Information Systems (GIS)	
	Sewer Capital Transfer	3,500	GIS Layer Development (Sewer Portion)
	Water Capital Transfer	3,500	GIS Layer Development (Water Portion)
		\$80,500	2023 Subtotal
2024	General Capital Transfer	3,500	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
	Sewer Capital Transfer	3,500	GIS Layer Development (Sewer Portion)
	Water Capital Transfer	3,500	GIS Layer Development (Water Portion)
		\$10,500	2024 Subtotal
2025	Sewer Capital Transfer	3,500	GIS Layer Development (Sewer Portion)
	General Capital Transfer	3,500	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
	Water Capital Transfer	3,500	GIS Layer Development (Water Portion)
		\$10,500	2025 Subtotal
2026	General Capital Transfer	3,500	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
	Water Capital Transfer	3,500	GIS Layer Development (Water Portion)
	Sewer Capital Transfer	3,500	GIS Layer Development (Sewer Portion)
		\$10,500	2026 Subtotal
	TOTAL	\$701,000	

**2017-2026
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.	☐ Productivity	
	☐ Replace	☐ Mandates	☐ Service Def.	☐ Tax Base Exp.	☐ City Master Pl.
	☐ Rebuild	☐ O + M Costs	☐ Council Goals	☐ 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 in the cloud, 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 estimated that between all the users, the net cost to the General Fund for these applications will be about 70% of the total cost of the project. Other City special revenue funds and enterprise funds will be responsible for about 30% of the cost.

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. 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.

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	615,000	0	0	0	0	0	0	0	0	0	615,000
Sewer	G.O. Bonds	100,000	0	0	0	0	0	0	0	0	0	100,000
General	Capital Close-out	161,651	0	0	0	0	0	0	0	0	0	161,651
Water	G.O. Bonds	100,000	0	0	0	0	0	0	0	0	0	100,000
	Total	976,651	0	0	0	0	0	0	0	0	0	976,651

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	615,000	Replacement of the New World Systems "Logos" ERP software program.
	General Capital Close-out	161,651	Close Out Share.
	Water G.O. Bonds	100,000	Water Fund Share.
	Sewer G.O. Bonds	100,000	Sewer Fund Share.
		<u>\$976,651</u>	2017 Subtotal
	TOTAL	<u>\$976,651</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #305-Fire Department Communications Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Systematic and planned replacement of critical emergency communications equipment.

SERVICE IMPACT: Improved reliability on the emergency scene which improves safety and maintains 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Equip Replace Reserve	100,000	0	0	0	0	0	0	0	0	0	100,000
General	G.O. Bonds	90,000	0	0	0	0	0	0	400,000	0	0	490,000
	Total	190,000	0	0	0	0	0	0	400,000	0	0	590,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #305-Fire Department Communications Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General Equip Replace Reserve	100,000	Phase 2: Systematic replacement of portable radios (58 units).
	General G.O. Bonds	90,000	Phase 2: Systematic replacement of portable radios (58 units). GO Bond Share.
		\$190,000	2017 Subtotal
2024	General G.O. Bonds	400,000	Radio Replacement (115 units).
		\$400,000	2024 Subtotal
	TOTAL	\$590,000	

**2017-2026
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 Water Master Plan was completed in 3 separate phases during 2006-2010. Part one looked at alternative water sources recommending a source of supply in the Merrimack River. Part two evaluated the existing water treatment facility and looked at future treatment options recommending the refurbishment of the existing treatment facility on Hutchinson Street. Part three reviewed the City's anticipated future distribution and storage needs and made recommendations associated therewith.

The purpose of this projects is to undertake a comprehensive update of the 2010 Water Master Plan.

SERVICE IMPACT: Periodic review and updating of the water master plan helps allows the City to adequately plan for future needs of the community, as well as prioritize investments in the water system.

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)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Sewer	G.O. Bonds	40,000	0	0	0	0	0	0	0	0	0	40,000
Water	G.O. Bonds	40,000	30,000	0	90,000	0	300,000	0	0	0	0	460,000
	Total	80,000	30,000	0	90,000	0	300,000	0	0	0	0	500,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #321-Water System Master Plan & Implementation

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Sewer G.O. Bonds	40,000	Update the Rate Study completed in 2006.
	Water G.O. Bonds	40,000	Update the Rate Study completed in 2006.
		\$80,000	2017 Subtotal
2018	Water G.O. Bonds	30,000	Update the water model developed in Phase III of the 2008 Water Master Plan.
		\$30,000	2018 Subtotal
2020	Water G.O. Bonds	90,000	Conduct a geophysical site investigation as recommended by the 2006 Water Master Plan to further explore potential feasibility of utilizing the Merrimack River in west as a new supply to support the City's long-term needs for potable water.
		\$90,000	2020 Subtotal
2022	Water G.O. Bonds	300,000	Update the Master Plan completed in 2010.
		\$300,000	2022 Subtotal
	TOTAL	\$500,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #323-Combined Operations & Maintenance Facility (COMF) Improvements

I. PROJECT TYPE: Public Buildings

II. LOCATION: COMF - 311 North State Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This provides for the capital improvements for the Combined Operations and Maintenance Facility (COMF) that houses 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	150,000	155,000	90,000	240,000	260,000	50,000	50,000	30,000	100,000	0	1,125,000
Sewer	G.O. Bonds	75,000	90,000	35,000	95,000	95,000	25,000	25,000	15,000	50,000	0	505,000
Water	G.O. Bonds	75,000	90,000	35,000	95,000	95,000	25,000	25,000	15,000	50,000	0	505,000
	Total	300,000	335,000	160,000	430,000	450,000	100,000	100,000	60,000	200,000	0	2,135,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #323-Combined Operations & Maintenance Facility (COMF) Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	150,000	Replace boiler (original equipment 1990)
	Sewer G.O. Bonds	75,000	Replace boiler (original equipment 1990)
	Water G.O. Bonds	75,000	Replace boiler (original equipment 1990)
		<u>\$300,000</u>	2017 Subtotal
2018	General G.O. Bonds	75,000	Replace Public Properties facility roof at 115 Hall Street. ORIGINAL ROOF (1981)
	Water G.O. Bonds	50,000	Replace Public Properties facility roof at 115 Hall Street. ORIGINAL ROOF (1981)
	Sewer G.O. Bonds	50,000	Replace Public Properties facility roof at 115 Hall Street. ORIGINAL ROOF (1981)
	General G.O. Bonds	30,000	HVAC and Energy Management System upgrades. Original 2007 work performed by Siemens Company. Maintain energy efficiency.
	General G.O. Bonds	30,000	Crack seal and seal coat existing pavement. Pave gravel areas used for vehicle storage.
	General G.O. Bonds	20,000	Repaint walls and replace carpet in all principal areas of the facility.
	Sewer G.O. Bonds	15,000	HVAC and Energy Management System upgrades. Original 2007 work performed by Siemens Company. Maintain energy efficiency.
	Sewer G.O. Bonds	15,000	Crack seal and seal coat existing pavement. Pave gravel areas used for vehicle storage.
	Water G.O. Bonds	15,000	Crack seal and seal coat existing pavement. Pave gravel areas used for vehicle storage.
	Water G.O. Bonds	15,000	HVAC and Energy Management System upgrades. Original 2007 work performed by Siemens Company. Maintain energy efficiency.
	Sewer G.O. Bonds	10,000	Repaint walls and replace carpet in all principal areas of the facility.
	Water G.O. Bonds	10,000	Repaint walls and replace carpet in all principal areas of the facility.
		<u>\$335,000</u>	2018 Subtotal
2019	General G.O. Bonds	30,000	Refurbish the drainage grates in vehicle storage building.
	Water G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (20 of the 57)
	Sewer G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (20 of the 57)
	Water G.O. Bonds	15,000	Refurbish floor drainage grates in vehicle storage building.

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#323-Combined Operations & Maintenance Facility (COMF) Improvements	
	Sewer G.O. Bonds	15,000	Refurbish floor drainage grates in vehicle storage building.
	General G.O. Bonds	40,000	Phased plan to replace one-third of the overhead doors. (20 of the 57)
	General G.O. Bonds	20,000	Replace furniture in common areas. Original equipment provided in 1992 when facility was first occupied.
		<u>\$160,000</u>	2019 Subtotal
2020	General G.O. Bonds	200,000	Replace underground fuel tanks.
	Water G.O. Bonds	75,000	Replace underground fuel tanks.
	Sewer G.O. Bonds	75,000	Replace underground fuel tanks.
	Water G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (20 of the 57)
	Sewer G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (20 of the 57)
	General G.O. Bonds	40,000	Phased plan to replace one-third of the overhead doors. (20 of the 57)
		<u>\$430,000</u>	2020 Subtotal
2021	General G.O. Bonds	200,000	Replace underground fuel tanks.
	Water G.O. Bonds	75,000	Replace underground fuel tanks.
	Sewer G.O. Bonds	75,000	Replace underground fuel tanks.
	General G.O. Bonds	40,000	Phased plan to replace one-third of the overhead doors. (17 of the 57)
	Sewer G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (17 of the 57)
	General G.O. Bonds	20,000	Replace original ceiling tiles throughout the facility. (30 years old)
	Water G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (17 of the 57)
		<u>\$450,000</u>	2021 Subtotal
2022	General G.O. Bonds	50,000	Replace rubber tile in main hallway areas. 1990 original material.
	Water G.O. Bonds	25,000	Replace rubber tile in main hallway areas. 1990 original material.
	Sewer G.O. Bonds	25,000	Replace rubber tile in main hallway areas. 1990 original material.
		<u>\$100,000</u>	2022 Subtotal
2023	General G.O. Bonds	50,000	Pavement rehabilitation.

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#323-Combined Operations & Maintenance Facility (COMF) Improvements
	Sewer G.O. Bonds	25,000 Pavement rehabilitation.
	Water G.O. Bonds	25,000 Pavement rehabilitation.
		\$100,000 2023 Subtotal
2024	General G.O. Bonds	30,000 Crack seal and seal coat existing pavement.
	Water G.O. Bonds	15,000 Crack seal and seal coat existing pavement.
	Sewer G.O. Bonds	15,000 Crack seal and seal coat existing pavement.
		\$60,000 2024 Subtotal
2025	General G.O. Bonds	100,000 Refurbish HVAC system and controls.
	Sewer G.O. Bonds	50,000 Refurbish HVAC system and controls.
	Water G.O. Bonds	50,000 Refurbish HVAC system and controls.
		\$200,000 2025 Subtotal
	TOTAL	\$2,135,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #335-Thermal Imaging Cameras

I. PROJECT TYPE: Public Safety

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Systematic 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):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Capital Transfer	0	0	30,000	30,000	0	0	0	0	0	0	60,000
	Total	0	0	30,000	30,000	0	0	0	0	0	0	60,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #335-Thermal Imaging Cameras

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Capital Transfer	30,000	Phase 1 of 2. Systematic replacement of thermal imaging cameras. Anticipated to replace cameras purchased from FY2012.
		\$30,000	2019 Subtotal
2020	General Capital Transfer	30,000	Phase 2 of 2. Systematic replacement of thermal imaging cameras. Anticipated to replace cameras purchased in FY2014.
		\$30,000	2020 Subtotal
	TOTAL	\$60,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #345-Water Supply Well Field Maintenance

I. PROJECT TYPE: Water Treatment

II. LOCATION: Sanders Station (Pump Station 2), N. Pembroke Rd.

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Maintaining an adequate water supply is important for the city. The purpose of this project is to properly maintain the City's well fields in Pembroke through regular investments thereby ensuring the facility will be available to produce approximately 1 million gallons per day on an as-needed basis. This project will comply with and help implement the recommendations of the 2006-2010 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: Drought conditions and a regulated restriction of Contoocook River usage may require that water restrictions be implemented throughout the City.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Water	G.O. Bonds	0	0	0	150,000	1,500,000	0	0	0	0	0	1,650,000
	Total	0	0	0	150,000	1,500,000	0	0	0	0	0	1,650,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #345-Water Supply Well Field Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Water G.O. Bonds	150,000	Design of a new pump house and appurtenances. Wright Pierce Engineers assessment and recommendations.
		\$150,000	2020 Subtotal
2021	Water G.O. Bonds	1,500,000	Place holder for future construction of new pump house at Station #2. Design effort will refine a replacement cost.
		\$1,500,000	2021 Subtotal
	TOTAL	\$1,650,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #347-Water Storage Tank Repairs

I. PROJECT TYPE: Water Treatment

II. LOCATION: Five sites around the City

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	L Facility Cond.	N/A Productivity	
SERVED:	☐ Replace	N/A Mandates	H Service Def.	N/A Tax Base Exp.	N/A City Master Pl.
	☒ Rebuild	N/A O + M Costs	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 5 water tanks, as follows:

Ed Young Tank on Penacook Street

Primrose Tank in Penacook

East Concord Tank off Portsmouth Street

Snow Pond Tank off Snow Pond up behind Mt Green development

Auburn Street Tank behind the hospital

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 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. Each tank represents a significant investment by the City and needs to be kept in a highly serviceable condition.

IMPACT IF NOT FUNDED: Lack of routine investments will decrease useful life of these facilities. In the extreme, lack of maintenance could cause tank failures thereby causing disruptions in water service (both domestic and fire protection).

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #347-Water Storage Tank Repairs

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Water	G.O. Bonds	30,000	100,000	40,000	200,000	4,000,000	50,000	0	75,000	30,000	0	4,525,000
	Total	30,000	100,000	40,000	200,000	4,000,000	50,000	0	75,000	30,000	0	4,525,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Water G.O. Bonds	30,000	Ed Young Tank. Cleaning, crack sealing and re-application of cementitious coating (as needed) and reconditioning/replacing altitude valve and appurtenant controls.
		<u>\$30,000</u>	2017 Subtotal
2018	Water G.O. Bonds	70,000	Auburn Street Tank and Snow Pond Road Tank solar power improvements.
	Water G.O. Bonds	30,000	Primrose Tank. Cleaning, crack sealing and re-application of cementitious coating (as needed) and reconditioning/replacing altitude valve and appurtenant controls.
		<u>\$100,000</u>	2018 Subtotal
2019	Water G.O. Bonds	40,000	Altitude valve replacement at the Primrose Tank.
		<u>\$40,000</u>	2019 Subtotal
2020	Water G.O. Bonds	200,000	Design development of a new water storage tank to serve the Heights / Manchester Street Corridor. Recommendation of the Phase III Water Master Plan.
		<u>\$200,000</u>	2020 Subtotal
2021	Water G.O. Bonds	4,000,000	Place holder for construction of a new water tank to serve the Heights / Manchester Street Corridor. Costs will be confirmed by the design development in 2020.
		<u>\$4,000,000</u>	2021 Subtotal
2022	Water G.O. Bonds	50,000	West End. Cleaning, crack sealing and re-application of cementitious coating (as needed) and reconditioning/replacing altitude valve and appurtenant controls.
		<u>\$50,000</u>	2022 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #347-Water Storage Tank Repairs

2024	Water G.O. Bonds	75,000	East Concord Tank. Cleaning, crack sealing and re-application of cementitious coating (as needed) and reconditioning/replacing altitude valve and appurtenant controls.
		\$75,000	2024 Subtotal
2025	Water G.O. Bonds	30,000	Snow Poand Tank. Cleaning, crack sealing and re-application of cementitious coating (as needed) and reconditioning/replacing altitude valve and appurtenant controls.
		\$30,000	2025 Subtotal
	TOTAL	\$4,525,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #352-Open Space Protection

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	☐ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	M City Master Pl.
	☐ Rebuild	N/A	O + M Costs	M	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 the acquisitions of open space and conservation easements in accordance with the priorities of the Open Space Chapter of the 2030 Master Plan. Sources of funding include the proceeds from the Land Use Change Tax as deposited in the Conservation Fund, as well as the proceeds of a previously approved bond. The cost of appraisals of land for these purposes, as well as title work and closing expenses is included.

SERVICE IMPACT: Preserves the natural resources and environment of the City as well as the quality of life for residents. Provides economic benefits from increased land values adjacent to open space and the avoidance of costs to service development that would otherwise occur.

IMPACT IF NOT FUNDED: Critical parcels of open land will be developed and the benefits of the open space will be irrevocably lost.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 99

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Other	Trust	500,000*	0	0	0	0	0	0	0	0	0	500,000
	Total	500,000	0	0	0	0	0	0	0	0	0	500,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #352-Open Space Protection

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Other Trust	500,000	Placeholder: Purchase of parcels or conservation easements on parcels. The funding will be from Conservation Fund and will be matched by other grants such as LCHIP to the greatest extent possible. Up to \$20,000 will be made available for appraisals, title work, and expenses in conjunction with land and easement acquisitions.
		\$500,000	2017 Subtotal
	TOTAL	\$500,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #358-Garrison Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Hutchins Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: In 2005, the City completed a comprehensive Master Plan for Garrison Park. The purpose of the plan was to identify and prioritize short and long-term improvements for the facility.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of the City's parks while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing facilities will continue to deteriorate, and facility expansion potential will not be realized. Any City funding will not be utilized in a planned and coordinated manner resulting in waste and inefficiency. There will be a loss in utilization and enjoyment of this facility by the citizenry.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Impact Fees Rec Dist 2	0	0	0	0	0	0	100,000	0	0	0	100,000
General	G.O. Bonds	0	0	0	0	175,000	65,000	0	0	0	0	240,000
	Total	0	0	0	0	175,000	65,000	100,000	0	0	0	340,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #358-Garrison Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	100,000	Construction of accessible walkways and bridges within the southerly areas of the park as identified in the Park Improvement Plan for Garrison Park.
	General G.O. Bonds	75,000	Replacement of playground equipment.
		<u>\$175,000</u>	2021 Subtotal
2022	General G.O. Bonds	65,000	Basketball and tennis courts - renovation or reconstruction.
		<u>\$65,000</u>	2022 Subtotal
2023	General Impact Fees Rec Dist 2	100,000	Design and construction of parking lot and access improvements as identified in the Garrison Park Improvement Plan.
		<u>\$100,000</u>	2023 Subtotal
	TOTAL	<u>\$340,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #359-Merrill Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Eastman Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: In 2005, the City completed a comprehensive Master Plan for Merrill Park. The purpose of the plan was to identify and prioritize short and long-term improvements for the facility.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of the City's parks while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing facilities will continue to deteriorate, and facility expansion potential will not be realized. Any City funds will not be done in a planned and coordinated manner resulting in waste and inefficiency. There will be a loss in utilization and enjoyment of this facility by the citizenry.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	15,000	0	0	60,000	0	0	0	0	120,000	0	195,000
	Total	15,000	0	0	60,000	0	0	0	0	120,000	0	195,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #359-Merrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	15,000	Softball field back stop replacement.
		<u>\$15,000</u>	2017 Subtotal
2020	General G.O. Bonds	60,000	Rehabilitate and stripe parking lot.
		<u>\$60,000</u>	2020 Subtotal
2025	General G.O. Bonds	120,000	Construct pedestrian access bridge over Mill Brook per Merrill Park Master Plan. (CDD-Engineering)
		<u>\$120,000</u>	2025 Subtotal
	TOTAL	<u>\$195,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #360-Kimball Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: North State Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Kimball Park was the focus of an intensive planning and design effort undertaken with Groundwork Concord, Inc. (now defunct) to guide future maintenance and capital investment in that park. The planning process resulted in the Kimball Park Master Plan for the upgrade and improvement of the park that prioritizes the City's expenditures and encourage volunteerism and donations to benefit the park.

SERVICE IMPACT: The improvement plans will promote the use and enjoyment of the City's parks while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing facilities will continue to deteriorate, and facility expansion potential will not be realized. Any City funds will not be done in a planned and coordinated manner resulting in waste and inefficiency. There will be a loss in utilization and enjoyment of this facility by the citizenry.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	125,000	0	0	0	0	0	125,000
	Total	0	0	0	0	125,000	0	0	0	0	0	125,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #360-Kimball Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	125,000	Playground equipment replacement.
		<u>\$125,000</u>	2021 Subtotal
	TOTAL	<u>\$125,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #361-Hooksett Turnpike Bridge Replacement

I. PROJECT TYPE: Bridges

II. LOCATION: Hooksett Turnpike Bridge over Bela Brook

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to replace the existing substandard bridge over Bela Brook with a new bridge which complies with contemporary design standards.

This project will be funded through the State Municipal Bridge Aid program (80% state, 20% city).

SERVICE Continue use for public travel.

IMPACT:

IMPACT IF NOT FUNDED: If not funded, the bridge could become subject to load limits. In the extreme, the bridge may have to be closed due to deficiencies.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Other	State	0	599,200	0	0	0	0	0	0	0	0	599,200
General	G.O. Bonds	0	149,800	0	0	0	0	0	0	0	0	149,800
	Total	0	749,000	0	0	0	0	0	0	0	0	749,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #361-Hooksett Turnpike Bridge Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Other State	599,200	Design and construction of bridge replacement. State share of project is 80%.
	General G.O. Bonds	149,800	Design and construction of bridge replacement. City share of project is 20%.
		\$749,000	2018 Subtotal
	TOTAL	\$749,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #368-Police Department Communications Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION: Police

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	N/A Facility Cond.	L Productivity	
SERVED:	☒ Replace	N/A Mandates	L Service Def.	N/A Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	H O + M Costs	N/A Council Goals	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, including portable radios, as well as equipment within vehicles and the dispatch center.

In 2002, the Police Department completed the replacement of its radio system to a Motorola Astro Simulcast System. As part of this upgrade portable and mobile radios that were 10 to 15 years old were replaced.

Radio system upgrades shall include new dispatch console and point to point microwave capabilities.

SERVICE IMPACT: Portables 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.

IMPACT IF NOT FUNDED: Safety and security of police officers and citizens 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	410,000	400,000	0	0	0	0	0	0	0	0	810,000
	Total	410,000	400,000	0	0	0	0	0	0	0	0	810,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #368-Police Department Communications Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	410,000	Point to Point microwave: Police Headquarters to Plausawa and Plausawa to Penacook. VHF Digital Simulcast Voting System with Microwave Backhauls - 4 VHF Digital Simulcast Repeaters, 2 VHF Digital Receivers, and 4 Microwave Links for Transmit Sites.
		\$410,000	2017 Subtotal
2018	General G.O. Bonds	400,000	Console and Dispatch Furniture upgrades. 3 position console with specified channels, I/O's and furniture replacement.
		\$400,000	2018 Subtotal
	TOTAL	\$810,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #370-Police Department Ballistic Vest Replacement Program

I. PROJECT TYPE: Public Safety

II. LOCATION: Police

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	N/A Facility Cond.	N/A Productivity	
SERVED:	☒ Replace	N/A Mandates	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: This project provides for the systematic replacement of Ballistic Vests (bullet proof vests) for the Police Department in accordance with industry standards.

SERVICE IMPACT: Ballistic Vests are on a 5 year replacement program per service standards. It is important to replace vests on a regular basis in order to keep up with latest ballistic technology. Ballistic Vests were last replaced in December 2016. This batch will need to be replaced on or about December 2021.

IMPACT IF NOT FUNDED: Safety for Police Officers 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	75,000	0	0	0	0	80,000	155,000
	Total	0	0	0	0	75,000	0	0	0	0	80,000	155,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	75,000	Replace vests purchased in FY2016.
		<u>\$75,000</u>	2021 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#370-Police Department Ballistic Vest Replacement Program
2026	General G.O. Bonds	80,000 Replace vests purchased in FY2021
		\$80,000 2026 Subtotal
	TOTAL	\$155,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #372-Water System Pump Station Improvements

I. PROJECT TYPE: Water Treatment

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the planned improvements to the 3 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 other 2 water pump stations are part of the Water Plant and Pembroke well fields, and therefore are addressed separately by other capital improvement projects.

Phase II of the 2006 Water Master Plan Phase describes the need to boost the pressure and availability in an area north east of Portsmouth Street requiring an additional elevated pressure zone.

SERVICE IMPACT: Planned upgrades to existing stations ensures over all reliability of the water system.

IMPACT IF NOT FUNDED: The ability to effectively and efficiently distribute water to users will be compromised and could result in service disruptions. Service disruptions would not only cause inconvenience but could also result in life / safety issues due to potential inability to supply public and private fire suppression systems.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #372-Water System Pump Station Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Water	G.O. Bonds	90,000	0	350,000	0	0	0	0	0	0	1,200,000	1,640,000
	Total	90,000	0	350,000	0	0	0	0	0	0	1,200,000	1,640,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Water G.O. Bonds	50,000	Pump Station # 6 Mountain Road. Motor control center and pump upgrades.
	Water G.O. Bonds	40,000	Pump Station # 5 Broad Cove. Replacement of traveling screen and baskets.
		<u>\$90,000</u>	2017 Subtotal
2019	Water G.O. Bonds	200,000	Pump Station # 5 Broad Cove. Rebuild MCC, pump refurbishment and chemical equipment upgrades
	Water G.O. Bonds	150,000	Pump Station # 6 Mountain Road. Structural, architectural, and site improvements.
		<u>\$350,000</u>	2019 Subtotal
2026	Water G.O. Bonds	1,200,000	Phase III of the Master Plan recommends a boosted pressure zone north east of Portsmouth Street.
		<u>\$1,200,000</u>	2026 Subtotal
	TOTAL	<u>\$1,640,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #375-Fire Department Boats

I. PROJECT TYPE: Public Safety

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<input type="checkbox" value="M"/> Safety	<input type="checkbox" value="M"/> Facility Cond.	<input type="checkbox" value="N/A"/> Productivity	
SERVED:	☒ Replace	<input type="checkbox" value="N/A"/> Mandates	<input type="checkbox" value="H"/> Service Def.	<input type="checkbox" value="N/A"/> Tax Base Exp.	<input type="checkbox" value="N/A"/> City Master Pl.
	☐ Rebuild	<input type="checkbox" value="M"/> O + M Costs	<input type="checkbox" value="L"/> Council Goals	<input type="checkbox" value="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 water craft 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Capital Transfer	0	0	0	0	0	0	0	0	30,000	0	30,000
General	G.O. Bonds	25,000	0	0	0	0	30,000	0	0	0	0	55,000
	Total	25,000	0	0	0	0	30,000	0	0	30,000	0	85,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #375-Fire Department Boats

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	25,000	Systematic replacement of fire department boats.
		<u>\$25,000</u>	2017 Subtotal
2022	General G.O. Bonds	30,000	Systematic replacement of fire department boats
		<u>\$30,000</u>	2022 Subtotal
2025	General Capital Transfer	30,000	Replace Boat 7 (2010)
		<u>\$30,000</u>	2025 Subtotal
	TOTAL	<u>\$85,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #376-Fire Department Hose & Equipment Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: All Engines, Ladders, Rescue & Tanker

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<input type="checkbox" value="H"/> Safety	<input type="checkbox" value="H"/> Facility Cond.	<input type="checkbox" value="H"/> Productivity	
SERVED:	☒ Replace	<input type="checkbox" value="H"/> Mandates	<input type="checkbox" value="H"/> Service Def.	<input type="checkbox" value="N/A"/> Tax Base Exp.	<input type="checkbox" value="N/A"/> City Master Pl.
	☐ Rebuild	<input type="checkbox" value="M"/> O + M Costs	<input type="checkbox" value="M"/> Council Goals	<input type="checkbox" value="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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Capital Transfer	0	30,000	30,000	0	30,000	0	30,000	0	30,000	0	150,000
	Total	0	30,000	30,000	0	30,000	0	30,000	0	30,000	0	150,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General Capital Transfer	30,000	Systematic replacement of fire hose and equipment.
		<u>\$30,000</u>	2018 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#376-Fire Department Hose & Equipment Replacement		
2019	General	Capital Transfer	30,000	Systematic replacement of fire hose and equipment.
			\$30,000	2019 Subtotal
2021	General	Capital Transfer	30,000	Systematic replacement of fire hose and equipment.
			\$30,000	2021 Subtotal
2023	General	Capital Transfer	30,000	Systematic replacement of fire hose and equipment.
			\$30,000	2023 Subtotal
2025	General	Capital Transfer	30,000	Systematic replacement of fire hose and equipment.
			\$30,000	2025 Subtotal
	TOTAL		\$150,000	

**2017-2026
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	☒ New	H	Safety	N/A	Facility Cond.	H	Productivity	
SERVED:	☐ 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 in order to improve the livability of neighborhoods, reduce traffic speeds, as well as enhance pedestrian and vehicular safety.

SERVICE IMPACT: Implemented city-wide, pedestrian safety improvements will reduce neighborhood traffic speeds and reduce the level of staffing commitment to police department traffic enforcement.

IMPACT IF NOT FUNDED: Continued community concern about neighborhood traffic speeds and pedestrian safety. Increased 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Donations	0	0	0	25,000	0	0	0	0	0	0	25,000
General	G.O. Bonds	0	0	0	40,000	0	0	0	0	0	0	40,000
	Total	0	0	0	65,000	0	0	0	0	0	0	65,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #380-Neighborhood Safety Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	40,000	Design and construction of pedestrian safety improvements along Warren Street and Westbourne Road at Concord High School.
	General Donations	25,000	School District share.
		\$65,000	2020 Subtotal
	TOTAL	\$65,000	

**2017-2026
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: The purpose of this project is to serve as a placeholder to manage the closure and stewardship of the 10 +/- former landfills within 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 in order to improve 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SOLID WASTE #381-Landfill Closure and Maintenance

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	5,800,000	5,800,000
	Total	0	0	0	0	0	0	0	0	0	5,800,000	5,800,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	5,800,000	Construction of Old Suncook Road Landfill cap. Cost estimate is preliminary pending final design.
		<u>\$5,800,000</u>	2026 Subtotal
	TOTAL	<u>\$5,800,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #383-New Airport Terminal Building

I. PROJECT TYPE: Airport

II. LOCATION: Airport Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project entails the construction of a new Terminal building to serve Concord Airport as recommended by the 2006 Airport Master Plan.

The current Airport terminal building was constructed in 1938 and later renovated in 1961. Due to its age, the terminal is plagued with a variety of significant building code violations, structural deficiencies, and inadequate security measures. The age and configuration of the terminal also make it extremely difficult to make the building compliant with the 1990 Americans with Disabilities Act (ADA) without major renovations at significant cost. These issues render much of the terminal building unusable.

Because of the growing importance of the airport as well as the obsolete condition of the current terminal, the Master Plan strongly recommended the construction of a new 9,000 SF terminal building with expanded parking facilities in the general vicinity of the existing terminal building. The estimated cost of the project is \$2,732,800 (2006 dollars). This cost was comparable to those estimated to renovate the existing building, thereby making new construction very attractive.

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:

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #383-New Airport Terminal Building

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

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Other	Federal	0	0	0	0	0	0	0	0	0	3,150,000	3,150,000
Other	State	0	0	0	0	0	0	0	0	0	175,000	175,000
Airport	G.O. Bonds	0	0	0	0	0	0	0	0	0	175,000	175,000
	Total	0	0	0	0	0	0	0	0	0	3,500,000	3,500,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other Federal	3,150,000	Design and construct new Airport Terminal to improve efficiency and code compliance. Preliminary estimate only. FAA's 90% of total cost of \$3,500,000.
	Other State	175,000	State's 5 % of total cost of \$3,500,000.
	Airport G.O. Bonds	175,000	City's 5 % of total cost of \$3,500,000.
		<u>\$3,500,000</u>	2026 Subtotal
	TOTAL	<u>\$3,500,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #403-Parking Division Vehicle Replacement Program

I. PROJECT TYPE: Parking

II. LOCATION: Downtown Central Business District

III. PROJECT OBJECTIVES AND BACKGROUND

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

SERVICE IMPACT: Routine replacement insures that the Division will have reliable vehicles for enforcement efforts, as well as maintenance of meters and kiosks.

IMPACT IF NOT FUNDED: Vehicle repairs are becoming more frequent due to wear and tear. Chronic vehicle break downs will result in inefficient operation of the Parking System, including loss revenues due to inability to conduct daily enforcement operations.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Parking	G.O. Bonds	0	50,000	40,000	0	45,000	0	97,000	46,000	0	0	278,000
Parking	Capital Transfer	3,000	0	0	0	0	0	0	0	0	0	3,000
	Total	3,000	50,000	40,000	0	45,000	0	97,000	46,000	0	0	281,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #403-Parking Division Vehicle Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Parking Capital Transfer	3,000	Replacement of service / maintenance vehicle.
		<u>\$3,000</u>	2017 Subtotal
2018	Parking G.O. Bonds	50,000	Purchase 4X4 pick-up truck with plow & sander for Maintenance Staff.
		<u>\$50,000</u>	2018 Subtotal
2019	Parking G.O. Bonds	40,000	Replace meter tech vehicle.
		<u>\$40,000</u>	2019 Subtotal
2021	Parking G.O. Bonds	45,000	Replace Parking Jeep.
		<u>\$45,000</u>	2021 Subtotal
2023	Parking G.O. Bonds	52,000	Pick Up Truck Replacement
	Parking G.O. Bonds	45,000	Meter Tech Van Replacement
		<u>\$97,000</u>	2023 Subtotal
2024	Parking G.O. Bonds	46,000	Replace 2nd Jeep for Neighborhood Enforcement
		<u>\$46,000</u>	2024 Subtotal
	TOTAL	<u>\$281,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #410-Sewer Video Inspection Equipment

I. PROJECT TYPE: Sewer Collection

II. LOCATION:

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	N/A	Safety	M	Facility Cond.	M	Productivity	
SERVED:	☒ 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: The sewer inspection TV Video unit has been used extensively to investigate the City infrastructure. The main-line television camera unit is specifically designed for inspection of sanitary and storm sewers. This unit helps locate services and problem areas to set-up a maintenance schedule and capital improvement projects.

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 repairs and replacement of pipe 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Sewer	Capital Transfer	0	0	15,000	0	0	0	0	0	0	0	15,000
Sewer	G.O. Bonds	0	0	0	0	0	80,000	0	0	0	0	80,000
	Total	0	0	15,000	0	0	80,000	0	0	0	0	95,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #410-Sewer Video Inspection Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Sewer Capital Transfer	15,000	Replace lateral service line inspection camera, hardware and software.
		<u>\$15,000</u>	2019 Subtotal
2022	Sewer G.O. Bonds	80,000	Replace mainline and service line inspection camera, hardware and software.
		<u>\$80,000</u>	2022 Subtotal
	TOTAL	<u>\$95,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #432-North State Street Parking Garage (Formerly Firehouse Block)

I. PROJECT TYPE: Parking

II. LOCATION: State Street & Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the Firehouse Block Parking Garage.

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 either 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 merchants, thereby potentially having a negative effect on nearby businesses. 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): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Parking	G.O. Bonds	0	1,145,000	70,000	0	0	90,000	0	0	1,375,000	0	2,680,000
	Total	0	1,145,000	70,000	0	0	90,000	0	0	1,375,000	0	2,680,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Parking G.O. Bonds	1,145,000	Concrete repairs, waterproofing system repairs, plumbing improvements, lighting improvements, electrical and mechanical improvements.
		<u>\$1,145,000</u>	2018 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CITY MANAGER /OPERATION	#432-North State Street Parking Garage (Formerly Firehouse Block)	
2019	Parking G.O. Bonds	70,000	Gates and signage for permit system.
		\$70,000	2019 Subtotal
2022	Parking G.O. Bonds	90,000	Waterproofing and traffic coating maintenance.
		\$90,000	2022 Subtotal
2025	Parking G.O. Bonds	1,375,000	Concrete repairs, maintenance of waterproofing systems and traffic coatings.
		\$1,375,000	2025 Subtotal
	TOTAL	\$2,680,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #433-School Street Parking Garage (Formerly Durgin Block)

I. PROJECT TYPE: Parking

II. LOCATION: School Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the Durgin Block Parking Garage.

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 either 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 merchants, thereby potentially having a negative effect on nearby businesses. 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): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Parking	G.O. Bonds	3,200,000	0	0	0	0	225,000	0	0	165,000	0	3,590,000
	Total	3,200,000	0	0	0	0	225,000	0	0	165,000	0	3,590,000

VII. PROJECT FUND DETAIL

Fiscal Year Fund Type Amount Action

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#433-School Street Parking Garage (Formerly Durgin Block)	
2017	Parking G.O. Bonds	3,200,000	Supplemental funding for repairs. Initial funding provided in FY2013 (\$1.4 million). Project was not advanced in FY2013 due to fiscal condition of the Parking Fund and parking supply concerns during the Complete Street Project (CIP 460). Includes structural repairs per HL Turner 2012 Assessment, as well as surveillance, signage, and other related improvements.
		\$3,200,000	2017 Subtotal
2022	Parking G.O. Bonds	225,000	Water proofing, sealants, traffic coatings, drainage system cleaning.
		\$225,000	2022 Subtotal
2025	Parking G.O. Bonds	165,000	Concrete and water proofing systems repair & maintenance.
		\$165,000	2025 Subtotal
	TOTAL	\$3,590,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SOLID WASTE #447-Landfill Soil Vapor Extraction Systems

I. PROJECT TYPE: Solid Waste Management

II. LOCATION: Old Turnpike Road Landfill and Old Suncook Landfill

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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 has subsided and the system currently now actively vents to the atmosphere. This project will deliver ongoing maintenance to those systems to provide proper and effective operation into the future.

SERVICE IMPACT: These funds will provide for system rehabilitation. Continued operation in the present condition of the systems will require escalating manpower to maintain proper operation of the old equipment.

IMPACT IF NOT FUNDED: Potential equipment failure could cause the City to be in violation of environmental regulations related to gas migration from these sites as well as the Closure Permit issued for the Old Turnpike Landfill for failure to maintain the system equipment.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Solid Waste	Capital Transfer	10,000	10,000	10,000	0	0	45,000	0	0	0	0	75,000
Solid Waste	G.O. Bonds	0	0	0	0	125,000	0	0	0	0	0	125,000
	Total	10,000	10,000	10,000	0	125,000	45,000	0	0	0	0	200,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SOLID WASTE #447-Landfill Soil Vapor Extraction Systems

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Solid Waste Capital Transfer	10,000	Rehabilitation of gas collection system and wells at Old Turnpike Landfill.
		<u>\$10,000</u>	2017 Subtotal
2018	Solid Waste Capital Transfer	10,000	Rehabilitation of gas collection system and wells at Old Turnpike Landfill.
		<u>\$10,000</u>	2018 Subtotal
2019	Solid Waste Capital Transfer	10,000	Rehabilitation of gas collection system and wells at Old Turnpike Landfill.
		<u>\$10,000</u>	2019 Subtotal
2021	Solid Waste G.O. Bonds	125,000	Old Turnpike Landfill blower building and associated equipment replacement. Original equipment 1995.
		<u>\$125,000</u>	2021 Subtotal
2022	Solid Waste Capital Transfer	45,000	Old Suncook Landfill blower system replacement.
		<u>\$45,000</u>	2022 Subtotal
	TOTAL	<u>\$200,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #448-Hydrant and Valve Replacement Program

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the installation and replacement of hydrants and valves necessary to maintain fire protection and serviceability of the water infrastructure.

SERVICE IMPACT: Establishes long range replacement plan that improves service with more reliable infrastructure, thereby reducing long-term maintenance costs. Routine investments help to reduce risk of hydrant and valve failures.

IMPACT IF NOT FUNDED: Deterioration will accelerate to total failure requiring more costly resolution. Service interruptions and inability to support the fire protection mandate.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Water	Capital Outlay	61,000	63,000	63,000	63,000	65,000	68,000	72,000	77,000	85,000	89,000	706,000
	Total	61,000	63,000	63,000	63,000	65,000	68,000	72,000	77,000	85,000	89,000	706,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #448-Hydrant and Valve Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Water Capital Outlay	31,000	Hydrant replacement.
	Water Capital Outlay	30,000	Valve replacement.
		<u>\$61,000</u>	2017 Subtotal
2018	Water Capital Outlay	33,000	Hydrant replacement.
	Water Capital Outlay	30,000	Valve replacement.
		<u>\$63,000</u>	2018 Subtotal
2019	Water Capital Outlay	33,000	Hydrant replacement.
	Water Capital Outlay	30,000	Valve replacement.
		<u>\$63,000</u>	2019 Subtotal
2020	Water Capital Outlay	33,000	Hydrant replacement.
	Water Capital Outlay	30,000	Valve replacement.
		<u>\$63,000</u>	2020 Subtotal
2021	Water Capital Outlay	33,000	Hydrant replacement.
	Water Capital Outlay	32,000	Valve replacement.
		<u>\$65,000</u>	2021 Subtotal
2022	Water Capital Outlay	35,000	Hydrant replacement.
	Water Capital Outlay	33,000	Valve replacement.
		<u>\$68,000</u>	2022 Subtotal
2023	Water Capital Outlay	37,000	Hydrant replacement.
	Water Capital Outlay	35,000	Valve replacement.

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#448-Hydrant and Valve Replacement Program
		\$72,000 2023 Subtotal
2024	Water Capital Outlay	40,000 Hydrant replacement.
	Water Capital Outlay	37,000 Valve replacement.
		\$77,000 2024 Subtotal
2025	Water Capital Outlay	45,000 Hydrant replacement.
	Water Capital Outlay	40,000 Valve replacement.
		\$85,000 2025 Subtotal
2026	Water Capital Outlay	47,000 Hydrant replacement.
	Water Capital Outlay	42,000 Valve replacement.
		\$89,000 2026 Subtotal
	TOTAL	\$706,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #451-Leak Detection

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for 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 can make a distinction between water flowing within a compromised water main versus an intact pipe.

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 in 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.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Water	G.O. Bonds	30,000	0	0	0	50,000	0	0	0	0	0	80,000
	Total	30,000	0	0	0	50,000	0	0	0	0	0	80,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #451-Leak Detection

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Water G.O. Bonds	30,000	Replace leak detection equipment.
		\$30,000	2017 Subtotal
2021	Water G.O. Bonds	50,000	Replace leak detection equipment. Anticipate advancements in new technology.
		\$50,000	2021 Subtotal
	TOTAL	\$80,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #460-Downtown Complete Streets Improvement Project

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: Downtown Concord (between Centre and Storrs/Perley Streets)

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: In FY2006, the City and Concord 20/20 Program provided Main Street Concord, Inc., now known as Intown Concord, with \$40,000 to develop a streetscape improvement plan for the core of Downtown. This plan was published in October 2006 and presented to Council in January 2007. The plan is focused on implementing improvements which will improve safety for motorists and pedestrians, as well as beautify downtown. The plan identifies moderate scale improvements which do not require significant utility relocations or a major overhaul of downtown traffic flow.

In late FY2010, Concord 20/20 and Main Street Concord embarked on the "Rethinking Main Street Project". The purpose of that initiative is to update the 2006 Streetscape Plan with a focus on the downtown central business district between Centre Street and Perley Street. It is anticipated that alternative concepts for streetscape and traffic improvements will be developed by that undertaking. In late 2010, City Council accepted the planning report and authorized the City Manager to apply for grants to fund portions of the project.

In June 2012, City Council was notified of a \$4.71 million TIGER grant award for the project.

Construction began in the spring of 2015. Phase I (Center to Pleasant) was completed in November 2015. Phase II commenced on March 28, 2016 and is scheduled for completion in late 2016.

SERVICE IMPACT: As a complete street, the project will improve walkability and aesthetic appearance of downtown. Sidewalks which are not ADA compliant will be improved and brought into compliance. Minor impacts for downtown snow removal might occur.

IMPACT IF NOT FUNDED: Property owners in downtown will not be encouraged to invest in their properties. Major pedestrian safety issues will persist. Existing ADA sidewalk deficiencies will continue to persist.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 06

PREVIOUS AMOUNT: 20,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #460-Downtown Complete Streets Improvement Project

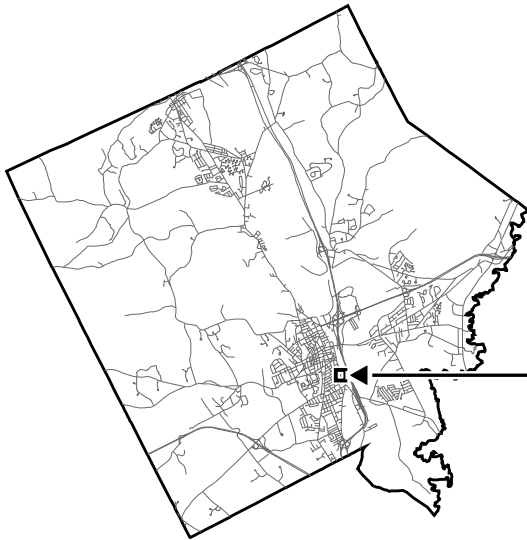
V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	160,000	100,000	0	0	0	0	0	0	0	0	260,000
	Total	160,000	100,000	0	0	0	0	0	0	0	0	260,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	160,000	Grind and pave section of South Main Street not included within Downtown Complete Streets Improvement Project. Approximately Concord Street to Storrs Street.
		\$160,000	2017 Subtotal
2018	General G.O. Bonds	100,000	Grind and pave section of North Main Street not included within Downtown Complete Streets Improvement Project (approximately Center Street to Storrs Street). Subject to CIP 34 (Storrs Street / N. Main Signalization) and CIP 18 (Storrs Street North Extension).
		\$100,000	2018 Subtotal
	TOTAL	\$260,000	

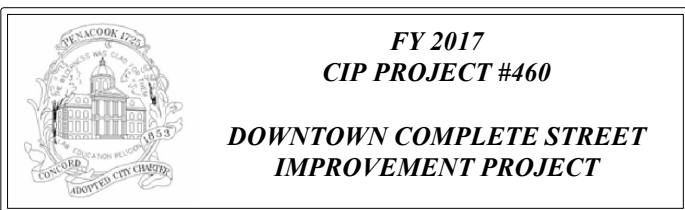


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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale



**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: Penacook WWTP

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for maintenance and repair 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: Provides planned upgrade and renovation of existing infrastructure to provide short-term and long-term reliability, as well as to bring the facility into compliance with various codes and regulations which have been enacted since the facility was first put into service.

IMPACT IF NOT FUNDED: Potential for increased operating and maintenance costs over time; increased potential for costly emergency repairs; potential for citations or fines for failure to meet life safety or building code deficiencies.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Sewer	G.O. Bonds	235,000	744,000	110,000	185,000	0	735,000	500,000	260,000	775,000	250,000	3,794,000
Sewer	Capital Transfer	0	15,000	25,000	0	0	20,000	0	0	0	0	60,000
	Total	235,000	759,000	135,000	185,000	0	755,000	500,000	260,000	775,000	250,000	3,854,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Sewer G.O. Bonds	100,000	Building/structural improvements - engineering for plant wide motor control center (MCC) replacements.
	Sewer G.O. Bonds	60,000	Equipment/process improvements - Boscawen metering station flow metering system upgrade.
	Sewer G.O. Bonds	50,000	Site/security improvements - allowance for necessary pavement repairs.
	Sewer G.O. Bonds	25,000	Equipment/process improvements - Sequencing Batch Reactor (SBR) motive pump rebuild.
		<u>\$235,000</u>	2017 Subtotal
2018	Sewer G.O. Bonds	350,000	Building system improvements - implementation of Motor Control Center (MCC) upgrades designed in FY17.
	Sewer G.O. Bonds	250,000	Building/structural improvements - roof replacement.
	Sewer G.O. Bonds	144,000	Building systems improvements - HVAC improvements.
	Sewer Capital Transfer	15,000	Equipment/process improvements - replacement of Sequencing Batch Reactor (SBR) check valves.
		<u>\$759,000</u>	2018 Subtotal
2019	Sewer G.O. Bonds	110,000	Equipment/process improvements - sludge transfer pump replacement.
	Sewer Capital Transfer	25,000	Equipment/process improvements - Sequencing Batch Reactor (SBR) motive pump rebuild.
		<u>\$135,000</u>	2019 Subtotal
2020	Sewer G.O. Bonds	100,000	Equipment/process improvements - algae control system.
	Sewer G.O. Bonds	85,000	Building system improvements - fire alarm upgrades.
		<u>\$185,000</u>	2020 Subtotal
2022	Sewer G.O. Bonds	525,000	Equipment/process improvements - influent screw pump replacement.
	Sewer G.O. Bonds	110,000	Equipment/process improvements - plant water pump system replacement.
	Sewer G.O. Bonds	100,000	Equipment/process improvements - Supervisory Control And Data Acquisition (SCADA) system processor upgrades.
	Sewer Capital Transfer	20,000	Building systems improvements - plumbing upgrades.

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		GS-SEWER	#466-Penacook Waste Water Treatment Plant Improvements	
			\$755,000	2022 Subtotal
2023	Sewer	G.O. Bonds	500,000	Building/structural improvements - allowance for necessary concrete/structural repairs.
			\$500,000	2023 Subtotal
2024	Sewer	G.O. Bonds	130,000	Equipment/process improvements - design engineering for grit removal system and storm flow storage control improvements.
	Sewer	G.O. Bonds	50,000	Equipment/process improvements - chlorine contact tank gate replacement.
	Sewer	G.O. Bonds	50,000	Building/structural improvements - renovation of interior finishes.
	Sewer	G.O. Bonds	30,000	Building system improvements - lighting system upgrades.
			\$260,000	2024 Subtotal
2025	Sewer	G.O. Bonds	650,000	Equipment/process improvements - grit removal system installation.
	Sewer	G.O. Bonds	125,000	Equipment/process improvements - storm surge control system installation.
			\$775,000	2025 Subtotal
2026	Sewer	G.O. Bonds	150,000	Site security improvements - fence replacement.
	Sewer	G.O. Bonds	100,000	Equipment/process improvements - engineering design for refurbishment of the Sequencing Batch Reactor (SBR).
			\$250,000	2026 Subtotal
TOTAL			\$3,854,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #468-Reconstruct Taxiway A & Itinerant Ramp

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Reconstruct existing Taxiway A in order to support continued operation of Runway 17/35.

Construct an Itinerant Ramp to accommodate larger aircraft. In 2004, Runway 12/30 was reconstructed and reduced in width from 150 feet to 75 feet to comply with current FAA regulations. Large corporate aircrafts (DC 9's and 727's) can no longer taxi on the reduced runway. All improvements are recommended within the 2006 Airport Master Plan.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Other	State	6,000*	43,000	48,000	0	8,334	55,556	0	0	0	0	160,890
Other	Federal	108,000*	774,000	864,000	0	150,000	1,000,000	0	0	0	0	2,896,000
Airport	Capital Transfer	6,000	43,000	48,000	0	8,334	8,556	0	0	0	0	113,890
	Total	120,000	860,000	960,000	0	166,668	1,064,112	0	0	0	0	3,170,780

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #468-Reconstruct Taxiway A & Itinerant Ramp

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Other Federal	108,000	Design rehabilitation of Taxiway A to include lighting, marking and hold apron.
	Airport Capital Transfer	6,000	City share.
	Other State	6,000	State share.
		<u>\$120,000</u>	2017 Subtotal
2018	Other Federal	774,000	Construct the rehabilitation of Taxiway A, Phase I.
	Airport Capital Transfer	43,000	City share.
	Other State	43,000	State share.
		<u>\$860,000</u>	2018 Subtotal
2019	Other Federal	864,000	Construct the rehabilitation of Taxiway A, Phase II.
	Airport Capital Transfer	48,000	City share.
	Other State	48,000	State share.
		<u>\$960,000</u>	2019 Subtotal
2021	Other Federal	150,000	Design the expansion of the Itinerant Ramp to the north to accommodate larger aircraft. Federal share.
	Airport Capital Transfer	8,334	City share.
	Other State	8,334	State share.
		<u>\$166,668</u>	2021 Subtotal
2022	Other Federal	1,000,000	Construct the expansion of the Itinerant Ramp to the north to accommodate larger aircraft. Federal share.
	Other State	55,556	State share.
	Airport Capital Transfer	8,556	City share.
		<u>\$1,064,112</u>	2022 Subtotal
	TOTAL	<u>\$3,170,780</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #468-Reconstruct Taxiway A & Itinerant Ramp

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #471-Airport Fuel Farm

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Replace existing fuel farm to comply with anticipated Federal Aviation Administration (FAA) regulations and user growth.

SERVICE IMPACT: Achieve FAA compliance requirements and improved customer service. Also, installation of new equipment will further safe guard the environment and reduce possibility of petroleum contamination resulting from older equipment.

IMPACT IF NOT FUNDED: Inefficient fuel farm to service customers; potential environmental and safety liabilities from 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Other	State	0	0	0	0	0	0	27,778	0	0	0	27,778
Airport	Capital Transfer	0	0	0	0	0	0	27,778	0	0	0	27,778
Other	Federal	0	0	0	0	0	0	500,000	0	0	0	500,000
	Total	0	0	0	0	0	0	555,556	0	0	0	555,556

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #471-Airport Fuel Farm

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Other Federal	500,000	Expand Fuel Farm due to increased activity at the airport.
	Airport Capital Transfer	27,778	City Portion.
	Other State	27,778	State Portion.
		\$555,556	2023 Subtotal
	TOTAL	\$555,556	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #477-Library Equipment Replacement

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: Concord Public Library, 45 Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The Concord Public Library utilizes certain equipment in the delivery of its services to the community that requires periodic replacement. This includes the server for the library automation system, the library automation system itself, self-check units, the security gate, and microfilm reader/printers. This project may be delayed or cancelled in whole or in part pending progress on development of a new public library in downtown Concord as outlined in CIP # 68.

SERVICE IMPACT: Replacement equipment 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)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	105,000	0	0	0	0	0	0	0	0	0	105,000
General	Capital Transfer	23,150	0	10,000	0	0	30,000	60,000	0	0	0	123,150
	Total	128,150	0	10,000	0	0	30,000	60,000	0	0	0	228,150

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #477-Library Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	105,000	Replace Library automation system (2002) and upgrade server purchased in FY2013.
	General Capital Transfer	23,150	Replace main floor self-check unit purchased in 2006. The current self-check unit from Sentry is outdated. New unit will be flexible enough to work with Radio Frequency Identification (RFID) or magnetic technology.
		<u>\$128,150</u>	2017 Subtotal
2019	General Capital Transfer	10,000	Microfilm Reader/Printer Replacement (1 workstation), with scanning technology.
		<u>\$10,000</u>	2019 Subtotal
2022	General Capital Transfer	30,000	Replace Library automation server that was purchased in FY2017.
		<u>\$30,000</u>	2022 Subtotal
2023	General Capital Transfer	25,000	Replace main floor service desk.
	General Capital Transfer	25,000	Replace Children's Room self-check unit purchased in 2011.
	General Capital Transfer	10,000	Purchase e-commerce kiosk & software to facilitate payment of fines and fees by credit card with our library automation system onsite or remotely.
		<u>\$60,000</u>	2023 Subtotal
	TOTAL	<u>\$228,150</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #478-North Pembroke Road Bridge Replacement

I. PROJECT TYPE: Bridges

II. LOCATION: North Pembroke Road over Soucook River

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☒ New ☐ Replace ☒ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

☐ Safety ☐ Mandates ☐ O + M Costs ☐ Facility Cond. ☐ Service Def. ☐ Council Goals ☐ Productivity ☐ Tax Base Exp. ☐ Timeliness

☐ City Master Pl. ☐ Other

DESCRIPTION: The purpose of this project is to replace the existing substandard bridge on North Pembroke Road over the Soucook River. A combination of damage and fatigue led to its recent temporary closure. The present deck and superstructure is rated in poor condition due to structurally deficient components. Interim structural repairs were recently completed. This bridge is municipally owned by both Concord and Pembroke and is on the State's "Red List" of deficient bridges.

This project including both repairs and replacement will be funded through the State Municipal Bridge Aid Program (80% State, 20% Local Share)

SERVICE IMPACT: Continue use for public travel.

IMPACT IF NOT FUNDED: Unmet legal requirements. Restricted capacity on bridge structure or full bridge closure. Increased threat to public health and safety. Disruption of regional traffic patterns would occur from temporary or permanent closure.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2007 PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Donations	330,950*	0	0	0	0	0	0	0	0	0	330,950
General	G.O. Bonds	40,000*	0	0	0	0	0	0	0	0	0	40,000
Other	State	1,476,000*	0	0	0	0	0	0	0	0	0	1,476,000
	Total	1,846,950	0	0	0	0	0	0	0	0	0	1,846,950

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #478-North Pembroke Road Bridge Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Other State	1,476,000	Design and construction of new bridge. (State share 80% of total project costs through the Municipal Bridge Aid Program)
	General Donations	330,950	Town of Pembroke share of design and construction of bridge replacement. Approved at Town Meeting in March 2016. (Local share of 20% is shared by Concord and Pembroke on prorated basis)
	General G.O. Bonds	40,000	City of Concord share of design and construction of bridge replacement. (Local share of 20% is shared by Concord and Pembroke on a prorated basis)
		\$1,846,950	2017 Subtotal
	TOTAL	\$1,846,950	

**2017-2026
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	☒ New	☐ M	Safety	☐ N/A	Facility Cond.	☐ L	Productivity	
SERVED:	☐ 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 help a city steering committee define the program 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.

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 informed and qualified decision making.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #482-Water System Asset Management

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Water	G.O. Bonds	0	0	90,000	0	0	0	0	0	90,000	0	180,000
Water	Capital Transfer	20,000	0	0	0	0	0	0	0	0	0	20,000
	Total	20,000	0	90,000	0	0	0	0	0	90,000	0	200,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Water Capital Transfer	20,000	Consultant services to prepare an asset management strategy for the water system.
		<u>\$20,000</u>	2017 Subtotal
2019	Water G.O. Bonds	90,000	Implementation of an asset management strategy. Acquisition of equipment, software, etc. as needed.
		<u>\$90,000</u>	2019 Subtotal
2025	Water G.O. Bonds	90,000	Development of built infrastructure asset data.
		<u>\$90,000</u>	2025 Subtotal
	TOTAL	<u>\$200,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #490-Police Department Records Management Microfilm Conversion

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to convert all Police Department microfilm records to a digital format for ease of research and to reduce storage needs.

SERVICE From 1977 to 1997, the Concord Police Department archived all reports on Microfilm. Reports for those years are now stored on 326 microfilm cartridge tapes.
 IMPACT: Around 2000, a decision was made to pursue a city wide data management system so no further microfilming was done.

Presently a Minolta film reader is used to view archived reports on microfilm. This reader was installed at CPD on July 19, 1980. This machine is no longer supported by the manufacturer or our service company by maintenance agreement. This is the only machine that allows the Police Department to access these tapes and hence their archival records.

The current reader is unreliable and has regular mechanical malfunctions requiring significant staff time to attempt to repair. Due to lack of parts, repairs are typically not ideal or long-lasting.

IMPACT IF NOT FUNDED: The Police Department will continue to rely on outdated equipment which is prone to failure. This will create inefficiencies.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 0 PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	200,000	0	0	0	0	0	0	0	0	200,000
	Total	0	200,000	0	0	0	0	0	0	0	0	200,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #490-Police Department Records Management Microfilm Conversion

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	200,000	Scan microfilms to digital format.
		<u>\$200,000</u>	2018 Subtotal
	TOTAL	<u>\$200,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #492-Runway Protection Zone Obstruction Removal

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Grant contracts with the FAA and State of New Hampshire for major construction projects completed at the Airport over the last several years require the City to undertake certain periodic runway protection zone improvements in order to insure 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)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Other	Federal	0	0	205,200	0	0	0	0	0	0	0	205,200
Other	State	0	0	11,400	0	0	0	0	0	0	0	11,400
Airport	Capital Transfer	0	0	11,400	0	0	0	0	0	0	0	11,400
	Total	0	0	228,000	0	0	0	0	0	0	0	228,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #492-Runway Protection Zone Obstruction Removal

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Other Federal	205,200	Airport obstruction removal. Federal share.
	Airport Capital Transfer	11,400	City share.
	Other State	11,400	State share.
		\$228,000	2019 Subtotal
	TOTAL	\$228,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #498-Birchdale Road Bridge Replacement

I. PROJECT TYPE: Bridges

II. LOCATION: Birchdale Road over Bela Brook

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Replace the existing substandard bridge in disrepair over Bela Brook. Provide a structure that is acceptable to current State and Federal standards. The present bridge deck and superstructure is rated in poor condition due to structurally deficient components.

This project is eligible and will be funded through the State Municipal Bridge Aid program (80% State, 20% City).

SERVICE IMPACT: Limited increase in highway operation and maintenance costs.

IMPACT IF NOT FUNDED: Discontinuance of public way, unmet legal requirements and reduced or restricted capacity on bridge structure.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	149,800	0	0	0	0	0	0	0	0	149,800
Other	State	0	599,200	0	0	0	0	0	0	0	0	599,200
	Total	0	749,000	0	0	0	0	0	0	0	0	749,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #498-Birchdale Road Bridge Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Other State	599,200	Design and construction of bridge replacement. State share of project is 80%.
	General G.O. Bonds	149,800	City share of project is 20%.
		\$749,000	2018 Subtotal
	TOTAL	\$749,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #502-Whitney Road Extension

I. PROJECT TYPE: Streets New Construction

II. LOCATION: Roadway extension southerly of existing Whitney Road terminus to Sewalls Falls Road.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☒ New ☐ Replace ☐ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

Safety Facility Cond. Productivity Mandates Service Def. Tax Base Exp. City Master Pl. O + M Costs Council Goals Timeliness Corridor Improvements

DESCRIPTION: The purpose of this project is to expand the existing municipal infrastructure in an effort to promote and encourage future development within the Whitney Road Industrial Park and abutting lands located between Whitney Road and Sewalls Falls Road.

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

IMPACT IF NOT FUNDED: Reduces economic development opportunities in northerly development corridor.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2009

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	3,000,000	0	3,000,000
Sewer	G.O. Bonds	0	0	0	0	0	0	0	0	525,000	0	525,000
	Total	0	0	0	0	0	0	0	0	3,525,000	0	3,525,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #502-Whitney Road Extension

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	2,800,000	Construction of Whitney Road Extension.
	Sewer G.O. Bonds	525,000	Construction of sewer improvements within Whitney Road Extension.
	General G.O. Bonds	200,000	Design of roadway and sewer improvements for Whitney Road Extension.
		\$3,525,000	2025 Subtotal
	TOTAL	\$3,525,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #506-Historical Surveys

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	☐ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	M 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: The Historic Resources Section of the Master Plan 2030 recommends that additional historical surveys for West Concord and East Concord Villages, as well as a citywide survey of historic and pre-historic archeological resources. The "Extant Historic Carriage Houses & Urban Barns within Concord's West End Neighborhood" study was completed by a consultant and accepted by the Heritage Commission in 2014. Some of the recommendations from the last grant included: to conduct a more intense survey on the properties in the West End and to study other neighborhoods.

SERVICE IMPACT: These studies will inform the City's development review process much as similar past studies have been used for those sections of the City where such studies have been completed. Similarly, this information will be used to evaluate proposed actions of the federal, State, and county governments in Concord. Adaptive reuse of historic structures may become a more viable option in light of the results of such studies. The City's knowledge of its historic and pre-historic past will be enhanced by the archeological study.

IMPACT IF NOT FUNDED: With the passage of time and the continuation of development in the City, valuable historic resources may be demolished or deteriorate beyond the point of repair, and archeological resources may be destroyed and lost.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Other	Federal	35,000*	0	35,000	0	0	0	0	0	0	0	70,000
	Total	35,000	0	35,000	0	0	0	0	0	0	0	70,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #506-Historical Surveys

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Other Federal	35,000	Historical / architectural surveys of City Villages and Neighborhoods, including historic and prehistoric archeological resources as funding is available.
		\$35,000	2017 Subtotal
2019	Other Federal	35,000	Historical / architectural surveys of City Villages and Neighborhoods, including historic and prehistoric archeological resources as funding is available.
		\$35,000	2019 Subtotal
	TOTAL	\$70,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #512-Emergency Vehicle Repairs

I. PROJECT TYPE: GSD Vehicles

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project is intended to provide resources to finance major unforeseen equipment repairs across the organization. Although the General Services Department maintains an operating account for outside services / repairs, these funds are geared toward unforeseen major repairs such as engine / transmission replacements, etc. By funding these repairs as a Capital Project, the General Services Department will have a dedicated funding source thereby allowing for repairs to be made in a more timely manner.

SERVICE IMPACT: Vehicles would have to remain out of service thereby reducing overall productivity and efficiency of operations. Alternatively, department operating accounts would have to be used to fund repairs which would in turn impact department specific operations on a case by case basis.

IMPACT IF NOT FUNDED: If key pieces of equipment are placed out of commission due to lack of funding for repairs, the City would be unable to provide services to the community in an effective and efficient manner.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Capital Outlay	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
	Total	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #512-Emergency Vehicle Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$10,000	2017 Subtotal
2018	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$10,000	2018 Subtotal
2019	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$10,000	2019 Subtotal
2020	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$10,000	2020 Subtotal
2021	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$10,000	2021 Subtotal
2022	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$10,000	2022 Subtotal
2023	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$10,000	2023 Subtotal
2024	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$10,000	2024 Subtotal
2025	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$10,000	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#512-Emergency Vehicle Repairs	
2026	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$10,000	2026 Subtotal
	TOTAL	\$100,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #515-Golf Course Winter Recreation Improvements

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	N/A	Safety	M	Facility Cond.	M	Productivity	
SERVED:	☐ 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: Provide winter recreational activities at the golf course site. Expand the site to a year round recreational facility. Provide cross country skiing, skating and sledding to enhance the 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	20,000	0	28,000	0	0	0	0	0	0	48,000
General	Impact Fees Rec Dist 1	0	0	25,000	0	0	0	0	0	0	0	25,000
	Total	0	20,000	25,000	28,000	0	0	0	0	0	0	73,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #515-Golf Course Winter Recreation Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	20,000	Replace trail groomer and snowmobile for cross country skiing at Beaver Meadow.
		<u>\$20,000</u>	2018 Subtotal
2019	General Impact Fees Rec Dist 1	25,000	Purchase recreational equipment; cross country skies and boots and skates for rental.
		<u>\$25,000</u>	2019 Subtotal
2020	General G.O. Bonds	28,000	Purchase equipment to support ice skating on the pond near the 9th green.
		<u>\$28,000</u>	2020 Subtotal
	TOTAL	<u>\$73,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #518-Bridge and Dam Maintenance / Repairs

I. PROJECT TYPE: Bridges

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project is intended to provide funding for major maintenance or repair work on the City's bridges and dams as mandated by NH Department of Transportation, NH Department of Environmental Services, Federal Highway Administration, but not full reconstruction.

As of April 2015, the City owned and maintained 20 bridges and 14 dams.

SERVICE IMPACT: Maintain structural integrity and repair of the City's bridge and dam inventory with no change in regular maintenance costs.

IMPACT IF NOT FUNDED: Continued deterioration of major bridge and dam components resulting in increased maintenance costs and potential for restricted use (load limits and safety violations).

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Capital Transfer	0	75,000	75,000	75,000	100,000	0	0	0	0	0	325,000
General	G.O. Bonds	0	0	250,000	0	0	0	0	0	0	0	250,000
	Total	0	75,000	325,000	75,000	100,000	0	0	0	0	0	575,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #518-Bridge and Dam Maintenance / Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General Capital Transfer	75,000	Pressure wash and seal three municipal bridges. Washington Street over Mill Outlet (045/085) Washington Street over Canal Outlet (048/082) Island Road over Canal Inlet (053/071)
		\$75,000	2018 Subtotal
2019	General G.O. Bonds	250,000	Rehabilitation of a section of the Turtle Town Pond Dam that is structurally deficient.
	General Capital Transfer	75,000	Pressure wash and seal three municipal bridges. Loudon Road over Merrimack River (163/111) Loudon Road over Storrs Street (160/103) Manchester Street over Merrimack River (185/104)
		\$325,000	2019 Subtotal
2020	General Capital Transfer	75,000	Pressure wash and seal three municipal bridges. Horse Hill Road over Contoocook River (069/052) Commercial Street over Wattanummon Brook (140/113) Water Street over BMRR (180/100)
		\$75,000	2020 Subtotal
2021	General Capital Transfer	100,000	Pressure wash and seal four municipal bridges. Hoit Road over Hayward Brook (053/139) Currier Road over Ash Brook (130/019) Delta Drive over Pedestrian Walk (142/113) Langley Parkway over Pedestrian Walk (173/071)
		\$100,000	2021 Subtotal
	TOTAL	\$575,000	

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #519-Manchester Street/Old Turnpike Road Intersection Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Manchester Street and Old Turnpike Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Following the completion of Regional Drive in 2005, traffic within the Manchester Street/Old Turnpike Road/Regional Drive corridor has continued to grow. As a result, recent changes to signal timing at the Manchester Street and Old Turnpike Road has improved levels of service. However, with traffic growth expected in the near term, intersection geometry improvements will be required.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	415,000	0	415,000
General	Impact Fees Traf Dist 4	0	0	0	0	0	0	0	0	85,000	0	85,000
	Total	0	0	0	0	0	0	0	0	500,000	0	500,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #519-Manchester Street/Old Turnpike Road Intersection Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	415,000	Bond Share
	General Impact Fees Traf Dist 4	85,000	Construction of improvements to Old Turnpike Road approach to Manchester Street including modifications to the existing traffic signal.
		\$500,000	2025 Subtotal
	TOTAL		
		\$500,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #520-Intersection Safety Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Various Locations Throughout the City

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	H	Facility Cond.	H	Productivity	
SERVED:	☐ 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: 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 Graham Road/Snow Pond Road, Carter Hill Road/Lakeview Drive, Abbott Road/Sewalls Falls Road, Mountain Road/Sanborn Road, and Borough Road/River 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #520-Intersection Safety Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	50,000	0	0	0	0	0	100,000	150,000	300,000
	Total	0	0	50,000	0	0	0	0	0	100,000	150,000	300,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	50,000	Reconstruction of the Abbott Road / Sewalls Falls Road Intersection.
		\$50,000	2019 Subtotal
2025	General G.O. Bonds	100,000	Reconstruction of the Mountain Road / Sanborn Road Intersection.
		\$100,000	2025 Subtotal
2026	General G.O. Bonds	50,000	Reconstruction of the Borough Road / Lilac Street Intersection.
	General G.O. Bonds	50,000	Reconstruction of the Carter Hill / Lakeview Drive Intersection.
	General G.O. Bonds	50,000	Reconstruction of the Graham Road / Snow Pond Intersection.
		\$150,000	2026 Subtotal
	TOTAL	\$300,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

I. PROJECT TYPE: Public Safety

II. LOCATION: Concord Police Firearms Range

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide for periodic repair and refurbishment of the Concord Police Department Firearms Range. Proposed improvements include removal of the training shoot house, range, driveways, berms, and associated facilities.

Phase I was completed in FY2014. Improvements included removal of metals from the berms, as well as reconstruction of protective berms. 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: Limited resources have been invested in the maintenance of the firearms range over the years. The range is showing its age and requires rehabilitation so that police officers can train and maintain 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	150,000	0	0	0	0	0	0	0	0	150,000
General	Capital Transfer	0	0	0	0	20,000	0	0	0	0	0	20,000
	Total	0	150,000	0	0	20,000	0	0	0	0	0	170,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	150,000	Phase II: Resurfacing of existing lot (Pistol range), remove rotted awning and construct new awning.
			Remove and dispose of existing, hazardous shoot house.
		<u>\$150,000</u>	2018 Subtotal
2021	General Capital Transfer	20,000	Remove lead from berms, restore berms, replace range wall timbers as necessary.
		<u>\$20,000</u>	2021 Subtotal
	TOTAL	<u>\$170,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #525-Telephone System Replacement Program

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: All City Departments and Agencies

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	M Safety	N/A Facility Cond.	N/A Productivity	
SERVED:	☒ 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: The City relies on telephone communications for Police, Fire and EMS dispatch and control as well as across all city functions. The components of the system are varied in age, condition and functionality. A telephone communications system, one capable of both voice and data transmissions will be needed to be compatible with current technology.

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

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #525-Telephone System Replacement Program

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	70,000	0	30,000	0	0	0	0	0	0	0	100,000
Sewer	Capital Transfer	10,000	0	0	0	0	0	0	0	0	0	10,000
Water	Capital Transfer	10,000	0	0	0	0	0	0	0	0	0	10,000
Arena	Capital Transfer	1,500	0	0	0	0	0	0	0	0	0	1,500
Parking	Capital Transfer	2,000	0	0	0	0	0	0	0	0	0	2,000
Golf	Capital Transfer	1,500	0	0	0	0	0	0	0	0	0	1,500
Total		95,000	0	30,000	0	0	0	0	0	0	0	125,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	70,000	Upgrade 8300 Voice over Internet Protocol (VoIP) switch \$40,000 Install New Automated Call Distribution Server (ACD) \$10,000 Purchase new VoIP phones \$15,000 Migrate system from legacy Neax 2400 system to new VOIP system \$20,000
	Water Capital Transfer	10,000	Water share.
	Sewer Capital Transfer	10,000	Sewer share.
	Parking Capital Transfer	2,000	Parking share.
	Golf Capital Transfer	1,500	Golf share.
	Arena Capital Transfer	1,500	Arena share.
		\$95,000	2017 Subtotal
2019	General G.O. Bonds	30,000	Installation and migration replacement Voicemail system \$30,000
		\$30,000	2019 Subtotal
	TOTAL	\$125,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #527-Cardiac Monitor & AED Replacement Program

I. PROJECT TYPE: Public Safety

II. LOCATION: All City Ambulances, Police Vehicles & City Buildings.

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The systematic replacement of the cardiac monitors and AED's used by the Fire Department, Police Department and in City Buildings.

SERVICE IMPACT: Cardiac Monitors and AED's provide are a critical life saving device.

IMPACT IF NOT FUNDED: Continued use of existing monitors and AED's would yield higher maintenance costs and less than optimal patient care.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2004 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	400,000	0	0	400,000
	Total	0	0	0	0	0	0	0	400,000	0	0	400,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	400,000	Replacement of the cardiac monitors used by the Fire Department on their Ambulances, as well as all AED's located in police cars and city buildings. Total of 53 AED units.
		\$400,000	2024 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#527-Cardiac Monitor & AED Replacement Program	
	TOTAL		\$400,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #528-Pocket Parks

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides funding for the routine repair or replacement of fully depreciated playground equipment in pocket parks throughout the City. As of April 2015, the City owned 4 pocket parks: Reed, Fletcher-Murphy, West Street, and William P. Thompson.

SERVICE IMPACT: Repair costs will decline and player satisfaction will increase.

IMPACT IF NOT FUNDED: Existing deficiencies will remain unchanged, repair costs will increase, and customer satisfaction will deteriorate.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Capital Transfer	0	15,000	0	0	0	0	0	0	0	0	15,000
General	G.O. Bonds	0	0	0	0	0	185,000	0	0	0	0	185,000
	Total	0	15,000	0	0	0	185,000	0	0	0	0	200,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #528-Pocket Parks

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General Capital Transfer	15,000	Crack seal and/or resurface basketball courts in three pocket parks.
		<u>\$15,000</u>	2018 Subtotal
2022	General G.O. Bonds	185,000	Replace playground equipment in four pocket parks.
		<u>\$185,000</u>	2022 Subtotal
	TOTAL	<u>\$200,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #529-Storrs Street Parking Garage (Formerly Capital Commons)

I. PROJECT TYPE: Parking

II. LOCATION: 75 Storrs Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide for improvements to the Capital Commons Municipal Parking Garage. The garage opened in July 2007.

Proposed improvements include, but are not limited to, structural repairs, parking deck seal coating and waterproofing, as well as repair of expansion joints and drainage improvements.

SERVICE IMPACT: Periodic maintenance will ensure that the facility is safe and attractive for patrons.

IMPACT IF NOT FUNDED: Deferred maintenance will result in more serious and expensive repairs in the future. Deterioration of parking structure which could result in loss of revenue due to decreased usage and prolonged closures necessitated by more serious repairs.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Parking	G.O. Bonds	0	155,000	350,000	0	0	0	0	0	330,000	0	835,000
Other	Tax Increment Financing	100,000*	0	0	0	0	0	0	0	0	0	100,000
Parking	Capital Transfer	0	0	0	0	0	15,000	0	0	0	0	15,000
	Total	100,000	155,000	350,000	0	0	15,000	0	0	330,000	0	950,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #529-Storrs Street Parking Garage (Formerly Capital Commons)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Other Tax Increment Financing	100,000	Paver pavers and elevator masonry repairs. (SBTIF G.O. Bond)
		<u>\$100,000</u>	2017 Subtotal
2018	Parking G.O. Bonds	155,000	Surveillance, signage, and elevator improvements
		<u>\$155,000</u>	2018 Subtotal
2019	Parking G.O. Bonds	350,000	Concrete & water proofing systems repairs / maintenance, drainage systems maintenance, gates and signage for permit system.
		<u>\$350,000</u>	2019 Subtotal
2022	Parking Capital Transfer	15,000	Plumbing systems maintenance.
		<u>\$15,000</u>	2022 Subtotal
2025	Parking G.O. Bonds	330,000	Concrete and waterproofing systems repairs and maintenance.
		<u>\$330,000</u>	2025 Subtotal
	TOTAL	<u>\$950,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #530-Golf Course Equipment

I. PROJECT TYPE: Golf

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	M Safety	M Facility Cond.	M Productivity	
SERVED:	☒ Replace	L Mandates	H Service Def.	N/A Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	N/A O + M Costs	N/A Council Goals	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 periodic replacement of major pieces of golf course equipment.

SERVICE IMPACT: Routine replacement of fully depreciated equipment is beneficial as it shall allow grounds crews to use more reliable and efficient equipment to complete maintenance tasks, thereby helping to maximize available course time for players, in turn helping to maintain the best customer satisfaction possible with course availability and conditions.

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 and loss of market share and corresponding revenue.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Golf	G.O. Bonds	50,000	50,000	0	25,000	125,000	0	0	0	0	0	250,000
	Total	50,000	50,000	0	25,000	125,000	0	0	0	0	0	250,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #530-Golf Course Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Golf G.O. Bonds	25,000	Replace aerator.
	Golf G.O. Bonds	25,000	Replace Cushman utility vehicle.
		\$50,000	2017 Subtotal
2018	Golf G.O. Bonds	50,000	Replace chemical sprayer.
		\$50,000	2018 Subtotal
2020	Golf G.O. Bonds	25,000	Replace triplex mower.
		\$25,000	2020 Subtotal
2021	Golf G.O. Bonds	95,000	Replace fairway mower.
	Golf G.O. Bonds	30,000	Replace 1980 bed knife grinder and reel grinder.
		\$125,000	2021 Subtotal
	TOTAL	\$250,000	

**2017-2026
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 ☐ Replace ☐ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

☐ Safety ☐ Mandates ☐ O + M Costs ☐ Facility Cond. ☐ Service Def. ☐ Council Goals ☐ Productivity ☐ Tax Base Exp. ☐ Timeliness

☐ City Master Pl. ☐ Airport

DESCRIPTION: 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)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Other	Federal	0	0	0	150,000	675,000	0	0	1,080,000	0	0	1,905,000
Other	State	0	0	0	8,334	37,500	0	0	60,000	0	0	105,834
Airport	Capital Transfer	0	0	0	8,334	37,500	0	0	60,000	0	0	105,834
	Total	0	0	0	166,668	750,000	0	0	1,200,000	0	0	2,116,668

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #534-Tie Down Rehabilitation and Expansion

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	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.
		<u>\$166,668</u>	2020 Subtotal
2021	Other Federal	675,000	Construct approximately 2 acres of based airport tie down aprons. Federal share.
	Other State	37,500	State share.
	Airport Capital Transfer	37,500	City share.
		<u>\$750,000</u>	2021 Subtotal
2024	Other Federal	1,080,000	Reconstruct existing based airport tie down aprons. Federal share.
	Airport Capital Transfer	60,000	City share.
	Other State	60,000	State share.
		<u>\$1,200,000</u>	2024 Subtotal
	TOTAL	<u>\$2,116,668</u>	

**2017-2026
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 ☐ Replace ☐ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

☐ Safety ☐ Facility Cond. ☐ Productivity

☐ Mandates ☐ Service Def. ☐ Tax Base Exp. ☐ City Master Pl.

☐ O + M Costs ☐ Council Goals ☐ Timeliness Intersection Improvement

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 designated arterial corridor.

IMPACT IF NOT FUNDED: Continued congestion, reduced levels of service, and traffic accidents at the intersection.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	425,000	0	425,000
General	Impact Fees Traf Dist 4	0	0	0	0	0	0	0	75,000	0	0	75,000
	Total	0	0	0	0	0	0	0	75,000	425,000	0	500,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #541-Regional Drive/Chenell Drive Intersection Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Impact Fees Traf Dist 4	75,000	Design of improvements to the intersection of Regional Drive and Chenell Drive.
		<u>\$75,000</u>	2024 Subtotal
2025	General G.O. Bonds	425,000	Construction of improvements to the intersection of Regional Drive and Chenell Drive.
		<u>\$425,000</u>	2025 Subtotal
	TOTAL	<u>\$500,000</u>	

**2017-2026
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	☐ Safety	☐ Facility Cond.	☐ Productivity	
	☐ Replace	☐ Mandates	☐ Service Def.	☐ Tax Base Exp.	☐ City Master Pl.
	☐ Rebuild	☐ O + M Costs	☐ Council Goals	☐ Timeliness	☐ Sidewalks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The Merrimack River Greenway Trail is envisioned as 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.

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. As with the paths along I-89 and I-93, sweeping and trimming may be accomplished with volunteer efforts. Snow removal will not be necessary as this trail is to provide an opportunity for winter recreation / transportation.

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 end 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #543-Merrimack River Greenway Trail Project

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Donations	0	0	0	0	0	400,000	0	0	1,100,000	0	1,500,000
General	G.O. Bonds	0	0	0	0	0	0	0	0	1,100,000	0	1,100,000
Other	State	0	0	0	0	0	1,600,000	0	0	8,800,000	0	10,400,000
	Total	0	0	0	0	0	2,000,000	0	0	11,000,000	0	13,000,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Other State	1,600,000	Design and construction of Phase 1 of the Merrimack River Greenway Trail (MRGT) from Manchester Street to Loudon Road to be funded with a NHDOT Grant and donations.
			Design/Administration: \$300,000 Construction: \$1,500,000 Construction Engineering/Administration: \$200,000
	General Donations	400,000	Design and construction of Phase 1 of the MRGT. Donation portion (20%)
		<u>\$2,000,000</u>	2022 Subtotal
2025	Other State	8,800,000	Design and construction of Phase 2-8 of the MRGT. State portion (80%)
	General Donations	1,100,000	Design and construction of Phase 2-8 of the MRGT. Donation portion (10%)
	General G.O. Bonds	1,100,000	Design and construction of Phase 2-8 of the Merrimack River Greenway Trail to be funded with a TE 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/Administration: \$1,650,000 Construction: \$8,250,000 Construction Engineering/Administration: \$1,100,000
		<u>\$11,000,000</u>	2025 Subtotal
	TOTAL	<u>\$13,000,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #543-Merrimack River Greenway Trail Project

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #550-Roundabout Maintenance

I. PROJECT TYPE: Intersections

II. LOCATION: Liberty/Centre/Auburn and North State/Franklin Intersections

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☐ New ☐ Replace ☒ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

☐ Safety ☐ Mandates ☐ O + M Costs

☐ Facility Cond. ☐ Service Def. ☐ Council Goals

☐ Productivity ☐ Tax Base Exp. ☐ Timeliness

☐ City Master Pl. Intersection Improvement

DESCRIPTION: The purpose of this project is to provide funding for the periodic maintenance and structural repair of roundabouts throughout the City.

SERVICE IMPACT: Improved vehicle safety and ability to maintain traffic capacity along designated arterial and collector corridors.

IMPACT IF NOT FUNDED: Continued deterioration of major elements of the roundabouts with potential for reduced levels of service, and traffic accidents at the intersection.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2012 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Capital Transfer	0	0	50,000	0	50,000	0	0	0	75,000	0	175,000
	Total	0	0	50,000	0	50,000	0	0	0	75,000	0	175,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Capital Transfer	50,000	Major scheduled maintenance improvements to the Liberty/Auburn/Centre roundabout.
		\$50,000	2019 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#550-Roundabout Maintenance	
2021	General Capital Transfer	50,000	Major scheduled maintenance improvements to the North State/Franklin roundabout.
		<u>\$50,000</u>	2021 Subtotal
2025	General Capital Transfer	75,000	Major scheduled maintenance improvements to the Village/Washington roundabout.
		<u>\$75,000</u>	2025 Subtotal
	TOTAL	<u>\$175,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #551-Library Maintenance

I. PROJECT TYPE: Public Buildings

II. LOCATION: Main Library and Penacook Branch Library

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	☒ M Safety	☐ L Facility Cond.	☐ L Productivity	
SERVED:	☐ 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 a maintenance plan for the City's Main Library and the Penacook Branch Library until such time as a new main library is constructed as further detailed in CIP 68 or a new branch library is constructed per CIP 508. Should either library project move forward, then the City may defer or forgo some maintenance projects discussed herein.

SERVICE IMPACT: Continued maintenance costs, customer complaints, and decreased staff morale. Potential liability associated with exposed / un-encapsulated lead paint.

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 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Capital Transfer	0	10,000	0	0	0	0	0	0	0	0	10,000
General	G.O. Bonds	70,000	0	30,000	70,000	125,000	155,000	130,000	130,000	100,000	300,000	1,110,000
	Total	70,000	10,000	30,000	70,000	125,000	155,000	130,000	130,000	100,000	300,000	1,120,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #551-Library Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	40,000	HVAC improvements. (Green Street)
	General G.O. Bonds	30,000	Interior finish and carpet upgrades. (Green Street)
		<u>\$70,000</u>	2017 Subtotal
2018	General Capital Transfer	10,000	Chimney repair. (Penacook)
		<u>\$10,000</u>	2018 Subtotal
2019	General G.O. Bonds	20,000	Ceiling tile upgrades. (Green Street)
	General G.O. Bonds	10,000	Door & window & hardware upgrades. (Green Street)
		<u>\$30,000</u>	2019 Subtotal
2020	General G.O. Bonds	70,000	Bathroom renovations. (Green Street)
		<u>\$70,000</u>	2020 Subtotal
2021	General G.O. Bonds	125,000	Roof replacement. (Penacook)
		<u>\$125,000</u>	2021 Subtotal
2022	General G.O. Bonds	75,000	Handicap ramp replacement. (Penacook)
	General G.O. Bonds	60,000	Interior finish and carpet upgrades. (Green Street)
	General G.O. Bonds	20,000	Door, window and hardware upgrades. (Green Street)
		<u>\$155,000</u>	2022 Subtotal
2023	General G.O. Bonds	100,000	Seal exterior granite. Green Street)
	General G.O. Bonds	30,000	Upgrades to the EMS control system. (Green Street)
		<u>\$130,000</u>	2023 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#551-Library Maintenance	
2024	General G.O. Bonds	100,000	Furniture and finishes upgrades.
	General G.O. Bonds	30,000	Fire alarm system upgrades. (Green Street)
		<u>\$130,000</u>	2024 Subtotal
2025	General G.O. Bonds	100,000	Refurbish HVAC system and controls. (Green Street)
		<u>\$100,000</u>	2025 Subtotal
2026	General G.O. Bonds	300,000	Window refurbishment/replacement. (Green Street)
		<u>\$300,000</u>	2026 Subtotal
	TOTAL	<u>\$1,120,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #555-Handgun Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department-35 Green St.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H Safety	L Facility Cond.	N/A Productivity	
SERVED:	☒ 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. The Department currently uses the Sig Sauer Model P229R as its primary handgun. The Department also has several P239 models. These have been in use since 2003. To assure reliability, the Department seeks to replace handguns after approximately 10-12 years of service.

SERVICE IMPACT: The Police Department seeks to carry a reliable handgun. Service weapons that are older tend to have additional maintenance problems. It is necessary to replace older models with newer models.

IMPACT IF NOT FUNDED: Reliability and safety is compromised.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Capital Transfer	40,000	0	0	0	0	0	0	0	0	0	40,000
	Total	40,000	0	0	0	0	0	0	0	0	0	40,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #555-Handgun Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General Capital Transfer	40,000	Handgun replacement (90 units). The Police Department seeks to replace its Sig Sauer P229R and P239R .40 Smith & Wesson handguns with Sig Sauer P320 9mm . The Police Department has had very good experiences with the Sig Sauer model and has conducted a comprehensive study and analysis on existing models and calibers. As a result, the Department has selected the Sig Sauer P320 9mm as a replacement. The budget for this transition includes the purchase prices, trade-in allowance, and replacement of duty holsters.
		\$40,000	2017 Subtotal
	TOTAL	\$40,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #557-Memorial Field

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: South Fruit Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for routine repair and replacement of infrastructure at Memorial Field.

SERVICE IMPACT: Improvements and restoration of facilities at the park shall maintain or increase the usability of the most heavily used athletic facilities in the City. Reduced maintenance costs will be realized.

IMPACT IF NOT FUNDED: Deferred maintenance will result in more significant, expensive repairs in the future. Obsolete facilities will result in decreased customer satisfaction and use of 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	175,000	1,135,000	120,000	0	0	0	0	0	0	1,430,000
	Total	0	175,000	1,135,000	120,000	0	0	0	0	0	0	1,430,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	175,000	Full depth reconstruction of 5 tennis courts.
		\$175,000	2018 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#557-Memorial Field		
2019	General G.O. Bonds	790,000	Design and replace bleachers and press box for main football field.	
	General G.O. Bonds	315,000	Replace and upgrade bleachers at baseball field.	
	General G.O. Bonds	30,000	Reclaim and pave beneath selected bleacher sections as part of bleacher replacement.	
		<u>\$1,135,000</u>	2019 Subtotal	
2020	General G.O. Bonds	120,000	Resurface the track. Last resurfacing in 2008.	
		<u>\$120,000</u>	2020 Subtotal	
	TOTAL	<u>\$1,430,000</u>		

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #560-Fire Training Facility

I. PROJECT TYPE: Public Safety

II. LOCATION: Old Turnpike Road Landfill

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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. As part of the FY 2009 budget, \$150,000 was provided 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.

By relocating the training grounds from the Loudon Road / Everett Arena location, the City will be able to repurpose the Loudon Road site for expanded recreational opportunities.

SERVICE IMPACT: Project will provide a permanent dedicated facility for fire training, 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. Further skill deterioration and potential need to temporarily place stations out of service for a period of time when training at State facility.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	820,000	820,000
	Total	0	0	0	0	0	0	0	0	0	820,000	820,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #560-Fire Training Facility

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	820,000	Construction of new Fire Training Grounds facility at the Old Turnpike Road Landfill.
		<u>\$820,000</u>	2026 Subtotal
	TOTAL	<u>\$820,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: Citywide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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 O&M 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Capital Transfer	0	32,000	10,000	0	0	0	0	0	0	0	42,000
General	G.O. Bonds	20,000	85,000	50,000	50,000	50,000	0	0	0	0	0	255,000
	Total	20,000	117,000	60,000	50,000	50,000	0	0	0	0	0	297,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	20,000	Phase I-Form Four Replacement.
		<u>\$20,000</u>	2017 Subtotal
2018	General G.O. Bonds	45,000	Replace failing fire alarm cabling along Airport Road.
	General G.O. Bonds	40,000	Replace Uninterruptible Power Source System that was installed in 1996. This system is installed in the Communications Center and provide uninterrupted power in the event of a power outage.
	General Capital Transfer	32,000	Phase II-Form Four Replacement.
		<u>\$117,000</u>	2018 Subtotal
2019	General G.O. Bonds	50,000	Replace Failing Fire Alarm Cabling.
	General Capital Transfer	10,000	Remove Civil Defense Sirens that have been out of service for over 28 years.
		<u>\$60,000</u>	2019 Subtotal
2020	General G.O. Bonds	50,000	Replace Failing Fire Alarm Cabling.
		<u>\$50,000</u>	2020 Subtotal
2021	General G.O. Bonds	50,000	Replace Failing Fire Alarm Cabling.
		<u>\$50,000</u>	2021 Subtotal
	TOTAL	<u>\$297,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #563-Master Plan Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	L City Master Pl.
	☐ Rebuild	N/A	O + M Costs	L	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 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/land use and significant purchases of conservation land 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 Master Plan recommendations, particularly for performance districts and density standards.

IMPACT IF NOT FUNDED: Poor long-range planning leads to haphazard development, which can result in the loss of land resources, missed economic development opportunities, as well as increased long-term costs to serve poorly planned development.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 2

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	200,000	0	0	0	0	0	0	200,000
	Total	0	0	0	200,000	0	0	0	0	0	0	200,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #563-Master Plan Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	200,000	Placeholder for outside services to assist with updating the City's 2008 Master Plan.
		<u>\$200,000</u>	2020 Subtotal
	TOTAL	<u>\$200,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #567-Penacook Riverfront Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Tanner Street, Penacook

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	L Facility Cond.	N/A Productivity	
SERVED:	☒ 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 program capital improvements for the Penacook Riverfront Park located on Tanner Street. Projects included herein include maintenance of the existing facility, as well as potential acquisition of abutting privately owned property for park expansion. Property comprising the park was assembled by the City from 1947 - 1982. The last major capital investment for the property occurred in the late 1980s.

Proposed capital improvements include acquisition of additional 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.

SERVICE IMPACT: Improvements will help revitalize an underutilized public park 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 park 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.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	185,000	0	0	0	0	185,000
	Total	0	0	0	0	0	185,000	0	0	0	0	185,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #567-Penacook Riverfront Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	150,000	Renovations of existing park, as well as improvements at newly acquired property. Improvements to include reconstruction of walkways, signage, and lighting, as well as installation of additional plantings. Ornamental safety fence will be extended onto newly acquired property.
	General G.O. Bonds	35,000	Acquisition of abutting private property, including due diligence and legal costs, as well as installation of improvements.
		\$185,000	2022 Subtotal
	TOTAL	\$185,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

I. PROJECT TYPE: Other Vehicles

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project establishes a long-range replacement plan for Parks and Recreation smaller turf equipment. Phased replacement of equipment will minimize potential service interruptions due to break downs / failures.

SERVICE IMPACT: Establishes long range replacement plan that improves service with more reliable equipment, lower costs due to multi-vehicle procurements and maintenance support. Supports appropriate reassignment of some serviceable equipment to less critical tasks instead of replacement.

IMPACT IF NOT FUNDED: Without routine investments, use of obsolete unreliable equipment will result in more frequent equipment failures leading to less productivity of staff and less efficient maintenance of facilities. Delayed acquisition of new equipment will lead to increased repair costs.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	24,000	62,000	41,000	11,000	19,000	49,000	53,000	0	0	0	259,000
	Total	24,000	62,000	41,000	11,000	19,000	49,000	53,000	0	0	0	259,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	24,000	Replace 2005 infield pro.
		<u>\$24,000</u>	2017 Subtotal
2018	General G.O. Bonds	25,000	Replace 2004 John Deere mower with 72" deck with 2,300 hours of use. (Parks)
	General G.O. Bonds	25,000	Replace 2008 John Deere mower with 2,400 +/- hours of use. (Cemeteries)
	General G.O. Bonds	12,000	Replace two (2) 2004 front mounted leaf blower attachments. (Parks and Cemeteries)
		<u>\$62,000</u>	2018 Subtotal
2019	General G.O. Bonds	23,000	Replace infield pro. (Parks)
	General G.O. Bonds	18,000	Replace out-front rotary mower. (Cemeteries).
		<u>\$41,000</u>	2019 Subtotal
2020	General G.O. Bonds	11,000	Replace deep tine aerator.
		<u>\$11,000</u>	2020 Subtotal
2021	General G.O. Bonds	19,000	Replace sweeper. (Cemeteries)
		<u>\$19,000</u>	2021 Subtotal
2022	General G.O. Bonds	28,000	Replace small loader/backhoe. (Cemeteries)
	General G.O. Bonds	21,000	Replace out front rotary mower.
		<u>\$49,000</u>	2022 Subtotal
2023	General G.O. Bonds	35,000	Replace large area aerator. (Parks)
	General G.O. Bonds	18,000	Replace out front rotary mower. (Cemeteries)
		<u>\$53,000</u>	2023 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#569-Parks and Cemeteries Small Turf Equipment
	TOTAL	\$259,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #570-Pleasant/Warren/Fruit Intersection Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Pleasant Street/Warren Street/Fruit Street Intersection

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Following completion of a 2013 Engineering Study of the Pleasant/Warren/Fruit intersection, City Council accepted a report outlining improvement options and priorities. In order to maintain acceptable levels of service and traffic and pedestrian safety, staff recommended major intersection reconstruction at this critical location. Endorsed by both the Traffic Operations Committee and the Transportation Policy Advisory Committee, the project proposes a roundabout to replace the existing signalized intersection.

SERVICE IMPACT: Improved traffic level of service, capacity, and pedestrian and bike safety at this critical location.

IMPACT IF NOT FUNDED: Continued congestions, limited levels of service, increased traffic accidents, and pedestrian safety concerns.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	900,000	0	900,000
	Total	0	0	0	0	0	0	0	0	900,000	0	900,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #570-Pleasant/Warren/Fruit Intersection Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	900,000	Design and Construction of a Roundabout.
		<u>\$900,000</u>	2025 Subtotal
	TOTAL	<u>\$900,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #572-Airport Master Plan

I. PROJECT TYPE: Airport

II. LOCATION: Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The current Airport Master Plan was last updated in 2006. Periodic updates are required every 10-20 years in order to plan future capital investments designed to keep the facility viable within the framework of the New England general aviation market.

SERVICE IMPACT: Recommendations will provide focused direction to the city for airport improvements and management structure.

IMPACT IF NOT FUNDED: Application of future Federal grants for airport improvements will be denied if Master Plan is not current.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Other	Federal	0	0	0	190,000	0	0	0	0	0	0	190,000
Other	State	0	0	0	10,554	0	0	0	0	0	0	10,554
Airport	Capital Transfer	0	0	0	10,554	0	0	0	0	0	0	10,554
	Total	0	0	0	211,108	0	0	0	0	0	0	211,108

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #572-Airport Master Plan

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	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	2020 Subtotal
	TOTAL	\$211,108	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for routine replacement of Personal Protective Equipment (PPE) for 90 members of the Fire Department. Protective gear typically has a useful life of approximately 6 -10 years. Through a systematic, structured process the City can maintain an adequate reserve of protective clothing for replacement. 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 (63 Self Contained Breathing Apparatus (SCBA) units and 2 RIT packs).

SERVICE IMPACT: By funding this project, the City will be able to ensure fire personnel are properly protected and outfitted to carry out fire fighting activities.

IMPACT IF NOT FUNDED: The City's ability to effectively and efficiently respond to fire calls will be reduced and costs of repairing gear will increase. Also, safety of department personnel could be compromised.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	750,000	0	750,000
General	Capital Transfer	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	290,000
	Total	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	780,000	30,000	1,040,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General Capital Transfer	20,000	Systematic replacement of firefighting protective clothing.
		\$20,000	2017 Subtotal
2018	General Capital Transfer	30,000	Systematic replacement of firefighting protective clothing.
		\$30,000	2018 Subtotal
2019	General Capital Transfer	30,000	Systematic replacement of firefighting protective clothing.
		\$30,000	2019 Subtotal
2020	General Capital Transfer	30,000	Systematic replacement of firefighting protective clothing.
		\$30,000	2020 Subtotal
2021	General Capital Transfer	30,000	Systematic replacement of firefighting protective clothing.
		\$30,000	2021 Subtotal
2022	General Capital Transfer	30,000	Systematic replacement of firefighting protective clothing.
		\$30,000	2022 Subtotal
2023	General Capital Transfer	30,000	Systematic replacement of firefighting protective clothing.
		\$30,000	2023 Subtotal
2024	General Capital Transfer	30,000	Systematic replacement of firefighting protective clothing.
		\$30,000	2024 Subtotal
2025	General G.O. Bonds	750,000	Breathing apparatus replacement purchased in FY2015.
	General Capital Transfer	30,000	Systematic replacement of firefighting protective clothing.

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#573-Fire Department Personnel Protective Equipment		
			\$780,000	2025 Subtotal
2026	General	Capital Transfer	30,000	Systematic replacement of firefighting protective clothing.
			\$30,000	2026 Subtotal
	TOTAL		\$1,040,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

I. PROJECT TYPE: Other Vehicles

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this capital project is to provide funding for the routine replacement of Police Department vehicles (excluding parking enforcement vehicles which are addressed by a separate capital project). As of April 2014, the City had a total of 25 cruisers, command SUVs, and unmarked vehicles. Prior to FY2015, this item was carried within the City's operating budget.

SERVICE IMPACT: Maintaining a schedule for 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: 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. Without routine replacement, the department will be required to operate with older vehicles which are more susceptible to mechanical failures. This could result in increased maintenance expenses for the City.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Capital Transfer	140,000	180,000	150,000	160,000	160,000	170,000	170,000	180,000	180,000	190,000	1,680,000
General	G.O. Bonds	25,000	0	0	0	0	0	0	0	0	0	25,000
	Total	165,000	180,000	150,000	160,000	160,000	170,000	170,000	180,000	180,000	190,000	1,705,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General Capital Transfer	100,000	Replacement of 4 vehicles.
	General Capital Transfer	40,000	Replacement of 4 vehicles.
	General G.O. Bonds	25,000	Phase II: Cruiser light bar replacement. Replace 5 cruiser light bars.
		<u>\$165,000</u>	2017 Subtotal
2018	General Capital Transfer	150,000	Replacement of 4 vehicles.
	General Capital Transfer	30,000	Phase III: Cruiser light bar replacement. Replace 6 cruiser light bars.
		<u>\$180,000</u>	2018 Subtotal
2019	General Capital Transfer	150,000	Replacement of 4 vehicles.
		<u>\$150,000</u>	2019 Subtotal
2020	General Capital Transfer	160,000	Replacement of 4 vehicles.
		<u>\$160,000</u>	2020 Subtotal
2021	General Capital Transfer	160,000	Replacement of 4 vehicles.
		<u>\$160,000</u>	2021 Subtotal
2022	General Capital Transfer	170,000	Replacement of 4 vehicles.
		<u>\$170,000</u>	2022 Subtotal
2023	General Capital Transfer	170,000	Replacement of 4 vehicles.
		<u>\$170,000</u>	2023 Subtotal
2024	General Capital Transfer	180,000	Replacement of 4 vehicles.
		<u>\$180,000</u>	2024 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#575-Police Vehicle & Equipment Replacement	
2025	General Capital Transfer	180,000	Replace 4 police vehicles.
		\$180,000	2025 Subtotal
2026	General Capital Transfer	190,000	Replace 4 police vehicles.
		\$190,000	2026 Subtotal
	TOTAL	\$1,705,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #576-General Facility Repairs

I. PROJECT TYPE: Public Buildings

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this capital project is to finance assorted small capital projects and maintenance activities at City owned buildings.

SERVICE IMPACT: Undertaking small capital projects helps to ensure appropriate maintenance of building systems, thereby helping to reduce long-term maintenance costs and extend the useful life of facilities.

IMPACT IF NOT FUNDED: Repair costs will increase and the functional life of building systems may be reduced, thereby requiring premature replacement at significant cost.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Capital Transfer	0	25,000	30,000	20,000	30,000	30,000	30,000	35,000	35,000	35,000	270,000
General	Building Imp Reserve	25,000	0	0	0	0	0	0	0	0	0	25,000
	Total	25,000	25,000	30,000	20,000	30,000	30,000	30,000	35,000	35,000	35,000	295,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #576-General Facility Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General Building Imp Reserve	25,000	Split system AC replacement at City Hall (\$10,000); Lighting repairs & upgrades at recreation facilities (\$5,000); West Street Ward House dry sprinkler system valves (\$5,500); Hand dryer and water fountain replacements (\$4,500).
		\$25,000	2017 Subtotal
2018	General Capital Transfer	25,000	Update IT fire protections system at City Hall.
		\$25,000	2018 Subtotal
2019	General Capital Transfer	30,000	Placeholder for future needs.
		\$30,000	2019 Subtotal
2020	General Capital Transfer	20,000	Placeholder for future projects.
		\$20,000	2020 Subtotal
2021	General Capital Transfer	30,000	Placeholder for future needs.
		\$30,000	2021 Subtotal
2022	General Capital Transfer	30,000	Placeholder for future needs.
		\$30,000	2022 Subtotal
2023	General Capital Transfer	30,000	Placeholder for future needs.
		\$30,000	2023 Subtotal
2024	General Capital Transfer	35,000	Placeholder for future needs.
		\$35,000	2024 Subtotal
2025	General Capital Transfer	35,000	Placeholder for future needs.

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#576-General Facility Repairs	
		\$35,000	2025 Subtotal
2026	General Capital Transfer	35,000	Placeholder for future needs.
		\$35,000	2026 Subtotal
	TOTAL	\$295,000	

**2017-2026
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	<input type="checkbox" value="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: The purpose of this project is to fund routine repair / refurbishment of the Bicentennial Square and Eagle Square amenities.

SERVICE IMPACT: Routine maintenance and refurbishment will minimize unanticipated costly emergency repairs and extend useful life of this asset.

IMPACT IF NOT FUNDED: Lack of maintenance will result in more expensive repairs and may, in the extreme, necessitate the premature full replacement of this asset. 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	60,000	25,000	0	0	0	0	0	0	0	85,000
	Total	0	60,000	25,000	0	0	0	0	0	0	0	85,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	60,000	Refurbish the stairs at Eagle Square Amphitheater.
		\$60,000	2018 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#579-Downtown Squares	
2019	General G.O. Bonds	25,000	Repairs to the fountain at Bicentennial Square.
		<u>\$25,000</u>	2019 Subtotal
	TOTAL	<u>\$85,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #582-Manor Road/Abbott Road Roundabout Intersection Improvement Project

I. PROJECT TYPE: Intersections

II. LOCATION: Manor Road/Abbott Road Intersection

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H Safety	L Facility Cond.	N/A Productivity	
SERVED:	☐ Replace	L 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	Intersection Improvement
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: Design and construction of a traffic roundabout and limited roadway improvements to improve traffic flow, reduce accidents, and improve pedestrian safety at the intersection.

This project was designed in conjunction with the Oxbow Bluff residential development project to mitigate development traffic impacts. Engineering considered this location critical and determined this project to be the best long-term solution for the neighborhood.

SERVICE IMPACT: Improved traffic/pedestrian circulation and safety.

IMPACT IF NOT FUNDED: Vehicle and pedestrian safety concerns at the intersection will not be addressed.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2008

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	Donations	0	450,000	0	0	0	0	0	0	0	0	450,000
	Total	0	450,000	0	0	0	0	0	0	0	0	450,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #582-Manor Road/Abbott Road Roundabout Intersection Improvement Project

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General Donations	450,000	Design and construct traffic roundabout funded by private development.
		<u>\$450,000</u>	2018 Subtotal
	TOTAL	<u>\$450,000</u>	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #583-East Concord Fire Station

I. PROJECT TYPE: Public Buildings

II. LOCATION: Location to be determined from study

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☒ New ☐ Replace ☐ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

☐ Safety ☐ Mandates ☐ O + M Costs ☐ Facility Cond. ☐ Service Def. ☐ Council Goals ☐ Productivity ☐ Tax Base Exp. ☐ Timeliness

☐ City Master Pl. ☐ Long-Range Planning

DESCRIPTION: Design and construction of new East Concord Fire Station based on location study and needs assessment to be completed as part of CIP 252.

SERVICE IMPACT: If deemed necessary the location study and needs assessment, a new station serving East Concord and, potentially the Heights neighborhood, would provide for improved fire service to the easterly portions of the City, as well as put the City on a better footing to address the needs of potential future population growth in East Concord.

IMPACT IF NOT FUNDED:

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	5,000,000	5,000,000
	Total	0	0	0	0	0	0	0	0	0	5,000,000	5,000,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #583-East Concord Fire Station

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	5,000,000	Placeholder: Construct and furnish a new fire station in East Concord pending outcome of needs assessment and location studies. New building and furnishings only.
		\$5,000,000	2026 Subtotal
	TOTAL		
		\$5,000,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #584-Replacement of CAT Transit Bus Vehicles

I. PROJECT TYPE: Other Vehicles

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H Safety	H Facility Cond.	L Productivity	
SERVED:	☒ Replace	L Mandates	H Service Def.	N/A Tax Base Exp.	L 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: Since 1989, Concord Area Transit (CAT), through the Community Action Program of Belknap-Merrimack Counties, has provided uninterrupted transit services to the residents of Concord. The service is open to all transportation needs, including seniors and those with disabilities.

CAT maintains a fleet of 13 vehicles including buses and vans to provide fixed route, complimentary para-transit, and senior transit services. Of that fleet, 3 vehicles support CAT's fixed route system. The existing fixed route fleet were placed in service in 2003 and are scheduled for replacement beginning in 2015. Since CAT's inception in 1989, the City of Concord has always supported a portion of the capital replacement match required to support the fixed route fleet

SERVICE IMPACT: Without replacement of transit vehicles, existing vehicles will require extensive repairs and will no longer be cost-effective or sustainable to operate.

IMPACT IF NOT FUNDED: Replacement of vehicles is mandated by Federal Transit Administration (FTA) and NHDOT. If not funded, those mandates will not be met.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2016

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

12

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	30,000*	30,000	0	0	0	0	0	0	0	0	60,000
Other	Federal	240,000*	240,000	0	0	0	0	0	0	0	0	480,000
Other	State	30,000*	30,000	0	0	0	0	0	0	0	0	60,000
	Total	300,000	300,000	0	0	0	0	0	0	0	0	600,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #584-Replacement of CAT Transit Bus Vehicles

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Other Federal	240,000	Replacement of one (1) of three (3) transit bus vehicles for fixed route service. Federal grant share (80%).
	General G.O. Bonds	30,000	City share (10%).
	Other State	30,000	State share (10%).
		\$300,000	2017 Subtotal
2018	Other Federal	240,000	Federal grant share (80%).
	Other State	30,000	State share (10%).
	General G.O. Bonds	30,000	City share (10%).
		\$300,000	2018 Subtotal
	TOTAL	\$600,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #587-Cemetery Improvements

I. PROJECT TYPE: Cemeteries

II. LOCATION: City Cemeteries

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☒ New ☐ Replace ☒ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

Safety Mandates O + M Costs

Facility Cond. Service Def. Council Goals

Productivity Tax Base Exp. Timeliness

City Master Pl.

DESCRIPTION: The purpose of this project is to provide funding for routine maintenance and repair of the City's 13 municipal cemeteries. The project also provides funding for cemetery expansion.

SERVICE IMPACT: Periodic investment in cemetery infrastructure will preserve and improve facilities, correct potential liabilities, and maintain community pride in the City's cemeteries. Well maintained facilities also helps the City sell plots within cemeteries.

IMPACT IF NOT FUNDED: Facilities will not be maintained resulting in potential liabilities and decreased community satisfaction with facilities.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	80,000	50,000	70,000	0	100,000	35,000	0	150,000	0	0	485,000
	Total	80,000	50,000	70,000	0	100,000	35,000	0	150,000	0	0	485,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #587-Cemetery Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	General G.O. Bonds	65,000	Paving select roads in Maple Grove Cemetery
	General G.O. Bonds	15,000	Fix garage used for storage. West facing wall is caving in and foundation needs to be repaired.
		\$80,000	2017 Subtotal
2018	General G.O. Bonds	50,000	Paving select roads in Blossom Hill Cemetery
		\$50,000	2018 Subtotal
2019	General G.O. Bonds	70,000	Paving select roads Pine Grove East Concord
		\$70,000	2019 Subtotal
2021	General G.O. Bonds	100,000	Create/Build fire proof room for record storage.
		\$100,000	2021 Subtotal
2022	General G.O. Bonds	35,000	Purchase Columbarium at Blossom Hill Cemetery
		\$35,000	2022 Subtotal
2024	General G.O. Bonds	150,000	Purchase land for use as new cemetery.
		\$150,000	2024 Subtotal
	TOTAL	\$485,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

I. PROJECT TYPE: Bridges

II. LOCATION: Loudon Road over Merrimack River

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: In a 2015 bridge inspection by NHDOT, conditions of bridge deck, rail, and abutment structures have become structurally deficient and the bridge was placed on the States "Red List" of deficient bridges. This project is intended to address all structural and operational deficiencies.

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 central core of the City and the Heights. 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.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	1,234,000	1,234,000
Other	State	0	0	0	0	0	0	0	0	0	4,936,000	4,936,000
	Total	0	0	0	0	0	0	0	0	0	6,170,000	6,170,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other State	4,936,000	Design and construction of deck, rail, and expansion joint replacement, as well as substructure concrete repairs. \$6,170,000 (State portion 80% of project costs paid through State Municipal Bridge Aid Program).
	General G.O. Bonds	1,234,000	City Share of bridge replacement/repairs (20%).
		\$6,170,000	2026 Subtotal
	TOTAL	\$6,170,000	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #589-Warren Street Improvements

I. PROJECT TYPE: Downtown

II. LOCATION: Warren Street between North Main Street and North State 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 Warren Street as originally outlined in previous Downtown master plans and studies, as well as continue the streetscape improvements of the 2015 Downtown Complete Streets Improvement Project (CIP 460).

Improvements along Warren Street during the 2015 Main Street project were limited. This project will continue streetscape improvements including sidewalks, lighting, and way finding signage along Warren Street and the entrance to the School Street Parking Garage.

SERVICE IMPACT: Improved use and appearance of Warren Street offers great potential for redevelopment of adjacent properties resulting in tax base expansion.

IMPACT IF NOT FUNDED: The opportunity for tax base expansion and the enhancement of downtown business activities would not be realized.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	500,000	0	0	0	500,000
	Total	0	0	0	0	0	0	500,000	0	0	0	500,000

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #589-Warren Street Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	500,000	Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Warren Street with particular focus on the entrances to Bicentennial Square and the entrance to Capital Plaza and the School Street Parking Garage.
		\$500,000	2023 Subtotal
	TOTAL	\$500,000	

**2017-2026
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

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<input type="checkbox" value="M"/> Safety	<input type="checkbox" value="M"/> Facility Cond.	<input type="checkbox" value="N/A"/> Productivity	
SERVED:	☐ Replace	<input type="checkbox" value="L"/> Mandates	<input type="checkbox" value="M"/> Service Def.	<input type="checkbox" value="L"/> Tax Base Exp.	<input type="checkbox" value="L"/> City Master Pl.
	☒ Rebuild	<input type="checkbox" value="L"/> O + M Costs	<input type="checkbox" value="L"/> Council Goals	<input type="checkbox" value="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 by Main Street/Green Street and Centre Street/School 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 Downtown Complete Streets Improvement Project (CIP 460).

SERVICE IMPACT: Improved use and appearance of downtown sidewalks will provide a safe and accessible walking surface and offers great potential for redevelopment of adjacent properties resulting in tax base expansion.

IMPACT IF NOT FUNDED: Continued deterioration of sidewalk conditions will occur. The opportunity for tax base expansion and the enhancement of downtown business activities would not be realized.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	500,000	500,000
	Total	0	0	0	0	0	0	0	0	0	500,000	500,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #590-Downtown Civic District Sidewalk Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	500,000	Design and construction of sidewalk replacement within the Downtown Civic District. The final design will incorporate the sidewalk and streetscape design details from the Main Street improvements including way finding signage.
		\$500,000	2026 Subtotal
	TOTAL		
		\$500,000	

**2017-2026
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: 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. As of April 2016, the City had 80 Kiosk Units and 353 single space mechanical meters in service which supported approximately 820 metered spaces.

SERVICE IMPACT: Routine repair and replacement of parking meters is critical in order to insure 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 the parking system, as well as generate new revenues to help keep the system financially solvent in the long-term.

IMPACT IF NOT FUNDED: Equipment will become increasingly unreliable. Mechanical failures will result in decreased revenues and increased customer frustrations.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Parking	Capital Transfer	5,000	35,000	25,750	26,500	37,500	28,000	29,000	30,000	31,000	31,500	279,250
Parking	G.O. Bonds	65,000	235,000	290,000	780,000	0	0	0	0	0	0	1,370,000
	Total	70,000	270,000	315,750	806,500	37,500	28,000	29,000	30,000	31,000	31,500	1,649,250

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #595-Parking Meters

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Parking G.O. Bonds	35,000	Purchase and install 3 new Cale Kiosks on South Main Street, as well as 5 heating units and 5 AC adapters, all in conjunction with CIP 460 Complete Streets Project.
	Parking G.O. Bonds	30,000	Replace 2G modems for 74 Cale Kiosk Units.
	Parking Capital Transfer	5,000	Meter repair / replacement.
		<u>\$70,000</u>	2017 Subtotal
2018	Parking G.O. Bonds	235,000	Purchase and install individual smart meters to serve 315 on-street parking spaces.
	Parking Capital Transfer	25,000	Meter repair / replacement
	Parking Capital Transfer	10,000	Reprogram meters for anticipated parking rate increase.
		<u>\$270,000</u>	2018 Subtotal
2019	Parking G.O. Bonds	290,000	Replace 375 single space mechanical meters with smart meters.
	Parking Capital Transfer	25,750	Meter repair / replacement.
		<u>\$315,750</u>	2019 Subtotal
2020	Parking G.O. Bonds	780,000	Replace 74 Cale Kiosk Units put into service in 2010.
	Parking Capital Transfer	26,500	Annual meter repair / replacement.
		<u>\$806,500</u>	2020 Subtotal
2021	Parking Capital Transfer	27,500	Annual meter repair / replacement.
	Parking Capital Transfer	10,000	Reprogram meters for anticipated rate increase.
		<u>\$37,500</u>	2021 Subtotal
2022	Parking Capital Transfer	28,000	Annual meter repair / replacement.
		<u>\$28,000</u>	2022 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#595-Parking Meters	
2023	Parking Capital Transfer	29,000	Annual meter repair / replacement.
		\$29,000	2023 Subtotal
2024	Parking Capital Transfer	30,000	Annual meter repair / replacement.
		\$30,000	2024 Subtotal
2025	Parking Capital Transfer	31,000	Annual meter repair / replacement.
		\$31,000	2025 Subtotal
2026	Parking Capital Transfer	31,500	Annual meter repair / replacement.
		\$31,500	2026 Subtotal
	TOTAL	\$1,649,250	

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #596-Surface Lots

I. PROJECT TYPE: Parking

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for the repair, replacement, or expansion of the City's 9 municipal parking lots.

SERVICE IMPACT: Appropriately maintained parking lots 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 O&M costs. Drainage infrastructure in lots will continue to deteriorate thereby causing potential liability to City.

IV. PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Parking	G.O. Bonds	45,000	0	0	655,000	0	0	0	0	50,000	170,000	920,000
	Total	45,000	0	0	655,000	0	0	0	0	50,000	170,000	920,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2017	Parking G.O. Bonds	45,000	Storrs Street Parking Lot Improvements: Pigeon control (\$35,000) Lighting (\$10,000)

CITY OF CONCORD, NEW HAMPSHIRE

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#596-Surface Lots	
		\$45,000	2017 Subtotal
2020	Parking G.O. Bonds	275,000	Reconstruction of the parking lot adjacent to the Police Department
	Parking G.O. Bonds	265,000	Reconstruction of the City Hall / Auditorium parking lot.
	Parking G.O. Bonds	115,000	Reconstruction of the surface parking lot adjacent to the Library.
		\$655,000	2020 Subtotal
2025	Parking G.O. Bonds	50,000	Reconstruct the Canal Street Parking Lot.
		\$50,000	2025 Subtotal
2026	Parking G.O. Bonds	85,000	Reconstruct the McKee Square Parking Lot.
	Parking G.O. Bonds	85,000	Mill & pave Storrs Street Lot (beneath Loudon Road overpass).
		\$170,000	2026 Subtotal
	TOTAL	\$920,000	

**2017-2026
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 "no parking 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 Manchester NH, will help to inform the public about parking bans, thereby improving communications and minimizing frustration for city residents.

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 left on streets.

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Ten Years
Parking	G.O. Bonds	0	0	120,000	0	0	0	0	0	0	0	120,000
	Total	0	0	120,000	0	0	0	0	0	0	0	120,000

**2017-2026
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #597-Parking Beacons

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Parking G.O. Bonds	120,000	Purchase and install no parking strobe beacons and related signage for 24 intersections.
		<u>\$120,000</u>	2019 Subtotal
	TOTAL	<u>\$120,000</u>	

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$10.07	\$10.32	\$10.59	\$10.84	\$11.11	\$11.38	\$11.66	\$11.99	\$12.28	\$12.57	\$12.89	\$13.20	\$13.53	\$13.87	\$14.24	\$14.59
	\$402.80	\$412.80	\$423.60	\$433.60	\$444.40	\$455.20	\$466.40	\$479.60	\$491.20	\$502.80	\$515.60	\$528.00	\$541.20	\$554.80	\$569.60	\$583.60
	\$20,945.60	\$21,465.60	\$22,027.20	\$22,547.20	\$23,108.80	\$23,670.40	\$24,252.80	\$24,939.20	\$25,542.40	\$26,145.60	\$26,811.20	\$27,456.00	\$28,142.40	\$28,849.60	\$29,619.20	\$30,347.20
2	\$10.59	\$10.84	\$11.11	\$11.38	\$11.66	\$11.99	\$12.28	\$12.57	\$12.89	\$13.20	\$13.53	\$13.87	\$14.24	\$14.59	\$14.95	\$15.31
	\$423.60	\$433.60	\$444.40	\$455.20	\$466.40	\$479.60	\$491.20	\$502.80	\$515.60	\$528.00	\$541.20	\$554.80	\$569.60	\$583.60	\$598.00	\$612.40
	\$22,027.20	\$22,547.20	\$23,108.80	\$23,670.40	\$24,252.80	\$24,939.20	\$25,542.40	\$26,145.60	\$26,811.20	\$27,456.00	\$28,142.40	\$28,849.60	\$29,619.20	\$30,347.20	\$31,096.00	\$31,844.80
3	\$11.11	\$11.38	\$11.66	\$11.99	\$12.28	\$12.57	\$12.89	\$13.20	\$13.53	\$13.87	\$14.24	\$14.59	\$14.95	\$15.31	\$15.69	\$16.07
	\$444.40	\$455.20	\$466.40	\$479.60	\$491.20	\$502.80	\$515.60	\$528.00	\$541.20	\$554.80	\$569.60	\$583.60	\$598.00	\$612.40	\$627.60	\$642.80
	\$23,108.80	\$23,670.40	\$24,252.80	\$24,939.20	\$25,542.40	\$26,145.60	\$26,811.20	\$27,456.00	\$28,142.40	\$28,849.60	\$29,619.20	\$30,347.20	\$31,096.00	\$31,844.80	\$32,635.20	\$33,425.60
4	\$11.66	\$11.99	\$12.28	\$12.57	\$12.89	\$13.20	\$13.53	\$13.87	\$14.24	\$14.59	\$14.95	\$15.31	\$15.69	\$16.07	\$16.50	\$16.90
	\$466.40	\$479.60	\$491.20	\$502.80	\$515.60	\$528.00	\$541.20	\$554.80	\$569.60	\$583.60	\$598.00	\$612.40	\$627.60	\$642.80	\$660.00	\$676.00
	\$24,252.80	\$24,939.20	\$25,542.40	\$26,145.60	\$26,811.20	\$27,456.00	\$28,142.40	\$28,849.60	\$29,619.20	\$30,347.20	\$31,096.00	\$31,844.80	\$32,635.20	\$33,425.60	\$34,320.00	\$35,152.00
5	\$12.28	\$12.57	\$12.89	\$13.20	\$13.53	\$13.87	\$14.24	\$14.59	\$14.95	\$15.31	\$15.69	\$16.07	\$16.50	\$16.90	\$17.33	\$17.74
	\$491.20	\$502.80	\$515.60	\$528.00	\$541.20	\$554.80	\$569.60	\$583.60	\$598.00	\$612.40	\$627.60	\$642.80	\$660.00	\$676.00	\$693.20	\$709.60
	\$25,542.40	\$26,145.60	\$26,811.20	\$27,456.00	\$28,142.40	\$28,849.60	\$29,619.20	\$30,347.20	\$31,096.00	\$31,844.80	\$32,635.20	\$33,425.60	\$34,320.00	\$35,152.00	\$36,046.40	\$36,899.20
6	\$12.89	\$13.20	\$13.53	\$13.87	\$14.24	\$14.59	\$14.95	\$15.31	\$15.69	\$16.07	\$16.50	\$16.90	\$17.33	\$17.74	\$18.19	\$18.67
	\$515.60	\$528.00	\$541.20	\$554.80	\$569.60	\$583.60	\$598.00	\$612.40	\$627.60	\$642.80	\$660.00	\$676.00	\$693.20	\$709.60	\$727.60	\$746.80
	\$26,811.20	\$27,456.00	\$28,142.40	\$28,849.60	\$29,619.20	\$30,347.20	\$31,096.00	\$31,844.80	\$32,635.20	\$33,425.60	\$34,320.00	\$35,152.00	\$36,046.40	\$36,899.20	\$37,835.20	\$38,833.60
7	\$13.53	\$13.87	\$14.24	\$14.59	\$14.95	\$15.31	\$15.69	\$16.07	\$16.50	\$16.90	\$17.33	\$17.74	\$18.19	\$18.67	\$19.13	\$19.62
	\$541.20	\$554.80	\$569.60	\$583.60	\$598.00	\$612.40	\$627.60	\$642.80	\$660.00	\$676.00	\$693.20	\$709.60	\$727.60	\$746.80	\$765.20	\$784.80
	\$28,142.40	\$28,849.60	\$29,619.20	\$30,347.20	\$31,096.00	\$31,844.80	\$32,635.20	\$33,425.60	\$34,320.00	\$35,152.00	\$36,046.40	\$36,899.20	\$37,835.20	\$38,833.60	\$39,790.40	\$40,809.60
8	\$14.24	\$14.59	\$14.95	\$15.31	\$15.69	\$16.07	\$16.50	\$16.90	\$17.33	\$17.74	\$18.19	\$18.67	\$19.13	\$19.62	\$20.10	\$20.59
	\$569.60	\$583.60	\$598.00	\$612.40	\$627.60	\$642.80	\$660.00	\$676.00	\$693.20	\$709.60	\$727.60	\$746.80	\$765.20	\$784.80	\$804.00	\$823.60
	\$29,619.20	\$30,347.20	\$31,096.00	\$31,844.80	\$32,635.20	\$33,425.60	\$34,320.00	\$35,152.00	\$36,046.40	\$36,899.20	\$37,835.20	\$38,833.60	\$39,790.40	\$40,809.60	\$41,808.00	\$42,827.20
9	\$14.95	\$15.31	\$15.69	\$16.07	\$16.50	\$16.90	\$17.33	\$17.74	\$18.19	\$18.67	\$19.13	\$19.62	\$20.10	\$20.59	\$21.12	\$21.63
	\$598.00	\$612.40	\$627.60	\$642.80	\$660.00	\$676.00	\$693.20	\$709.60	\$727.60	\$746.80	\$765.20	\$784.80	\$804.00	\$823.60	\$844.80	\$865.20
	\$31,096.00	\$31,844.80	\$32,635.20	\$33,425.60	\$34,320.00	\$35,152.00	\$36,046.40	\$36,899.20	\$37,835.20	\$38,833.60	\$39,790.40	\$40,809.60	\$41,808.00	\$42,827.20	\$43,929.60	\$44,990.40
10	\$15.69	\$16.07	\$16.50	\$16.90	\$17.33	\$17.74	\$18.19	\$18.67	\$19.13	\$19.62	\$20.10	\$20.59	\$21.12	\$21.63	\$22.17	\$22.73
	\$627.60	\$642.80	\$660.00	\$676.00	\$693.20	\$709.60	\$727.60	\$746.80	\$765.20	\$784.80	\$804.00	\$823.60	\$844.80	\$865.20	\$886.80	\$909.20
	\$32,635.20	\$33,425.60	\$34,320.00	\$35,152.00	\$36,046.40	\$36,899.20	\$37,835.20	\$38,833.60	\$39,790.40	\$40,809.60	\$41,808.00	\$42,827.20	\$43,929.60	\$44,990.40	\$46,113.60	\$47,278.40
11	\$16.50	\$16.90	\$17.33	\$17.74	\$18.19	\$18.67	\$19.13	\$19.62	\$20.10	\$20.59	\$21.12	\$21.63	\$22.17	\$22.73	\$23.30	\$23.88
	\$660.00	\$676.00	\$693.20	\$709.60	\$727.60	\$746.80	\$765.20	\$784.80	\$804.00	\$823.60	\$844.80	\$865.20	\$886.80	\$909.20	\$932.00	\$955.20
	\$34,320.00	\$35,152.00	\$36,046.40	\$36,899.20	\$37,835.20	\$38,833.60	\$39,790.40	\$40,809.60	\$41,808.00	\$42,827.20	\$43,929.60	\$44,990.40	\$46,113.60	\$47,278.40	\$48,464.00	\$49,670.40
12	\$17.33	\$17.74	\$18.19	\$18.67	\$19.13	\$19.62	\$20.10	\$20.59	\$21.12	\$21.63	\$22.17	\$22.73	\$23.30	\$23.88	\$24.48	\$25.10
	\$693.20	\$709.60	\$727.60	\$746.80	\$765.20	\$784.80	\$804.00	\$823.60	\$844.80	\$865.20	\$886.80	\$909.20	\$932.00	\$955.20	\$979.20	\$1,004.00
	\$36,046.40	\$36,899.20	\$37,835.20	\$38,833.60	\$39,790.40	\$40,809.60	\$41,808.00	\$42,827.20	\$43,929.60	\$44,990.40	\$46,113.60	\$47,278.40	\$48,464.00	\$49,670.40	\$50,918.40	\$52,208.00
13	\$18.19	\$18.67	\$19.13	\$19.62	\$20.10	\$20.59	\$21.12	\$21.63	\$22.17	\$22.73	\$23.30	\$23.88	\$24.48	\$25.10	\$25.73	\$26.37
	\$727.60	\$746.80	\$765.20	\$784.80	\$804.00	\$823.60	\$844.80	\$865.20	\$886.80	\$909.20	\$932.00	\$955.20	\$979.20	\$1,004.00	\$1,029.20	\$1,054.80
	\$37,835.20	\$38,833.60	\$39,790.40	\$40,809.60	\$41,808.00	\$42,827.20	\$43,929.60	\$44,990.40	\$46,113.60	\$47,278.40	\$48,464.00	\$49,670.40	\$50,918.40	\$52,208.00	\$53,518.40	\$54,849.60
14	\$19.13	\$19.62	\$20.10	\$20.59	\$21.12	\$21.63	\$22.17	\$22.73	\$23.30	\$23.88	\$24.48	\$25.10	\$25.73	\$26.37	\$27.02	\$27.71
	\$765.20	\$784.80	\$804.00	\$823.60	\$844.80	\$865.20	\$886.80	\$909.20	\$932.00	\$955.20	\$979.20	\$1,004.00	\$1,029.20	\$1,054.80	\$1,080.80	\$1,108.40
	\$39,790.40	\$40,809.60	\$41,808.00	\$42,827.20	\$43,929.60	\$44,990.40	\$46,113.60	\$47,278.40	\$48,464.00	\$49,670.40	\$50,918.40	\$52,208.00	\$53,518.40	\$54,849.60	\$56,201.60	\$57,636.80
15	\$20.10	\$20.59	\$21.12	\$21.63	\$22.17	\$22.73	\$23.30	\$23.88	\$24.48	\$25.10	\$25.73	\$26.37	\$27.02	\$27.71	\$28.39	\$29.09
	\$804.00	\$823.60	\$844.80	\$865.20	\$886.80	\$909.20	\$932.00	\$955.20	\$979.20	\$1,004.00	\$1,029.20	\$1,054.80	\$1,080.80	\$1,108.40	\$1,135.60	\$1,163.60
	\$41,808.00	\$42,827.20	\$43,929.60	\$44,990.40	\$46,113.60	\$47,278.40	\$48,464.00	\$49,670.40	\$50,918.40	\$52,208.00	\$53,518.40	\$54,849.60	\$56,201.60	\$57,636.80	\$59,051.20	\$60,507.20
16	\$21.12	\$21.63	\$22.17	\$22.73	\$23.30	\$23.88	\$24.48	\$25.10	\$25.73	\$26.37	\$27.02	\$27.71	\$28.39	\$29.09	\$29.84	\$30.58
	\$844.80	\$865.20	\$886.80	\$909.20	\$932.00	\$955.20	\$979.20	\$1,004.00	\$1,029.20	\$1,054.80	\$1,080.80	\$1,108.40	\$1,135.60	\$1,163.60	\$1,193.60	\$1,223.20
	\$43,929.60	\$44,990.40	\$46,113.60	\$47,278.40	\$48,464.00	\$49,670.40	\$50,918.40	\$52,208.00	\$53,518.40	\$54,849.60	\$56,201.60	\$57,636.80	\$59,051.20	\$60,507.20	\$62,067.20	\$63,606.40

CFOA Wage Schedule
Effective 7/5/2015
2.5% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
18	\$23.17	\$23.75	\$24.35	\$24.95	\$25.59	\$26.23	\$26.88	\$27.54	\$28.23	\$28.95	\$29.66	\$30.40	\$31.17	\$31.94	\$32.76	\$33.56
40 Hr.	\$926.80	\$950.00	\$974.00	\$998.00	\$1,023.60	\$1,049.20	\$1,075.20	\$1,101.60	\$1,129.20	\$1,158.00	\$1,186.40	\$1,216.00	\$1,246.80	\$1,277.60	\$1,310.40	\$1,342.40
ALSO	\$48,193.60	\$49,400.00	\$50,648.00	\$51,896.00	\$53,227.20	\$54,558.40	\$55,910.40	\$57,283.20	\$58,718.40	\$60,216.00	\$61,692.80	\$63,232.00	\$64,833.60	\$66,435.20	\$68,140.80	\$69,804.80
19	\$24.35	\$24.95	\$25.59	\$26.23	\$26.88	\$27.54	\$28.23	\$28.95	\$29.66	\$30.40	\$31.17	\$31.94	\$32.76	\$33.56	\$34.41	\$35.25
40 Hr.	\$974.00	\$998.00	\$1,023.60	\$1,049.20	\$1,075.20	\$1,101.60	\$1,129.20	\$1,158.00	\$1,186.40	\$1,216.00	\$1,246.80	\$1,277.60	\$1,310.40	\$1,342.40	\$1,376.40	\$1,410.00
FATS	\$50,648.00	\$51,896.00	\$53,227.20	\$54,558.40	\$55,910.40	\$57,283.20	\$58,718.40	\$60,216.00	\$61,692.80	\$63,232.00	\$64,833.60	\$66,435.20	\$68,140.80	\$69,804.80	\$71,572.80	\$73,320.00
20	\$25.59	\$26.23	\$26.88	\$27.54	\$28.23	\$28.95	\$29.66	\$30.40	\$31.17	\$31.94	\$32.76	\$33.56	\$34.41	\$35.25	\$36.14	\$37.05
40 Hr.	\$1,023.60	\$1,049.20	\$1,075.20	\$1,101.60	\$1,129.20	\$1,158.00	\$1,186.40	\$1,216.00	\$1,246.80	\$1,277.60	\$1,310.40	\$1,342.40	\$1,376.40	\$1,410.00	\$1,445.60	\$1,482.00
LSO/Com Sup	\$53,227.20	\$54,558.40	\$55,910.40	\$57,283.20	\$58,718.40	\$60,216.00	\$61,692.80	\$63,232.00	\$64,833.60	\$66,435.20	\$68,140.80	\$69,804.80	\$71,572.80	\$73,320.00	\$75,171.20	\$77,064.00
18	\$23.17	\$23.75	\$24.35	\$24.95	\$25.59	\$26.23	\$26.88	\$27.54	\$28.23	\$28.95	\$29.66	\$30.40	\$31.17	\$31.94	\$32.76	\$33.56
42 Hr.	\$973.14	\$997.50	\$1,022.70	\$1,047.90	\$1,074.78	\$1,101.66	\$1,128.96	\$1,156.68	\$1,185.66	\$1,215.90	\$1,245.72	\$1,276.80	\$1,309.14	\$1,341.48	\$1,375.92	\$1,409.52
LT.	\$50,603.28	\$51,870.00	\$53,180.40	\$54,490.80	\$55,888.56	\$57,286.32	\$58,705.92	\$60,147.36	\$61,654.32	\$63,226.80	\$64,777.44	\$66,393.60	\$68,075.28	\$69,756.96	\$71,547.84	\$73,295.04
19	\$24.35	\$24.95	\$25.59	\$26.23	\$26.88	\$27.54	\$28.23	\$28.95	\$29.66	\$30.40	\$31.17	\$31.94	\$32.76	\$33.56	\$34.41	\$35.25
42 Hr.	\$1,022.70	\$1,047.90	\$1,074.78	\$1,101.66	\$1,128.96	\$1,156.68	\$1,185.66	\$1,215.90	\$1,245.72	\$1,276.80	\$1,309.14	\$1,341.48	\$1,375.92	\$1,409.52	\$1,445.22	\$1,480.50
P/Lt.	\$53,180.40	\$54,490.80	\$55,888.56	\$57,286.32	\$58,705.92	\$60,147.36	\$61,654.32	\$63,226.80	\$64,777.44	\$66,393.60	\$68,075.28	\$69,756.96	\$71,547.84	\$73,295.04	\$75,151.44	\$76,986.00
20	\$25.59	\$26.23	\$26.88	\$27.54	\$28.23	\$28.95	\$29.66	\$30.40	\$31.17	\$31.94	\$32.76	\$33.56	\$34.41	\$35.25	\$36.14	\$37.05
42 Hr.	\$1,074.78	\$1,101.66	\$1,128.96	\$1,156.68	\$1,185.66	\$1,215.90	\$1,245.72	\$1,276.80	\$1,309.14	\$1,341.48	\$1,375.92	\$1,409.52	\$1,445.22	\$1,480.50	\$1,517.88	\$1,556.10
Captain	\$55,888.56	\$57,286.32	\$58,705.92	\$60,147.36	\$61,654.32	\$63,226.80	\$64,777.44	\$66,393.60	\$68,075.28	\$69,756.96	\$71,547.84	\$73,295.04	\$75,151.44	\$76,986.00	\$78,929.76	\$80,917.20
21	\$28.23	\$28.95	\$29.66	\$30.40	\$31.17	\$31.94	\$32.76	\$33.56	\$34.41	\$35.25	\$36.14	\$37.05	\$37.99	\$38.92	\$39.90	\$40.89
42 Hr.	\$1,185.66	\$1,215.90	\$1,245.72	\$1,276.80	\$1,309.14	\$1,341.48	\$1,375.92	\$1,409.52	\$1,445.22	\$1,480.50	\$1,517.88	\$1,556.10	\$1,595.58	\$1,634.64	\$1,675.80	\$1,717.38
B/C	\$61,654.32	\$63,226.80	\$64,777.44	\$66,393.60	\$68,075.28	\$69,756.96	\$71,547.84	\$73,295.04	\$75,151.44	\$76,986.00	\$78,929.76	\$80,917.20	\$82,970.16	\$85,001.28	\$87,141.60	\$89,303.76

CPPA Wage Schedule
Effective January 2016

2.50%									
Effective 1/3/2016	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + MPO	MAX+MPO+20+
Hourly	\$22.57	\$23.93	\$25.37	\$26.89	\$28.51	\$30.21	\$30.21	\$30.97	\$30.97
Weekly	\$902.80	\$957.20	\$1,014.80	\$1,075.60	\$1,140.40	\$1,208.40	\$1,208.40	\$1,238.80	\$1,238.80
Yearly	\$46,945.60	\$49,774.40	\$52,769.60	\$55,931.20	\$59,300.80	\$62,836.80	\$62,836.80	\$64,417.60	\$64,417.60
Merit 3%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,885.10	\$1,932.53	\$1,932.53
Market Adjustment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,650.00
Total Yearly	\$46,945.60	\$49,774.40	\$52,769.60	\$55,931.20	\$59,300.80	\$62,836.80	\$64,721.90	\$66,350.13	\$68,000.13

CPSA Wage Schedule

Effective 1/3/16, 2.5% COLA Blended (adjusted) for sworn positions. Parking Supervisor position based on non contractual COLA on 02/16.

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	\$22.17	\$22.83	\$23.51	\$24.21	\$24.94	\$25.69	\$26.47	\$27.27	\$28.07	\$28.91	\$28.91
Weekly	\$886.83	\$913.07	\$940.54	\$968.42	\$997.53	\$1,027.46	\$1,058.62	\$1,090.60	\$1,122.99	\$1,156.20	\$1,156.20
Yearly	\$46,115.16	\$47,479.64	\$48,908.08	\$50,357.84	\$51,871.56	\$53,427.92	\$55,048.24	\$56,711.20	\$58,395.48	\$60,122.40	\$60,122.40
Merit											\$1,759.68
Yearly *											\$61,882.08

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	\$28.31	\$29.16	\$30.02	\$30.96	\$31.87	\$32.81	\$33.76	\$34.81	\$35.86	\$36.94	\$36.94
Weekly	\$1,132.42	\$1,166.45	\$1,200.89	\$1,238.20	\$1,274.69	\$1,312.41	\$1,350.54	\$1,392.36	\$1,434.59	\$1,477.64	\$1,477.64
Yearly	\$58,885.84	\$60,655.40	\$62,446.28	\$64,386.40	\$66,283.88	\$68,245.32	\$70,228.08	\$72,402.72	\$74,598.68	\$76,837.28	\$76,837.28
Merit											\$2,248.90
Yearly *											\$79,086.18

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	\$29.37	\$30.22	\$31.09	\$32.00	\$32.92	\$33.88	\$34.83	\$35.85	\$36.93	\$38.00	\$38.00
Weekly	\$1,174.65	\$1,208.68	\$1,243.53	\$1,280.02	\$1,316.92	\$1,355.05	\$1,393.18	\$1,434.18	\$1,477.23	\$1,519.87	\$1,519.87
Yearly	\$61,081.80	\$62,851.36	\$64,663.56	\$66,561.04	\$68,479.84	\$70,462.60	\$72,445.36	\$74,577.36	\$76,815.96	\$79,033.24	\$79,033.24
Merit											\$2,313.17
Yearly *											\$81,346.41

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	\$29.74	\$30.62	\$31.52	\$32.49	\$33.47	\$34.45	\$35.45	\$36.55	\$37.67	\$38.78	\$38.78
Weekly	\$1,189.41	\$1,224.67	\$1,260.75	\$1,299.70	\$1,338.65	\$1,378.01	\$1,418.19	\$1,462.06	\$1,506.75	\$1,551.03	\$1,551.03
Yearly	\$61,849.32	\$63,682.84	\$65,559.00	\$67,584.40	\$69,609.80	\$71,656.52	\$73,745.88	\$76,027.12	\$78,351.00	\$80,653.56	\$80,653.56
Merit											\$2,360.59
Yearly *											\$83,014.15

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	\$29.42	\$30.27	\$32.60	\$33.57	\$34.52	\$35.52	\$36.53	\$37.60	\$38.72	\$39.85	\$39.85
Weekly	\$1,176.70	\$1,210.73	\$1,303.80	\$1,342.75	\$1,380.88	\$1,420.65	\$1,461.24	\$1,503.88	\$1,548.98	\$1,594.08	\$1,594.08
Yearly	\$61,188.40	\$62,957.96	\$67,797.60	\$69,823.00	\$71,805.76	\$73,873.80	\$75,984.48	\$78,201.76	\$80,546.96	\$82,892.16	\$82,892.16
Merit											\$2,426.11
Yearly *											\$85,318.27

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	\$32.74	\$33.69	\$34.74	\$35.77	\$36.81	\$37.94	\$39.09	\$40.28	\$41.47	\$42.70	\$42.70
Weekly	\$1,309.54	\$1,347.67	\$1,389.49	\$1,430.90	\$1,472.31	\$1,517.41	\$1,563.74	\$1,611.30	\$1,658.86	\$1,708.06	\$1,708.06
Yearly	\$68,096.08	\$70,078.84	\$72,253.48	\$74,406.80	\$76,560.12	\$78,905.32	\$81,314.48	\$83,787.60	\$86,260.72	\$88,819.12	\$88,819.12
Merit											\$2,599.58
Yearly *											\$91,418.70

CPSA Wage Schedule

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	\$33.79	\$34.76	\$35.78	\$36.85	\$37.86	\$39.00	\$40.15	\$41.33	\$42.53	\$43.76	\$43.76
Weekly	\$1,351.77	\$1,390.31	\$1,431.31	\$1,473.95	\$1,514.54	\$1,560.05	\$1,605.97	\$1,653.12	\$1,701.09	\$1,750.29	\$1,750.29
Yearly	\$70,292.04	\$72,296.12	\$74,428.12	\$76,645.40	\$78,756.08	\$81,122.60	\$83,510.44	\$85,962.24	\$88,456.68	\$91,015.08	\$91,015.08
Merit											\$2,663.86
Yearly *											\$93,678.94

Parking Supervisor (Rates in effect as of 2/1/2016)

Grade 17	A	B	C	D	E	F	G	H	I	J	K
Hourly	\$21.69	\$22.24	\$22.79	\$23.37	\$23.95	\$24.54	\$25.17	\$25.80	\$26.43	\$27.09	\$27.77
Weekly	\$867.60	\$889.60	\$911.60	\$934.80	\$958.00	\$981.60	\$1,006.80	\$1,032.00	\$1,057.20	\$1,083.60	\$1,110.80
Yearly	\$45,115.20	\$46,259.20	\$47,403.20	\$48,609.60	\$49,816.00	\$51,043.20	\$52,353.60	\$53,664.00	\$54,974.40	\$56,347.20	\$57,761.60
	L	M	N	O	P						
Hourly	\$ 28.46	\$ 29.18	\$ 29.90	\$ 30.66	\$ 31.43						
Weekly	\$1,138.40	\$1,167.20	\$1,196.00	\$1,226.40	\$1,257.20						
Yearly	\$59,196.80	\$60,694.40	\$62,192.00	\$63,772.80	\$65,374.40						

IAFF 1045 Wage Schedule
Eff 7/5/15
2.5% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
12	\$16.81	\$17.22	\$17.66	\$18.10	\$18.55	\$19.02	\$19.49	\$19.98	\$20.48	\$20.98	\$21.51	\$22.05	\$22.60	\$23.17	\$23.76	\$24.34
Dispatcher	\$672.40	\$688.80	\$706.40	\$724.00	\$742.00	\$760.80	\$779.60	\$799.20	\$819.20	\$839.20	\$860.40	\$882.00	\$904.00	\$926.80	\$950.40	\$973.60
40 Hr.	\$34,964.80	\$35,817.60	\$36,732.80	\$37,648.00	\$38,584.00	\$39,561.60	\$40,539.20	\$41,558.40	\$42,598.40	\$43,638.40	\$44,740.80	\$45,864.00	\$47,008.00	\$48,193.60	\$49,420.80	\$50,627.20
13	\$17.66	\$18.10	\$18.55	\$19.02	\$19.49	\$19.98	\$20.48	\$20.98	\$21.51	\$22.05	\$22.60	\$23.17	\$23.76	\$24.34	\$24.96	\$25.58
Lead Dispatcher	\$706.40	\$724.00	\$742.00	\$760.80	\$779.60	\$799.20	\$819.20	\$839.20	\$860.40	\$882.00	\$904.00	\$926.80	\$950.40	\$973.60	\$998.40	\$1,023.20
40 Hr.	\$36,732.80	\$37,648.00	\$38,584.00	\$39,561.60	\$40,539.20	\$41,558.40	\$42,598.40	\$43,638.40	\$44,740.80	\$45,864.00	\$47,008.00	\$48,193.60	\$49,420.80	\$50,627.20	\$51,916.80	\$53,206.40
16	\$20.48	\$20.98	\$21.51	\$22.05	\$22.60	\$23.17	\$23.76	\$24.34	\$24.96	\$25.58	\$26.21	\$26.87	\$27.54	\$28.23	\$28.94	\$29.66
FATT	\$819.20	\$839.20	\$860.40	\$882.00	\$904.00	\$926.80	\$950.40	\$973.60	\$998.40	\$1,023.20	\$1,048.40	\$1,074.80	\$1,101.60	\$1,129.20	\$1,157.60	\$1,186.40
40 Hr.	\$42,598.40	\$43,638.40	\$44,740.80	\$45,864.00	\$47,008.00	\$48,193.60	\$49,420.80	\$50,627.20	\$51,916.80	\$53,206.40	\$54,516.80	\$55,889.60	\$57,283.20	\$58,718.40	\$60,195.20	\$61,692.80
15	\$19.49	\$19.98	\$20.48	\$20.98	\$21.51	\$22.05	\$22.60	\$23.17	\$23.76	\$24.34	\$24.96	\$25.58	\$26.21	\$26.87	\$27.54	\$28.23
FF	\$818.58	\$839.16	\$860.16	\$881.16	\$903.42	\$926.10	\$949.20	\$973.14	\$997.92	\$1,022.28	\$1,048.32	\$1,074.36	\$1,100.82	\$1,128.54	\$1,156.68	\$1,185.66
42 Hr	\$42,566.16	\$43,636.32	\$44,728.32	\$45,820.32	\$46,977.84	\$48,157.20	\$49,358.40	\$50,603.28	\$51,891.84	\$53,158.56	\$54,512.64	\$55,866.72	\$57,242.64	\$58,684.08	\$60,147.36	\$61,654.32
17	\$21.51	\$22.05	\$22.60	\$23.17	\$23.76	\$24.34	\$24.96	\$25.58	\$26.21	\$26.87	\$27.54	\$28.23	\$28.94	\$29.66	\$30.40	\$31.16
FF/P	\$903.42	\$926.10	\$949.20	\$973.14	\$997.92	\$1,022.28	\$1,048.32	\$1,074.36	\$1,100.82	\$1,128.54	\$1,156.68	\$1,185.66	\$1,215.48	\$1,245.72	\$1,276.80	\$1,308.72
42 Hr.	\$46,977.84	\$48,157.20	\$49,358.40	\$50,603.28	\$51,891.84	\$53,158.56	\$54,512.64	\$55,866.72	\$57,242.64	\$58,684.08	\$60,147.36	\$61,654.32	\$63,204.96	\$64,777.44	\$66,393.60	\$68,053.44

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$9.84	\$10.09	\$10.36	\$10.60	\$10.88	\$11.13	\$11.41	\$11.71	\$12.00	\$12.29	\$12.62	\$12.92	\$13.24	\$13.58	\$13.91	\$14.26
	\$393.60	\$403.60	\$414.40	\$424.00	\$435.20	\$445.20	\$456.40	\$468.40	\$480.00	\$491.60	\$504.80	\$516.80	\$529.60	\$543.20	\$556.40	\$570.40
	\$20,467.20	\$20,987.20	\$21,548.80	\$22,048.00	\$22,630.40	\$23,150.40	\$23,732.80	\$24,356.80	\$24,960.00	\$25,563.20	\$26,249.60	\$26,873.60	\$27,539.20	\$28,246.40	\$28,932.80	\$29,660.80
2	\$10.36	\$10.60	\$10.88	\$11.13	\$11.41	\$11.71	\$12.00	\$12.29	\$12.62	\$12.92	\$13.24	\$13.58	\$13.91	\$14.26	\$14.63	\$14.98
	\$414.40	\$424.00	\$435.20	\$445.20	\$456.40	\$468.40	\$480.00	\$491.60	\$504.80	\$516.80	\$529.60	\$543.20	\$556.40	\$570.40	\$585.20	\$599.20
	\$21,548.80	\$22,048.00	\$22,630.40	\$23,150.40	\$23,732.80	\$24,356.80	\$24,960.00	\$25,563.20	\$26,249.60	\$26,873.60	\$27,539.20	\$28,246.40	\$28,932.80	\$29,660.80	\$30,430.40	\$31,158.40
3	\$10.88	\$11.13	\$11.41	\$11.71	\$12.00	\$12.29	\$12.62	\$12.92	\$13.24	\$13.58	\$13.91	\$14.26	\$14.63	\$14.98	\$15.36	\$15.73
	\$435.20	\$445.20	\$456.40	\$468.40	\$480.00	\$491.60	\$504.80	\$516.80	\$529.60	\$543.20	\$556.40	\$570.40	\$585.20	\$599.20	\$614.40	\$629.20
	\$22,630.40	\$23,150.40	\$23,732.80	\$24,356.80	\$24,960.00	\$25,563.20	\$26,249.60	\$26,873.60	\$27,539.20	\$28,246.40	\$28,932.80	\$29,660.80	\$30,430.40	\$31,158.40	\$31,948.80	\$32,718.40
4	\$11.41	\$11.71	\$12.00	\$12.29	\$12.62	\$12.92	\$13.24	\$13.58	\$13.91	\$14.26	\$14.63	\$14.98	\$15.36	\$15.73	\$16.14	\$16.55
	\$456.40	\$468.40	\$480.00	\$491.60	\$504.80	\$516.80	\$529.60	\$543.20	\$556.40	\$570.40	\$585.20	\$599.20	\$614.40	\$629.20	\$645.60	\$662.00
	\$23,732.80	\$24,356.80	\$24,960.00	\$25,563.20	\$26,249.60	\$26,873.60	\$27,539.20	\$28,246.40	\$28,932.80	\$29,660.80	\$30,430.40	\$31,158.40	\$31,948.80	\$32,718.40	\$33,571.20	\$34,424.00
5	\$12.00	\$12.29	\$12.62	\$12.92	\$13.24	\$13.58	\$13.91	\$14.26	\$14.63	\$14.98	\$15.36	\$15.73	\$16.14	\$16.55	\$16.96	\$17.36
	\$480.00	\$491.60	\$504.80	\$516.80	\$529.60	\$543.20	\$556.40	\$570.40	\$585.20	\$599.20	\$614.40	\$629.20	\$645.60	\$662.00	\$678.40	\$694.40
	\$24,960.00	\$25,563.20	\$26,249.60	\$26,873.60	\$27,539.20	\$28,246.40	\$28,932.80	\$29,660.80	\$30,430.40	\$31,158.40	\$31,948.80	\$32,718.40	\$33,571.20	\$34,424.00	\$35,276.80	\$36,108.80
6	\$12.62	\$12.92	\$13.24	\$13.58	\$13.91	\$14.26	\$14.63	\$14.98	\$15.36	\$15.73	\$16.14	\$16.55	\$16.96	\$17.36	\$17.81	\$18.26
	\$504.80	\$516.80	\$529.60	\$543.20	\$556.40	\$570.40	\$585.20	\$599.20	\$614.40	\$629.20	\$645.60	\$662.00	\$678.40	\$694.40	\$712.40	\$730.40
	\$26,249.60	\$26,873.60	\$27,539.20	\$28,246.40	\$28,932.80	\$29,660.80	\$30,430.40	\$31,158.40	\$31,948.80	\$32,718.40	\$33,571.20	\$34,424.00	\$35,276.80	\$36,108.80	\$37,044.80	\$37,980.80
7	\$13.24	\$13.58	\$13.91	\$14.26	\$14.63	\$14.98	\$15.36	\$15.73	\$16.14	\$16.55	\$16.96	\$17.36	\$17.81	\$18.26	\$18.73	\$19.19
	\$529.60	\$543.20	\$556.40	\$570.40	\$585.20	\$599.20	\$614.40	\$629.20	\$645.60	\$662.00	\$678.40	\$694.40	\$712.40	\$730.40	\$749.20	\$767.60
	\$27,539.20	\$28,246.40	\$28,932.80	\$29,660.80	\$30,430.40	\$31,158.40	\$31,948.80	\$32,718.40	\$33,571.20	\$34,424.00	\$35,276.80	\$36,108.80	\$37,044.80	\$37,980.80	\$38,958.40	\$39,915.20
8	\$13.91	\$14.26	\$14.63	\$14.98	\$15.36	\$15.73	\$16.14	\$16.55	\$16.96	\$17.36	\$17.81	\$18.26	\$18.73	\$19.19	\$19.66	\$20.14
	\$556.40	\$570.40	\$585.20	\$599.20	\$614.40	\$629.20	\$645.60	\$662.00	\$678.40	\$694.40	\$712.40	\$730.40	\$749.20	\$767.60	\$786.40	\$805.60
	\$28,932.80	\$29,660.80	\$30,430.40	\$31,158.40	\$31,948.80	\$32,718.40	\$33,571.20	\$34,424.00	\$35,276.80	\$36,108.80	\$37,044.80	\$37,980.80	\$38,958.40	\$39,915.20	\$40,892.80	\$41,891.20
9	\$14.63	\$14.98	\$15.36	\$15.73	\$16.14	\$16.55	\$16.96	\$17.36	\$17.81	\$18.26	\$18.73	\$19.19	\$19.66	\$20.14	\$20.65	\$21.17
	\$585.20	\$599.20	\$614.40	\$629.20	\$645.60	\$662.00	\$678.40	\$694.40	\$712.40	\$730.40	\$749.20	\$767.60	\$786.40	\$805.60	\$826.00	\$846.80
	\$30,430.40	\$31,158.40	\$31,948.80	\$32,718.40	\$33,571.20	\$34,424.00	\$35,276.80	\$36,108.80	\$37,044.80	\$37,980.80	\$38,958.40	\$39,915.20	\$40,892.80	\$41,891.20	\$42,952.00	\$44,033.60
10	\$15.36	\$15.73	\$16.14	\$16.55	\$16.96	\$17.36	\$17.81	\$18.26	\$18.73	\$19.19	\$19.66	\$20.14	\$20.65	\$21.17	\$21.69	\$22.24
	\$614.40	\$629.20	\$645.60	\$662.00	\$678.40	\$694.40	\$712.40	\$730.40	\$749.20	\$767.60	\$786.40	\$805.60	\$826.00	\$846.80	\$867.60	\$889.60
	\$31,948.80	\$32,718.40	\$33,571.20	\$34,424.00	\$35,276.80	\$36,108.80	\$37,044.80	\$37,980.80	\$38,958.40	\$39,915.20	\$40,892.80	\$41,891.20	\$42,952.00	\$44,033.60	\$45,115.20	\$46,259.20
11	\$16.14	\$16.55	\$16.96	\$17.36	\$17.81	\$18.26	\$18.73	\$19.19	\$19.66	\$20.14	\$20.65	\$21.17	\$21.69	\$22.24	\$22.79	\$23.37
	\$645.60	\$662.00	\$678.40	\$694.40	\$712.40	\$730.40	\$749.20	\$767.60	\$786.40	\$805.60	\$826.00	\$846.80	\$867.60	\$889.60	\$911.60	\$934.80
	\$33,571.20	\$34,424.00	\$35,276.80	\$36,108.80	\$37,044.80	\$37,980.80	\$38,958.40	\$39,915.20	\$40,892.80	\$41,891.20	\$42,952.00	\$44,033.60	\$45,115.20	\$46,259.20	\$47,403.20	\$48,609.60
12	\$16.96	\$17.36	\$17.81	\$18.26	\$18.73	\$19.19	\$19.66	\$20.14	\$20.65	\$21.17	\$21.69	\$22.24	\$22.79	\$23.37	\$23.95	\$24.54
	\$678.40	\$694.40	\$712.40	\$730.40	\$749.20	\$767.60	\$786.40	\$805.60	\$826.00	\$846.80	\$867.60	\$889.60	\$911.60	\$934.80	\$958.00	\$981.60
	\$35,276.80	\$36,108.80	\$37,044.80	\$37,980.80	\$38,958.40	\$39,915.20	\$40,892.80	\$41,891.20	\$42,952.00	\$44,033.60	\$45,115.20	\$46,259.20	\$47,403.20	\$48,609.60	\$49,816.00	\$51,043.20
13	\$17.81	\$18.26	\$18.73	\$19.19	\$19.66	\$20.14	\$20.65	\$21.17	\$21.69	\$22.24	\$22.79	\$23.37	\$23.95	\$24.54	\$25.17	\$25.80
	\$712.40	\$730.40	\$749.20	\$767.60	\$786.40	\$805.60	\$826.00	\$846.80	\$867.60	\$889.60	\$911.60	\$934.80	\$958.00	\$981.60	\$1,006.80	\$1,032.00
	\$37,044.80	\$37,980.80	\$38,958.40	\$39,915.20	\$40,892.80	\$41,891.20	\$42,952.00	\$44,033.60	\$45,115.20	\$46,259.20	\$47,403.20	\$48,609.60	\$49,816.00	\$51,043.20	\$52,353.60	\$53,664.00
14	\$18.73	\$19.19	\$19.66	\$20.14	\$20.65	\$21.17	\$21.69	\$22.24	\$22.79	\$23.37	\$23.95	\$24.54	\$25.17	\$25.80	\$26.43	\$27.09
	\$749.20	\$767.60	\$786.40	\$805.60	\$826.00	\$846.80	\$867.60	\$889.60	\$911.60	\$934.80	\$958.00	\$981.60	\$1,006.80	\$1,032.00	\$1,057.20	\$1,083.60
	\$38,958.40	\$39,915.20	\$40,892.80	\$41,891.20	\$42,952.00	\$44,033.60	\$45,115.20	\$46,259.20	\$47,403.20	\$48,609.60	\$49,816.00	\$51,043.20	\$52,353.60	\$53,664.00	\$54,974.40	\$56,347.20

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	\$19.66	\$20.14	\$20.65	\$21.17	\$21.69	\$22.24	\$22.79	\$23.37	\$23.95	\$24.54	\$25.17	\$25.80	\$26.43	\$27.09	\$27.77	\$28.46
	\$786.40	\$805.60	\$826.00	\$846.80	\$867.60	\$889.60	\$911.60	\$934.80	\$958.00	\$981.60	\$1,006.80	\$1,032.00	\$1,057.20	\$1,083.60	\$1,110.80	\$1,138.40
	\$40,892.80	\$41,891.20	\$42,952.00	\$44,033.60	\$45,115.20	\$46,259.20	\$47,403.20	\$48,609.60	\$49,816.00	\$51,043.20	\$52,353.60	\$53,664.00	\$54,974.40	\$56,347.20	\$57,761.60	\$59,196.80
16	\$20.65	\$21.17	\$21.69	\$22.24	\$22.79	\$23.37	\$23.95	\$24.54	\$25.17	\$25.80	\$26.43	\$27.09	\$27.77	\$28.46	\$29.18	\$29.90
	\$826.00	\$846.80	\$867.60	\$889.60	\$911.60	\$934.80	\$958.00	\$981.60	\$1,006.80	\$1,032.00	\$1,057.20	\$1,083.60	\$1,110.80	\$1,138.40	\$1,167.20	\$1,196.00
	\$42,952.00	\$44,033.60	\$45,115.20	\$46,259.20	\$47,403.20	\$48,609.60	\$49,816.00	\$51,043.20	\$52,353.60	\$53,664.00	\$54,974.40	\$56,347.20	\$57,761.60	\$59,196.80	\$60,694.40	\$62,192.00
17	\$21.69	\$22.24	\$22.79	\$23.37	\$23.95	\$24.54	\$25.17	\$25.80	\$26.43	\$27.09	\$27.77	\$28.46	\$29.18	\$29.90	\$30.66	\$31.43
	\$867.60	\$889.60	\$911.60	\$934.80	\$958.00	\$981.60	\$1,006.80	\$1,032.00	\$1,057.20	\$1,083.60	\$1,110.80	\$1,138.40	\$1,167.20	\$1,196.00	\$1,226.40	\$1,257.20
	\$45,115.20	\$46,259.20	\$47,403.20	\$48,609.60	\$49,816.00	\$51,043.20	\$52,353.60	\$53,664.00	\$54,974.40	\$56,347.20	\$57,761.60	\$59,196.80	\$60,694.40	\$62,192.00	\$63,772.80	\$65,374.40
18	\$22.79	\$23.37	\$23.95	\$24.54	\$25.17	\$25.80	\$26.43	\$27.09	\$27.77	\$28.46	\$29.18	\$29.90	\$30.66	\$31.43	\$32.21	\$33.03
	\$911.60	\$934.80	\$958.00	\$981.60	\$1,006.80	\$1,032.00	\$1,057.20	\$1,083.60	\$1,110.80	\$1,138.40	\$1,167.20	\$1,196.00	\$1,226.40	\$1,257.20	\$1,288.40	\$1,321.20
	\$47,403.20	\$48,609.60	\$49,816.00	\$51,043.20	\$52,353.60	\$53,664.00	\$54,974.40	\$56,347.20	\$57,761.60	\$59,196.80	\$60,694.40	\$62,192.00	\$63,772.80	\$65,374.40	\$66,996.80	\$68,702.40
19	\$23.95	\$24.54	\$25.17	\$25.80	\$26.43	\$27.09	\$27.77	\$28.46	\$29.18	\$29.90	\$30.66	\$31.43	\$32.21	\$33.03	\$33.85	\$34.69
	\$958.00	\$981.60	\$1,006.80	\$1,032.00	\$1,057.20	\$1,083.60	\$1,110.80	\$1,138.40	\$1,167.20	\$1,196.00	\$1,226.40	\$1,257.20	\$1,288.40	\$1,321.20	\$1,354.00	\$1,387.60
	\$49,816.00	\$51,043.20	\$52,353.60	\$53,664.00	\$54,974.40	\$56,347.20	\$57,761.60	\$59,196.80	\$60,694.40	\$62,192.00	\$63,772.80	\$65,374.40	\$66,996.80	\$68,702.40	\$70,408.00	\$72,155.20
20	\$25.17	\$25.80	\$26.43	\$27.09	\$27.77	\$28.46	\$29.18	\$29.90	\$30.66	\$31.43	\$32.21	\$33.03	\$33.85	\$34.69	\$35.56	\$36.46
	\$1,006.80	\$1,032.00	\$1,057.20	\$1,083.60	\$1,110.80	\$1,138.40	\$1,167.20	\$1,196.00	\$1,226.40	\$1,257.20	\$1,288.40	\$1,321.20	\$1,354.00	\$1,387.60	\$1,422.40	\$1,458.40
	\$52,353.60	\$53,664.00	\$54,974.40	\$56,347.20	\$57,761.60	\$59,196.80	\$60,694.40	\$62,192.00	\$63,772.80	\$65,374.40	\$66,996.80	\$68,702.40	\$70,408.00	\$72,155.20	\$73,964.80	\$75,836.80
21	\$27.77	\$28.46	\$29.18	\$29.90	\$30.66	\$31.43	\$32.21	\$33.03	\$33.85	\$34.69	\$35.56	\$36.46	\$37.36	\$38.28	\$39.25	\$40.23
	\$1,110.80	\$1,138.40	\$1,167.20	\$1,196.00	\$1,226.40	\$1,257.20	\$1,288.40	\$1,321.20	\$1,354.00	\$1,387.60	\$1,422.40	\$1,458.40	\$1,494.40	\$1,531.20	\$1,570.00	\$1,609.20
	\$57,761.60	\$59,196.80	\$60,694.40	\$62,192.00	\$63,772.80	\$65,374.40	\$66,996.80	\$68,702.40	\$70,408.00	\$72,155.20	\$73,964.80	\$75,836.80	\$77,708.80	\$79,622.40	\$81,640.00	\$83,678.40
22	\$30.66	\$31.43	\$32.21	\$33.03	\$33.85	\$34.69	\$35.56	\$36.46	\$37.36	\$38.28	\$39.25	\$40.23	\$41.25	\$42.27	\$43.33	\$44.40
	\$1,226.40	\$1,257.20	\$1,288.40	\$1,321.20	\$1,354.00	\$1,387.60	\$1,422.40	\$1,458.40	\$1,494.40	\$1,531.20	\$1,570.00	\$1,609.20	\$1,650.00	\$1,690.80	\$1,733.20	\$1,776.00
	\$63,772.80	\$65,374.40	\$66,996.80	\$68,702.40	\$70,408.00	\$72,155.20	\$73,964.80	\$75,836.80	\$77,708.80	\$79,622.40	\$81,640.00	\$83,678.40	\$85,800.00	\$87,921.60	\$90,126.40	\$92,352.00
23	\$33.85	\$34.69	\$35.56	\$36.46	\$37.36	\$38.28	\$39.25	\$40.23	\$41.25	\$42.27	\$43.33	\$44.40	\$45.52	\$46.65	\$47.82	\$49.02
	\$1,354.00	\$1,387.60	\$1,422.40	\$1,458.40	\$1,494.40	\$1,531.20	\$1,570.00	\$1,609.20	\$1,650.00	\$1,690.80	\$1,733.20	\$1,776.00	\$1,820.80	\$1,866.00	\$1,912.80	\$1,960.80
	\$70,408.00	\$72,155.20	\$73,964.80	\$75,836.80	\$77,708.80	\$79,622.40	\$81,640.00	\$83,678.40	\$85,800.00	\$87,921.60	\$90,126.40	\$92,352.00	\$94,681.60	\$97,032.00	\$99,465.60	\$101,961.60
24	\$37.36	\$38.28	\$39.25	\$40.23	\$41.25	\$42.27	\$43.33	\$44.40	\$45.52	\$46.65	\$47.82	\$49.02	\$50.23	\$51.49	\$52.78	
	\$1,494.40	\$1,531.20	\$1,570.00	\$1,609.20	\$1,650.00	\$1,690.80	\$1,733.20	\$1,776.00	\$1,820.80	\$1,866.00	\$1,912.80	\$1,960.80	\$2,009.20	\$2,059.60	\$2,111.20	
	\$77,708.80	\$79,622.40	\$81,640.00	\$83,678.40	\$85,800.00	\$87,921.60	\$90,126.40	\$92,352.00	\$94,681.60	\$97,032.00	\$99,465.60	\$101,961.60	\$104,478.40	\$107,099.20	\$109,782.40	
25	\$41.25	\$42.27	\$43.33	\$44.40	\$45.52	\$46.65	\$47.82	\$49.02	\$50.23	\$51.49	\$52.78	\$54.10	\$55.46	\$56.85		
	\$1,650.00	\$1,690.80	\$1,733.20	\$1,776.00	\$1,820.80	\$1,866.00	\$1,912.80	\$1,960.80	\$2,009.20	\$2,059.60	\$2,111.20	\$2,164.00	\$2,218.40	\$2,274.00		
	\$85,800.00	\$87,921.60	\$90,126.40	\$92,352.00	\$94,681.60	\$97,032.00	\$99,465.60	\$101,961.60	\$104,478.40	\$107,099.20	\$109,782.40	\$112,528.00	\$115,356.80	\$118,248.00		
26	\$45.52	\$46.65	\$47.82	\$49.02	\$50.23	\$51.49	\$52.78	\$54.10	\$55.46	\$56.85	\$58.26	\$59.73	\$61.22			
	\$1,820.80	\$1,866.00	\$1,912.80	\$1,960.80	\$2,009.20	\$2,059.60	\$2,111.20	\$2,164.00	\$2,218.40	\$2,274.00	\$2,330.40	\$2,389.20	\$2,448.80			
	\$94,681.60	\$97,032.00	\$99,465.60	\$101,961.60	\$104,478.40	\$107,099.20	\$109,782.40	\$112,528.00	\$115,356.80	\$118,248.00	\$121,180.80	\$124,238.40	\$127,337.60			
27	\$50.23	\$51.49	\$52.78	\$54.10	\$55.46	\$56.85	\$58.26	\$59.73	\$61.22	\$62.73	\$64.31	\$65.93				
	\$2,009.20	\$2,059.60	\$2,111.20	\$2,164.00	\$2,218.40	\$2,274.00	\$2,330.40	\$2,389.20	\$2,448.80	\$2,509.20	\$2,572.40	\$2,637.20				
	\$104,478.40	\$107,099.20	\$109,782.40	\$112,528.00	\$115,356.80	\$118,248.00	\$121,180.80	\$124,238.40	\$127,337.60	\$130,478.40	\$133,764.80	\$137,134.40				

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$9.91	\$10.14	\$10.41	\$10.65	\$10.93	\$11.18	\$11.46	\$11.76	\$12.07	\$12.35	\$12.68	\$12.98	\$13.31	\$13.63	\$13.96	\$14.34
	\$371.63	\$380.25	\$390.38	\$399.38	\$409.88	\$419.25	\$429.75	\$441.00	\$452.63	\$463.13	\$475.50	\$486.75	\$499.13	\$511.13	\$523.50	\$537.75
	\$19,324.50	\$19,773.00	\$20,299.50	\$20,767.50	\$21,313.50	\$21,801.00	\$22,347.00	\$22,932.00	\$23,536.50	\$24,082.50	\$24,726.00	\$25,311.00	\$25,954.50	\$26,578.50	\$27,222.00	\$27,963.00
2	\$10.41	\$10.65	\$10.93	\$11.18	\$11.46	\$11.76	\$12.07	\$12.35	\$12.68	\$12.98	\$13.31	\$13.63	\$13.96	\$14.34	\$14.70	\$15.06
	\$390.38	\$399.38	\$409.88	\$419.25	\$429.75	\$441.00	\$452.63	\$463.13	\$475.50	\$486.75	\$499.13	\$511.13	\$523.50	\$537.75	\$551.25	\$564.75
	\$20,299.50	\$20,767.50	\$21,313.50	\$21,801.00	\$22,347.00	\$22,932.00	\$23,536.50	\$24,082.50	\$24,726.00	\$25,311.00	\$25,954.50	\$26,578.50	\$27,222.00	\$27,963.00	\$28,665.00	\$29,367.00
3	\$10.93	\$11.18	\$11.46	\$11.76	\$12.07	\$12.35	\$12.68	\$12.98	\$13.31	\$13.63	\$13.96	\$14.34	\$14.70	\$15.06	\$15.44	\$15.81
	\$409.88	\$419.25	\$429.75	\$441.00	\$452.63	\$463.13	\$475.50	\$486.75	\$499.13	\$511.13	\$523.50	\$537.75	\$551.25	\$564.75	\$579.00	\$592.88
	\$21,313.50	\$21,801.00	\$22,347.00	\$22,932.00	\$23,536.50	\$24,082.50	\$24,726.00	\$25,311.00	\$25,954.50	\$26,578.50	\$27,222.00	\$27,963.00	\$28,665.00	\$29,367.00	\$30,108.00	\$30,829.50
4	\$11.46	\$11.76	\$12.07	\$12.35	\$12.68	\$12.98	\$13.31	\$13.63	\$13.96	\$14.34	\$14.70	\$15.06	\$15.44	\$15.81	\$16.22	\$16.64
	\$429.75	\$441.00	\$452.63	\$463.13	\$475.50	\$486.75	\$499.13	\$511.13	\$523.50	\$537.75	\$551.25	\$564.75	\$579.00	\$592.88	\$608.25	\$624.00
	\$22,347.00	\$22,932.00	\$23,536.50	\$24,082.50	\$24,726.00	\$25,311.00	\$25,954.50	\$26,578.50	\$27,222.00	\$27,963.00	\$28,665.00	\$29,367.00	\$30,108.00	\$30,829.50	\$31,629.00	\$32,448.00
5	\$12.07	\$12.35	\$12.68	\$12.98	\$13.31	\$13.63	\$13.96	\$14.34	\$14.70	\$15.06	\$15.44	\$15.81	\$16.22	\$16.64	\$17.06	\$17.46
	\$452.63	\$463.13	\$475.50	\$486.75	\$499.13	\$511.13	\$523.50	\$537.75	\$551.25	\$564.75	\$579.00	\$592.88	\$608.25	\$624.00	\$639.75	\$654.75
	\$23,536.50	\$24,082.50	\$24,726.00	\$25,311.00	\$25,954.50	\$26,578.50	\$27,222.00	\$27,963.00	\$28,665.00	\$29,367.00	\$30,108.00	\$30,829.50	\$31,629.00	\$32,448.00	\$33,267.00	\$34,047.00
6	\$12.68	\$12.98	\$13.31	\$13.63	\$13.96	\$14.34	\$14.70	\$15.06	\$15.44	\$15.81	\$16.22	\$16.64	\$17.06	\$17.46	\$17.89	\$18.33
	\$475.50	\$486.75	\$499.13	\$511.13	\$523.50	\$537.75	\$551.25	\$564.75	\$579.00	\$592.88	\$608.25	\$624.00	\$639.75	\$654.75	\$670.88	\$687.38
	\$24,726.00	\$25,311.00	\$25,954.50	\$26,578.50	\$27,222.00	\$27,963.00	\$28,665.00	\$29,367.00	\$30,108.00	\$30,829.50	\$31,629.00	\$32,448.00	\$33,267.00	\$34,047.00	\$34,885.50	\$35,743.50
7	\$13.31	\$13.63	\$13.96	\$14.34	\$14.70	\$15.06	\$15.44	\$15.81	\$16.22	\$16.64	\$17.06	\$17.46	\$17.89	\$18.33	\$18.81	\$19.28
	\$499.13	\$511.13	\$523.50	\$537.75	\$551.25	\$564.75	\$579.00	\$592.88	\$608.25	\$624.00	\$639.75	\$654.75	\$670.88	\$687.38	\$705.38	\$723.00
	\$25,954.50	\$26,578.50	\$27,222.00	\$27,963.00	\$28,665.00	\$29,367.00	\$30,108.00	\$30,829.50	\$31,629.00	\$32,448.00	\$33,267.00	\$34,047.00	\$34,885.50	\$35,743.50	\$36,679.50	\$37,596.00
8	\$13.96	\$14.34	\$14.70	\$15.06	\$15.44	\$15.81	\$16.22	\$16.64	\$17.06	\$17.46	\$17.89	\$18.33	\$18.81	\$19.28	\$19.75	\$20.22
	\$523.50	\$537.75	\$551.25	\$564.75	\$579.00	\$592.88	\$608.25	\$624.00	\$639.75	\$654.75	\$670.88	\$687.38	\$705.38	\$723.00	\$740.63	\$758.25
	\$27,222.00	\$27,963.00	\$28,665.00	\$29,367.00	\$30,108.00	\$30,829.50	\$31,629.00	\$32,448.00	\$33,267.00	\$34,047.00	\$34,885.50	\$35,743.50	\$36,679.50	\$37,596.00	\$38,512.50	\$39,429.00
9	\$14.70	\$15.06	\$15.44	\$15.81	\$16.22	\$16.64	\$17.06	\$17.46	\$17.89	\$18.33	\$18.81	\$19.28	\$19.75	\$20.22	\$20.76	\$21.28
	\$551.25	\$564.75	\$579.00	\$592.88	\$608.25	\$624.00	\$639.75	\$654.75	\$670.88	\$687.38	\$705.38	\$723.00	\$740.63	\$758.25	\$778.50	\$798.00
	\$28,665.00	\$29,367.00	\$30,108.00	\$30,829.50	\$31,629.00	\$32,448.00	\$33,267.00	\$34,047.00	\$34,885.50	\$35,743.50	\$36,679.50	\$37,596.00	\$38,512.50	\$39,429.00	\$40,482.00	\$41,496.00
10	\$15.44	\$15.81	\$16.22	\$16.64	\$17.06	\$17.46	\$17.89	\$18.33	\$18.81	\$19.28	\$19.75	\$20.22	\$20.76	\$21.28	\$21.80	\$22.33
	\$579.00	\$592.88	\$608.25	\$624.00	\$639.75	\$654.75	\$670.88	\$687.38	\$705.38	\$723.00	\$740.63	\$758.25	\$778.50	\$798.00	\$817.50	\$837.38
	\$30,108.00	\$30,829.50	\$31,629.00	\$32,448.00	\$33,267.00	\$34,047.00	\$34,885.50	\$35,743.50	\$36,679.50	\$37,596.00	\$38,512.50	\$39,429.00	\$40,482.00	\$41,496.00	\$42,510.00	\$43,543.50
11	\$16.22	\$16.64	\$17.06	\$17.46	\$17.89	\$18.33	\$18.81	\$19.28	\$19.75	\$20.22	\$20.76	\$21.28	\$21.80	\$22.33	\$22.92	\$23.48
	\$608.25	\$624.00	\$639.75	\$654.75	\$670.88	\$687.38	\$705.38	\$723.00	\$740.63	\$758.25	\$778.50	\$798.00	\$817.50	\$837.38	\$859.50	\$880.50
	\$31,629.00	\$32,448.00	\$33,267.00	\$34,047.00	\$34,885.50	\$35,743.50	\$36,679.50	\$37,596.00	\$38,512.50	\$39,429.00	\$40,482.00	\$41,496.00	\$42,510.00	\$43,543.50	\$44,694.00	\$45,786.00
12	\$17.06	\$17.46	\$17.89	\$18.33	\$18.81	\$19.28	\$19.75	\$20.22	\$20.76	\$21.28	\$21.80	\$22.33	\$22.92	\$23.48	\$24.06	\$24.66
	\$639.75	\$654.75	\$670.88	\$687.38	\$705.38	\$723.00	\$740.63	\$758.25	\$778.50	\$798.00	\$817.50	\$837.38	\$859.50	\$880.50	\$902.25	\$924.75
	\$33,267.00	\$34,047.00	\$34,885.50	\$35,743.50	\$36,679.50	\$37,596.00	\$38,512.50	\$39,429.00	\$40,482.00	\$41,496.00	\$42,510.00	\$43,543.50	\$44,694.00	\$45,786.00	\$46,917.00	\$48,087.00
13	\$17.89	\$18.33	\$18.81	\$19.28	\$19.75	\$20.22	\$20.76	\$21.28	\$21.80	\$22.33	\$22.92	\$23.48	\$24.06	\$24.66	\$25.30	\$25.92
	\$670.88	\$687.38	\$705.38	\$723.00	\$740.63	\$758.25	\$778.50	\$798.00	\$817.50	\$837.38	\$859.50	\$880.50	\$902.25	\$924.75	\$948.75	\$972.00
	\$34,885.50	\$35,743.50	\$36,679.50	\$37,596.00	\$38,512.50	\$39,429.00	\$40,482.00	\$41,496.00	\$42,510.00	\$43,543.50	\$44,694.00	\$45,786.00	\$46,917.00	\$48,087.00	\$49,335.00	\$50,544.00
14	\$18.81	\$19.28	\$19.75	\$20.22	\$20.76	\$21.28	\$21.80	\$22.33	\$22.92	\$23.48	\$24.06	\$24.66	\$25.30	\$25.92	\$26.56	\$27.23
	\$705.38	\$723.00	\$740.63	\$758.25	\$778.50	\$798.00	\$817.50	\$837.38	\$859.50	\$880.50	\$902.25	\$924.75	\$948.75	\$972.00	\$996.00	\$1,021.13
	\$36,679.50	\$37,596.00	\$38,512.50	\$39,429.00	\$40,482.00	\$41,496.00	\$42,510.00	\$43,543.50	\$44,694.00	\$45,786.00	\$46,917.00	\$48,087.00	\$49,335.00	\$50,544.00	\$51,792.00	\$53,098.50
15	\$19.75	\$20.22	\$20.76	\$21.28	\$21.80	\$22.33	\$22.92	\$23.48	\$24.06	\$24.66	\$25.30	\$25.92	\$26.56	\$27.23	\$27.90	\$28.60
	\$740.63	\$758.25	\$778.50	\$798.00	\$817.50	\$837.38	\$859.50	\$880.50	\$902.25	\$924.75	\$948.75	\$972.00	\$996.00	\$1,021.13	\$1,046.25	\$1,072.50
	\$38,512.50	\$39,429.00	\$40,482.00	\$41,496.00	\$42,510.00	\$43,543.50	\$44,694.00	\$45,786.00	\$46,917.00	\$48,087.00	\$49,335.00	\$50,544.00	\$51,792.00	\$53,098.50	\$54,405.00	\$55,770.00

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
16	\$20.76	\$21.28	\$21.80	\$22.33	\$22.92	\$23.48	\$24.06	\$24.66	\$25.30	\$25.92	\$26.56	\$27.23	\$27.90	\$28.60	\$29.33	\$30.06
	\$778.50	\$798.00	\$817.50	\$837.38	\$859.50	\$880.50	\$902.25	\$924.75	\$948.75	\$972.00	\$996.00	\$1,021.13	\$1,046.25	\$1,072.50	\$1,099.88	\$1,127.25
	\$40,482.00	\$41,496.00	\$42,510.00	\$43,543.50	\$44,694.00	\$45,786.00	\$46,917.00	\$48,087.00	\$49,335.00	\$50,544.00	\$51,792.00	\$53,098.50	\$54,405.00	\$55,770.00	\$57,193.50	\$58,617.00
17	\$21.80	\$22.33	\$22.92	\$23.48	\$24.06	\$24.66	\$25.30	\$25.92	\$26.56	\$27.23	\$27.90	\$28.60	\$29.33	\$30.06	\$30.80	\$31.58
	\$817.50	\$837.38	\$859.50	\$880.50	\$902.25	\$924.75	\$948.75	\$972.00	\$996.00	\$1,021.13	\$1,046.25	\$1,072.50	\$1,099.88	\$1,127.25	\$1,155.00	\$1,184.25
	\$42,510.00	\$43,543.50	\$44,694.00	\$45,786.00	\$46,917.00	\$48,087.00	\$49,335.00	\$50,544.00	\$51,792.00	\$53,098.50	\$54,405.00	\$55,770.00	\$57,193.50	\$58,617.00	\$60,060.00	\$61,581.00
18	\$22.92	\$23.48	\$24.06	\$24.66	\$25.30	\$25.92	\$26.56	\$27.23	\$27.90	\$28.60	\$29.33	\$30.06	\$30.80	\$31.58	\$32.37	\$33.17
	\$859.50	\$880.50	\$902.25	\$924.75	\$948.75	\$972.00	\$996.00	\$1,021.13	\$1,046.25	\$1,072.50	\$1,099.88	\$1,127.25	\$1,155.00	\$1,184.25	\$1,213.88	\$1,243.88
	\$44,694.00	\$45,786.00	\$46,917.00	\$48,087.00	\$49,335.00	\$50,544.00	\$51,792.00	\$53,098.50	\$54,405.00	\$55,770.00	\$57,193.50	\$58,617.00	\$60,060.00	\$61,581.00	\$63,121.50	\$64,681.50
19	\$24.06	\$24.66	\$25.30	\$25.92	\$26.56	\$27.23	\$27.90	\$28.60	\$29.33	\$30.06	\$30.80	\$31.58	\$32.37	\$33.17	\$34.01	\$34.85
	\$902.25	\$924.75	\$948.75	\$972.00	\$996.00	\$1,021.13	\$1,046.25	\$1,072.50	\$1,099.88	\$1,127.25	\$1,155.00	\$1,184.25	\$1,213.88	\$1,243.88	\$1,275.38	\$1,306.88
	\$46,917.00	\$48,087.00	\$49,335.00	\$50,544.00	\$51,792.00	\$53,098.50	\$54,405.00	\$55,770.00	\$57,193.50	\$58,617.00	\$60,060.00	\$61,581.00	\$63,121.50	\$64,681.50	\$66,319.50	\$67,957.50

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$9.91	\$10.14	\$10.41	\$10.65	\$10.93	\$11.18	\$11.46	\$11.76	\$12.07	\$12.35	\$12.68	\$12.98	\$13.31	\$13.63	\$13.96	\$14.34
	\$396.40	\$405.60	\$416.40	\$426.00	\$437.20	\$447.20	\$458.40	\$470.40	\$482.80	\$494.00	\$507.20	\$519.20	\$532.40	\$545.20	\$558.40	\$573.60
	\$20,612.80	\$21,091.20	\$21,652.80	\$22,152.00	\$22,734.40	\$23,254.40	\$23,836.80	\$24,460.80	\$25,105.60	\$25,688.00	\$26,374.40	\$26,998.40	\$27,684.80	\$28,350.40	\$29,036.80	\$29,827.20
2	\$10.41	\$10.65	\$10.93	\$11.18	\$11.46	\$11.76	\$12.07	\$12.35	\$12.68	\$12.98	\$13.31	\$13.63	\$13.96	\$14.34	\$14.70	\$15.06
	\$416.40	\$426.00	\$437.20	\$447.20	\$458.40	\$470.40	\$482.80	\$494.00	\$507.20	\$519.20	\$532.40	\$545.20	\$558.40	\$573.60	\$588.00	\$602.40
	\$21,652.80	\$22,152.00	\$22,734.40	\$23,254.40	\$23,836.80	\$24,460.80	\$25,105.60	\$25,688.00	\$26,374.40	\$26,998.40	\$27,684.80	\$28,350.40	\$29,036.80	\$29,827.20	\$30,576.00	\$31,324.80
3	\$10.93	\$11.18	\$11.46	\$11.76	\$12.07	\$12.35	\$12.68	\$12.98	\$13.31	\$13.63	\$13.96	\$14.34	\$14.70	\$15.06	\$15.44	\$15.81
	\$437.20	\$447.20	\$458.40	\$470.40	\$482.80	\$494.00	\$507.20	\$519.20	\$532.40	\$545.20	\$558.40	\$573.60	\$588.00	\$602.40	\$617.60	\$632.40
	\$22,734.40	\$23,254.40	\$23,836.80	\$24,460.80	\$25,105.60	\$25,688.00	\$26,374.40	\$26,998.40	\$27,684.80	\$28,350.40	\$29,036.80	\$29,827.20	\$30,576.00	\$31,324.80	\$32,115.20	\$32,884.80
4	\$11.46	\$11.76	\$12.07	\$12.35	\$12.68	\$12.98	\$13.31	\$13.63	\$13.96	\$14.34	\$14.70	\$15.06	\$15.44	\$15.81	\$16.22	\$16.64
	\$458.40	\$470.40	\$482.80	\$494.00	\$507.20	\$519.20	\$532.40	\$545.20	\$558.40	\$573.60	\$588.00	\$602.40	\$617.60	\$632.40	\$648.80	\$665.60
	\$23,836.80	\$24,460.80	\$25,105.60	\$25,688.00	\$26,374.40	\$26,998.40	\$27,684.80	\$28,350.40	\$29,036.80	\$29,827.20	\$30,576.00	\$31,324.80	\$32,115.20	\$32,884.80	\$33,737.60	\$34,611.20
5	\$12.07	\$12.35	\$12.68	\$12.98	\$13.31	\$13.63	\$13.96	\$14.34	\$14.70	\$15.06	\$15.44	\$15.81	\$16.22	\$16.64	\$17.06	\$17.46
	\$482.80	\$494.00	\$507.20	\$519.20	\$532.40	\$545.20	\$558.40	\$573.60	\$588.00	\$602.40	\$617.60	\$632.40	\$648.80	\$665.60	\$682.40	\$698.40
	\$25,105.60	\$25,688.00	\$26,374.40	\$26,998.40	\$27,684.80	\$28,350.40	\$29,036.80	\$29,827.20	\$30,576.00	\$31,324.80	\$32,115.20	\$32,884.80	\$33,737.60	\$34,611.20	\$35,484.80	\$36,316.80
6	\$12.68	\$12.98	\$13.31	\$13.63	\$13.96	\$14.34	\$14.70	\$15.06	\$15.44	\$15.81	\$16.22	\$16.64	\$17.06	\$17.46	\$17.89	\$18.33
	\$507.20	\$519.20	\$532.40	\$545.20	\$558.40	\$573.60	\$588.00	\$602.40	\$617.60	\$632.40	\$648.80	\$665.60	\$682.40	\$698.40	\$715.60	\$733.20
	\$26,374.40	\$26,998.40	\$27,684.80	\$28,350.40	\$29,036.80	\$29,827.20	\$30,576.00	\$31,324.80	\$32,115.20	\$32,884.80	\$33,737.60	\$34,611.20	\$35,484.80	\$36,316.80	\$37,211.20	\$38,126.40
7	\$13.31	\$13.63	\$13.96	\$14.34	\$14.70	\$15.06	\$15.44	\$15.81	\$16.22	\$16.64	\$17.06	\$17.46	\$17.89	\$18.33	\$18.81	\$19.28
	\$532.40	\$545.20	\$558.40	\$573.60	\$588.00	\$602.40	\$617.60	\$632.40	\$648.80	\$665.60	\$682.40	\$698.40	\$715.60	\$733.20	\$752.40	\$771.20
	\$27,684.80	\$28,350.40	\$29,036.80	\$29,827.20	\$30,576.00	\$31,324.80	\$32,115.20	\$32,884.80	\$33,737.60	\$34,611.20	\$35,484.80	\$36,316.80	\$37,211.20	\$38,126.40	\$39,124.80	\$40,102.40
8	\$13.96	\$14.34	\$14.70	\$15.06	\$15.44	\$15.81	\$16.22	\$16.64	\$17.06	\$17.46	\$17.89	\$18.33	\$18.81	\$19.28	\$19.75	\$20.22
	\$558.40	\$573.60	\$588.00	\$602.40	\$617.60	\$632.40	\$648.80	\$665.60	\$682.40	\$698.40	\$715.60	\$733.20	\$752.40	\$771.20	\$790.00	\$808.80
	\$29,036.80	\$29,827.20	\$30,576.00	\$31,324.80	\$32,115.20	\$32,884.80	\$33,737.60	\$34,611.20	\$35,484.80	\$36,316.80	\$37,211.20	\$38,126.40	\$39,124.80	\$40,102.40	\$41,080.00	\$42,057.60
9	\$14.70	\$15.06	\$15.44	\$15.81	\$16.22	\$16.64	\$17.06	\$17.46	\$17.89	\$18.33	\$18.81	\$19.28	\$19.75	\$20.22	\$20.76	\$21.28
	\$588.00	\$602.40	\$617.60	\$632.40	\$648.80	\$665.60	\$682.40	\$698.40	\$715.60	\$733.20	\$752.40	\$771.20	\$790.00	\$808.80	\$830.40	\$851.20
	\$30,576.00	\$31,324.80	\$32,115.20	\$32,884.80	\$33,737.60	\$34,611.20	\$35,484.80	\$36,316.80	\$37,211.20	\$38,126.40	\$39,124.80	\$40,102.40	\$41,080.00	\$42,057.60	\$43,180.80	\$44,262.40
10	\$15.44	\$15.81	\$16.22	\$16.64	\$17.06	\$17.46	\$17.89	\$18.33	\$18.81	\$19.28	\$19.75	\$20.22	\$20.76	\$21.28	\$21.80	\$22.33
	\$617.60	\$632.40	\$648.80	\$665.60	\$682.40	\$698.40	\$715.60	\$733.20	\$752.40	\$771.20	\$790.00	\$808.80	\$830.40	\$851.20	\$872.00	\$893.20
	\$32,115.20	\$32,884.80	\$33,737.60	\$34,611.20	\$35,484.80	\$36,316.80	\$37,211.20	\$38,126.40	\$39,124.80	\$40,102.40	\$41,080.00	\$42,057.60	\$43,180.80	\$44,262.40	\$45,344.00	\$46,446.40
11	\$16.22	\$16.64	\$17.06	\$17.46	\$17.89	\$18.33	\$18.81	\$19.28	\$19.75	\$20.22	\$20.76	\$21.28	\$21.80	\$22.33	\$22.92	\$23.48
	\$648.80	\$665.60	\$682.40	\$698.40	\$715.60	\$733.20	\$752.40	\$771.20	\$790.00	\$808.80	\$830.40	\$851.20	\$872.00	\$893.20	\$916.80	\$939.20
	\$33,737.60	\$34,611.20	\$35,484.80	\$36,316.80	\$37,211.20	\$38,126.40	\$39,124.80	\$40,102.40	\$41,080.00	\$42,057.60	\$43,180.80	\$44,262.40	\$45,344.00	\$46,446.40	\$47,673.60	\$48,838.40
12	\$17.06	\$17.46	\$17.89	\$18.33	\$18.81	\$19.28	\$19.75	\$20.22	\$20.76	\$21.28	\$21.80	\$22.33	\$22.92	\$23.48	\$24.06	\$24.66
	\$682.40	\$698.40	\$715.60	\$733.20	\$752.40	\$771.20	\$790.00	\$808.80	\$830.40	\$851.20	\$872.00	\$893.20	\$916.80	\$939.20	\$962.40	\$986.40
	\$35,484.80	\$36,316.80	\$37,211.20	\$38,126.40	\$39,124.80	\$40,102.40	\$41,080.00	\$42,057.60	\$43,180.80	\$44,262.40	\$45,344.00	\$46,446.40	\$47,673.60	\$48,838.40	\$50,044.80	\$51,292.80
13	\$17.89	\$18.33	\$18.81	\$19.28	\$19.75	\$20.22	\$20.76	\$21.28	\$21.80	\$22.33	\$22.92	\$23.48	\$24.06	\$24.66	\$25.30	\$25.92
	\$715.60	\$733.20	\$752.40	\$771.20	\$790.00	\$808.80	\$830.40	\$851.20	\$872.00	\$893.20	\$916.80	\$939.20	\$962.40	\$986.40	\$1,012.00	\$1,036.80
	\$37,211.20	\$38,126.40	\$39,124.80	\$40,102.40	\$41,080.00	\$42,057.60	\$43,180.80	\$44,262.40	\$45,344.00	\$46,446.40	\$47,673.60	\$48,838.40	\$50,044.80	\$51,292.80	\$52,624.00	\$53,913.60
14	\$18.81	\$19.28	\$19.75	\$20.22	\$20.76	\$21.28	\$21.80	\$22.33	\$22.92	\$23.48	\$24.06	\$24.66	\$25.30	\$25.92	\$26.56	\$27.23
	\$752.40	\$771.20	\$790.00	\$808.80	\$830.40	\$851.20	\$872.00	\$893.20	\$916.80	\$939.20	\$962.40	\$986.40	\$1,012.00	\$1,036.80	\$1,062.40	\$1,089.20
	\$39,124.80	\$40,102.40	\$41,080.00	\$42,057.60	\$43,180.80	\$44,262.40	\$45,344.00	\$46,446.40	\$47,673.60	\$48,838.40	\$50,044.80	\$51,292.80	\$52,624.00	\$53,913.60	\$55,244.80	\$56,638.40
15	\$19.75	\$20.22	\$20.76	\$21.28	\$21.80	\$22.33	\$22.92	\$23.48	\$24.06	\$24.66	\$25.30	\$25.92	\$26.56	\$27.23	\$27.90	\$28.60
	\$790.00	\$808.80	\$830.40	\$851.20	\$872.00	\$893.20	\$916.80	\$939.20	\$962.40	\$986.40	\$1,012.00	\$1,036.80	\$1,062.40	\$1,089.20	\$1,116.00	\$1,144.00
	\$41,080.00	\$42,057.60	\$43,180.80	\$44,262.40	\$45,344.00	\$46,446.40	\$47,673.60	\$48,838.40	\$50,044.80	\$51,292.80	\$52,624.00	\$53,913.60	\$55,244.80	\$56,638.40	\$58,032.00	\$59,488.00

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
16	\$20.76	\$21.28	\$21.80	\$22.33	\$22.92	\$23.48	\$24.06	\$24.66	\$25.30	\$25.92	\$26.56	\$27.23	\$27.90	\$28.60	\$29.33	\$30.06
	\$830.40	\$851.20	\$872.00	\$893.20	\$916.80	\$939.20	\$962.40	\$986.40	\$1,012.00	\$1,036.80	\$1,062.40	\$1,089.20	\$1,116.00	\$1,144.00	\$1,173.20	\$1,202.40
	\$43,180.80	\$44,262.40	\$45,344.00	\$46,446.40	\$47,673.60	\$48,838.40	\$50,044.80	\$51,292.80	\$52,624.00	\$53,913.60	\$55,244.80	\$56,638.40	\$58,032.00	\$59,488.00	\$61,006.40	\$62,524.80
17	\$21.80	\$22.33	\$22.92	\$23.48	\$24.06	\$24.66	\$25.30	\$25.92	\$26.56	\$27.23	\$27.90	\$28.60	\$29.33	\$30.06	\$30.80	\$31.58
	\$872.00	\$893.20	\$916.80	\$939.20	\$962.40	\$986.40	\$1,012.00	\$1,036.80	\$1,062.40	\$1,089.20	\$1,116.00	\$1,144.00	\$1,173.20	\$1,202.40	\$1,232.00	\$1,263.20
	\$45,344.00	\$46,446.40	\$47,673.60	\$48,838.40	\$50,044.80	\$51,292.80	\$52,624.00	\$53,913.60	\$55,244.80	\$56,638.40	\$58,032.00	\$59,488.00	\$61,006.40	\$62,524.80	\$64,064.00	\$65,686.40
18	\$22.92	\$23.48	\$24.06	\$24.66	\$25.30	\$25.92	\$26.56	\$27.23	\$27.90	\$28.60	\$29.33	\$30.06	\$30.80	\$31.58	\$32.37	\$33.17
	\$916.80	\$939.20	\$962.40	\$986.40	\$1,012.00	\$1,036.80	\$1,062.40	\$1,089.20	\$1,116.00	\$1,144.00	\$1,173.20	\$1,202.40	\$1,232.00	\$1,263.20	\$1,294.80	\$1,326.80
	\$47,673.60	\$48,838.40	\$50,044.80	\$51,292.80	\$52,624.00	\$53,913.60	\$55,244.80	\$56,638.40	\$58,032.00	\$59,488.00	\$61,006.40	\$62,524.80	\$64,064.00	\$65,686.40	\$67,329.60	\$68,993.60
19	\$24.06	\$24.66	\$25.30	\$25.92	\$26.56	\$27.23	\$27.90	\$28.60	\$29.33	\$30.06	\$30.80	\$31.58	\$32.37	\$33.17	\$34.01	\$34.85
	\$962.40	\$986.40	\$1,012.00	\$1,036.80	\$1,062.40	\$1,089.20	\$1,116.00	\$1,144.00	\$1,173.20	\$1,202.40	\$1,232.00	\$1,263.20	\$1,294.80	\$1,326.80	\$1,360.40	\$1,394.00
	\$50,044.80	\$51,292.80	\$52,624.00	\$53,913.60	\$55,244.80	\$56,638.40	\$58,032.00	\$59,488.00	\$61,006.40	\$62,524.80	\$64,064.00	\$65,686.40	\$67,329.60	\$68,993.60	\$70,740.80	\$72,488.00

2017 OTHER REDUCTION SUMMARY

Number	Description	Department	Manager
Police - Operations			
109	Steam	(\$3,200.00)	(\$3,200.00)
	<i>Total:</i>	(\$3,200.00)	(\$3,200.00)
Police - Patrol			
105	Attrition	(\$90,000.00)	(\$90,000.00)
	<i>Total:</i>	(\$90,000.00)	(\$90,000.00)
GS-Administration			
106	Attrition	(\$39,999.00)	(\$39,999.00)
	<i>Total:</i>	(\$39,999.00)	(\$39,999.00)
GS-Public Properties			
107	Steam Heat	(\$11,799.00)	(\$11,799.00)
	<i>Total:</i>	(\$11,799.00)	(\$11,799.00)
Library			
108	Steam	(\$4,800.00)	(\$4,800.00)
	<i>Total:</i>	(\$4,800.00)	(\$4,800.00)
	<i>Total Fund:</i>	11	(\$149,798.00)
	<i>Grand Total</i>		(\$149,798.00)

2017 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
Legal Services			
614	Victim/Witness Advocate - Increase Hours	\$4,897.00	\$4,897.00
	<i>Total Department:</i>	\$4,897.00	\$4,897.00
Assessing			
589	Appraisal & Consulting Services - PSNH/Eversource	\$20,000.00	\$0.00
625	Appraisal and Consulting Services	\$67,500.00	\$0.00
595	Measure & Inspection of Comm & Ind/Exempt Prop	\$145,000.00	\$0.00
	<i>Total Department:</i>	\$232,500.00	\$0.00
Personnel			
623	Administrative Assistant - New PT	\$18,152.00	\$0.00
627	Filing Cabinets	\$800.00	\$0.00
620	Safety and Training Coordinator - LG 16 to 18	\$2,037.00	\$0.00
626	Society for Human Resources Management Cert	\$1,095.00	\$0.00
	<i>Total Department:</i>	\$22,084.00	\$0.00
Accounting			
663	NESGFOA Annual Fall Conference	\$900.00	\$900.00
	<i>Total Department:</i>	\$900.00	\$900.00
Finance Collections			
661	Credit Card Reader Chip Technology Upgrade	\$15,000.00	\$15,000.00
664	GFOA Conferences	\$1,090.00	\$900.00
578	Municipal Customer Service Representative -New PPT	\$23,199.00	\$0.00
640	New Office Design for Collection Office	\$10,000.00	\$0.00
	<i>Total Department:</i>	\$49,289.00	\$15,900.00

2017 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
Finance Purchasing			
580	Purchasing Agent - New FT	\$68,000.00	\$0.00
	<i>Total Department:</i>	\$68,000.00	\$0.00
Information Technology			
631	Network Penetration Testing	\$5,000.00	\$5,000.00
632	Online Server Synchronization	\$25,000.00	\$0.00
629	Two Factor Authentication	\$6,000.00	\$6,000.00
	<i>Total Department:</i>	\$36,000.00	\$11,000.00
City Clerk Records			
612	Administrative Technician II - 37.5 hrs to 40 hrs	\$2,698.00	\$2,698.00
	<i>Total Department:</i>	\$2,698.00	\$2,698.00
Police - Operations			
592	Access Control System - Software Support Agreement	\$700.00	\$700.00
576	Fitness Room Improvements	\$5,000.00	\$0.00
575	Honor Guard Uniforms	\$2,000.00	\$0.00
593	Patrol Ballistic Shield	\$3,000.00	\$0.00
572	Police Canine Unit	\$46,870.00	\$0.00
619	Radar Trailer	\$10,000.00	\$0.00
571	TLO Online Investigative Research Database License	\$1,350.00	\$1,350.00
624	Tuition Reimbursement	\$2,820.00	\$2,820.00
570	Workstation Replacement Program	\$4,800.00	\$0.00
	<i>Total Department:</i>	\$76,540.00	\$4,870.00

2017 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
Police - Patrol			
588	Patrol Overtime	\$120,000.00	\$0.00
545	Police Officers	\$159,044.00	\$159,044.00
581	PPT Community Service Aide	\$28,630.00	\$0.00
	<i>Total Department:</i>	\$307,674.00	\$159,044.00
Police - Support Services			
584	CID iPads (2)	\$1,300.00	\$0.00
582	DEU Vehicle Lease	\$3,600.00	\$3,600.00
617	Drug Unit Buy Money	\$20,000.00	\$10,000.00
573	FT Admin Tech II - Records	\$62,190.00	\$0.00
	<i>Total Department:</i>	\$87,090.00	\$13,600.00
Fire			
671	Additional Ambulance Company	\$525,147.00	\$0.00
650	Call Force Personnel	\$2,295.00	\$2,295.00
645	Dispatch Air Quality Testing	\$4,000.00	\$0.00
647	Dispatch Training	\$9,020.00	\$0.00
644	Fire Alarm and Traffic Technician	\$69,843.00	\$0.00
665	Fire Department Reorganization	\$0.00	\$0.00
641	Increase Ladder Company Staffing	\$296,661.00	\$0.00
646	Suppression Training Overtime	\$33,570.00	\$0.00
	<i>Total Department:</i>	\$940,536.00	\$2,295.00

2017 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
GS-Fleet			
523	Additional Funding for Emergency Outside Repairs	\$15,000.00	\$0.00
522	Additional Training Funding	\$1,000.00	\$0.00
520	Drug and Alcohol Testing Program Compliance Manual	\$820.00	\$0.00
521	Paint Booth Service	\$1,400.00	\$1,400.00
519	Technician Certification Program	\$1,800.00	\$0.00
518	Upgrade Fiscal Tech III to Fiscal Supervisor	\$3,880.00	\$3,880.00
	Total Department:	\$23,900.00	\$5,280.00
GS-Highway / Utilities			
516	Contracted Crane Service for Tree Removal	\$5,000.00	\$5,000.00
669	Downtown Svcs Senior Maint Aide - Transfer SBTIF	(\$26,000.00)	(\$26,000.00)
565	Downtown Svcs Senior Maint Aide	\$49,725.00	\$49,725.00
526	Increase Snow and Ice Control Overtime	\$53,300.00	\$0.00
517	Road Striping	\$13,500.00	\$13,500.00
547	Storage Container for Downtown Banners and Flags	\$6,000.00	\$0.00
527	Street Tree Planting	\$35,000.00	\$0.00
607	Temporary Labor - Downtown Services (N. Main St.)	\$7,200.00	\$0.00
606	Temporary Labor - Downtown Services (S. Main St.)	\$7,200.00	\$0.00
608	Weekend Sidewalk Plowing	\$38,022.00	\$0.00
	Total Department:	\$188,947.00	\$42,225.00

2017 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
GS-Public Properties			
543	Clean Pigeon Feces under State of NH Structures	\$17,020.00	\$0.00
542	Install Pigeon Netting under State of NH Structure	\$107,920.00	\$0.00
537	Mobile Application for Work Order System	\$2,200.00	\$0.00
670	Public Properties Reorg	\$0.00	\$0.00
528	Temporary Labor - Summer FY17	\$9,000.00	\$0.00
535	Upgrade Heating Management System	\$7,275.00	\$7,275.00
	<i>Total Department:</i>	\$143,415.00	\$7,275.00
CD-Administration			
662	Economic Development Director	\$135,422.00	\$135,422.00
531	Gov QA-Permitting Software Maintenance	\$14,400.00	\$14,400.00
	<i>Total Department:</i>	\$149,822.00	\$149,822.00
CD-Code Structural			
636	Admin Assistant to Admin Supervisor	\$5,732.00	\$5,732.00
618	Administrative Specialist I - PT to FT	\$40,944.00	\$0.00
634	Cell Phone Stipend	\$600.00	\$600.00
596	Tuition	\$750.00	\$750.00
635	Zoning Administrator to Deputy Code Administrator	\$10,363.00	\$0.00
	<i>Total Department:</i>	\$58,389.00	\$7,082.00
CD-Community Planning			
615	Heritage Comm - Photodocument. of Historic Bldgs	\$1,500.00	\$1,500.00
652	Open Space Plan Update	\$15,000.00	\$0.00
628	Professional Development & Expenses	\$1,765.00	\$1,765.00
	<i>Total Department:</i>	\$18,265.00	\$3,265.00

2017 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
CD-Engineering Services			
597	Engineering Smartphone Upgrade	\$540.00	\$540.00
601	Winter Boots	\$210.00	\$210.00
	<i>Total Department:</i>	\$750.00	\$750.00
Library			
587	Digitizing City Directories	\$5,350.00	\$0.00
577	Libaray Technician - New PT	\$17,567.00	\$17,567.00
585	Librarian - 7.5 hrs to 9 hrs	\$1,977.00	\$1,977.00
586	Library Assistant II - 22 hrs to 24.5 hrs	\$2,983.00	\$2,983.00
	<i>Total Department:</i>	\$27,877.00	\$22,527.00
Rec-Administration			
638	Cell Phone Stipends	\$1,200.00	\$1,200.00
567	Extend Pool Season	\$17,808.00	\$17,808.00
637	Pickleball Court Lines at Beaver Meadow Park	\$7,964.00	\$0.00
	<i>Total Department:</i>	\$26,972.00	\$19,008.00

2017 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
Rec-Grounds			
552	Cemetery Clean Suppression System	\$3,000.00	\$0.00
653	Cemetery Doors - Transfer In Trust	(\$2,000.00)	(\$2,000.00)
566	Cemetery Doors	\$2,000.00	\$2,000.00
556	Cemetery Laptop	\$1,500.00	\$0.00
651	Cemetery Storage Shed Repairs - Transfer In Trust	(\$13,000.00)	(\$13,000.00)
551	Cemetery Storage Shed Repairs	\$13,000.00	\$13,000.00
553	Cemetery Vault Lid Placer	\$3,100.00	\$0.00
639	Hydro Seed Materials	\$1,500.00	\$1,500.00
559	Keach Park Lights	\$2,000.00	\$0.00
557	Merrill Park Shelter Repairs	\$5,200.00	\$5,200.00
574	Monument Preservation	\$14,800.00	\$0.00
558	New Park Signs	\$4,500.00	\$0.00
561	Repairs to Trolley Stop Building	\$8,000.00	\$0.00
562	Rotary Broom	\$3,600.00	\$0.00
554	Security Light at Terrill Park	\$4,100.00	\$0.00
555	Terrill Park Site Line	\$11,500.00	\$0.00
560	Trees for Parks and Cemeteries	\$6,000.00	\$0.00
667	White Park Pond Maintenance	\$8,500.00	\$8,500.00
Total Department:		\$77,300.00	\$15,200.00
Total Fund:		11	\$2,543,845.00
			\$487,638.00

2017 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
CD-Engineering Inspection			
599	Engineering Smartphone Upgrade	\$360.00	\$360.00
600	Winter Boots	\$70.00	\$70.00
	<i>Total Department:</i>	\$430.00	\$430.00
	<i>Total Fund:</i> 2100	\$430.00	\$430.00
Police - Parking Enforcement			
656	Durgin Block Metered Parking Revenue Reduction	\$58,000.00	\$58,000.00
659	Former Tunis Property Parking Lot - Revenue	(\$6,150.00)	(\$6,150.00)
655	Former Tunis Property Parking Lot	\$4,754.00	\$4,754.00
657	Plowing 10 Prince Street Parking Lot	\$500.00	\$500.00
658	Storrs Street Parking Lot - Revenue	(\$11,750.00)	(\$11,750.00)
654	Storrs Street Parking Lot	\$8,755.00	\$8,755.00
	<i>Total Department:</i>	\$54,109.00	\$54,109.00
	<i>Total Fund:</i> 2200	\$54,109.00	\$54,109.00
GS-Airport Management			
540	Airport Water Main Replacement	\$10,630.00	\$10,630.00
536	Contract Mowing at Airport, Grant, and Greely Sts.	\$2,500.00	\$0.00
	<i>Total Department:</i>	\$13,130.00	\$10,630.00
	<i>Total Fund:</i> 2300	\$13,130.00	\$10,630.00

2017 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
Capitol Commons Garage			
666	Downtown Services Team Senior Maintenance Aide	\$26,000.00	\$26,000.00
	<i>Total Department:</i>	\$26,000.00	\$26,000.00
	<i>Total Fund: 4200</i>	\$26,000.00	\$26,000.00
Douglas Everett Arena			
660	Shift Portion of Arena Properties Manager Labor	\$0.00	\$0.00
	<i>Total Department:</i>	\$0.00	\$0.00
	<i>Total Fund: 7400</i>	\$0.00	\$0.00
GS-Water Admin & Revenue			
564	Provide Cell Phone to Utility Metering Staff	\$600.00	\$0.00
	<i>Total Department:</i>	\$600.00	\$0.00
	<i>Total Fund: 7800</i>	\$600.00	\$0.00

2017 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
GS-Water-Highway / Utilities			
546	Office Replacement Furniture	\$31,500.00	\$15,000.00
	<i>Total Department:</i>	\$31,500.00	\$15,000.00
GS-WW-Administration			
548	Course Reimbursement	\$6,000.00	\$6,000.00
	<i>Total Department:</i>	\$6,000.00	\$6,000.00
GS-WW-Plant Ops			
538	Disposal of Regulated Waste at Hall Street	\$14,000.00	\$14,000.00
524	Temporary Summer Laborer	\$13,840.00	\$0.00
544	Tree/Shrub Replacement	\$4,000.00	\$4,000.00
525	Water Operator Training and Certification	\$6,480.00	\$6,480.00
	<i>Total Department:</i>	\$38,320.00	\$24,480.00
	<i>Total Fund:</i>	7900	\$75,820.00
	<i>Grand Total</i>	\$2,713,934.00	\$624,287.00

APPENDIX D

GOALS & POLICIES

Concord City Council Adopted Fiscal Goals for 2015-2016 (revised 11/9/15 – FY 2016)

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 GFOA best practices where applicable.

Goal B2 Develop annual budget document to meet the GFOA criteria for the Budget Award and, annually, apply for the GFOA Budget Award within 90 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 2019, 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, 2018, 2019, and 2020.

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 no more than 10% of total appropriations.

Goal E2 Manage debt burden to 70% payoff within 10 years.

APPENDIX D

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, 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.

APPENDIX D

H. FUND BALANCES

See separate Fund Balance, Reserves and CIP Spending Priority Policy.

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 (FPAC) should consider whether to recommend setting a tax rate target for the upcoming fiscal year budget no later than the February FPAC Meeting.

APPENDIX D

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.

APPENDIX D

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.

APPENDIX D

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 D

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.

State law references: See Chapter 418, Laws 1949 for Initial Council- Manager Plan.

Finance

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.

APPENDIX D

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.

APPENDIX D

43. Borrowing Procedure.

Subject to the applicable provisions of state law and the Administrative Code, the City Council by Resolution may authorize the borrowing of money for any purpose within the scope of the powers vested in the City and the issuance of bonds of the City or other evidence of indebtedness therefor, and may pledge the full faith, credit, and resources of the City for the payment of the obligation created thereby. Borrowing for a term exceeding one year shall be authorized by the City Council only after a duly advertised public hearing.

APPENDIX E

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 Project Inspection, Parking, Airport, and Conservation Property. 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 Golf, Arena, Solid Waste, Water, and Wastewater. Revenues and expenses are listed by fund. The Water, Wastewater and Solid Waste 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 capital outlays or transfers, along with debt service on bonded projects. The Major Capital Project Fund is considered a Major fund.

The City has a number of additional Nonmajor Funds that are audited and included in the City's Comprehensive Annual Financial Report (CAFR) and are not part of this budget document. Some of those funds 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: Community Development Fund, Housing Revolving Loan Fund, Impact Fee, Miscellaneous Special Revenue, Durgin Garage, Nelson, Forrest and Conservation, Cemetery, Library, Mountain Green, Downtown Economic Development, SVMS Project, Fire Facility Renovations, Open Space Protection Fund, and Capital Commons Garage Fund.

Capital Project Funds: Route 3 Corridor Fund, Manchester Street Fund, North End Opportunity Corridor Fund, Sears Block Capital Fund, and Penacook Village Capital Fund.

Permanent Funds: Cemetery Fund, Library Fund, Dedicated Income Fund, and Other Fund.

Financial results for all funds can be found in the CAFR.

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.

APPENDIX E

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 Comprehensive Annual Financial Report (CAFR). 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 began preparing requests for this 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 27, 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.

APPENDIX E

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 “Schedule” tab for meeting dates. The Finance Committee reports its changes to the Manager’s Proposed Budget in the form of an amending resolution prior to adoption of the budget by City Council. This amending resolution will identify the differences between the Manager’s Proposed and Council’s Adopted Budgets.

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 Comprehensive Annual Financial Report (CAFR) audited by an independent accounting firm. This CAFR includes a comparison of budgeted to actual revenues and expenditures. The CAFR 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 and major special revenue fund.

Also, as part of the annual budget process, the City reviews all General Fund revenues to determine budgetary needs. Enterprise and special revenue funds are reviewed for competitiveness and support of operations. Most enterprise/special revenue funds are fully self-supporting and provide administrative overhead payments to the General Fund. Exceptions are the Solid Waste Fund which received general tax base support as part of its planned operation and the Golf Fund which received general fund support for Fiscal Year 2016 operations.

2017 OPERATING BUDGET

APPENDIX E

CLASSIFICATIONS - REVENUE

PROPERTY TAXES

Property Taxes

OTHER TAXES

Timber Tax

Payment-In-Lieu of Tax

Excavation Activity Tax

INTERGOVERNMENTAL

Railroad Tax

US Dep of Homeland Security/FEMA

Medicare D Reimbursement

Drug Forfeiture/Restitution

Drug Unit OT Reimbursement

Rooms and Meals Tax

Highway Block Grant

Household Waste

Share of Debt Service

Forest Loss Reimbursement

Fire Service Aid

Airport Operators Grant

School District Payments

Multiple Local Governments

RENTS AND LEASES

Cruiser Rental Fee

Building Lease or Rental

Facility Lease or Rental

Field Lease or Rental

Ice Rental

Land Lease or Rental

Parking Rental

FINES AND PENALTIES

Interest Costs and Penalties

Court Ordered Payments

Court Ordered Payments-Cemeteries

Court Ordered Payments-Legal

Non-Metered Parking Penalties

False Alarm Penalties

Fines For Overdue Books

Fines For Code Prosecution

LICENSES AND PERMITS

Building Permits

Electrical Permits

Mechanical Permits

Plumbing Permits

Sign Permits

Fire Protect Permits

PD Licenses and Permits

Engineering Permits

Engineering Licenses

Engineering Pole License Recording Fees

POA Inspection Fees

School Inspection Fees

Waste Haulers Permit

Food Service Licenses

Amusement Center Licenses

Rooming House Licenses

Yard Sales Permits

Taxi Cab Licenses

Peddler Licenses

Amusement Device Licenses

Billiard and Bowling Licenses

Entertainment Licenses

Convalescent Home Licenses

Recycling Center Licenses

Solicitation Licenses

Taxi Drivers Licenses

Misc Licenses & Permits

Pawnbroker/Secondhand Dealer Licenses

Dog Licenses

Marriage Licenses

2017 OPERATING BUDGET

APPENDIX E

INVESTMENT INCOME

Investment Income

DONATIONS

Donations

Music Program Donations

Fireworks Donation

TRANSFER IN

Transfer In-General Fund

Transfer In-Engineering Inspections Fund

Transfer In-Parking Fund

Transfer In-Parking Fund Snow Reimbursement

Transfer In-Airport Fund

Transfer In-CD Conservation Fund

Transfer In-Impact Fee Fund

Transfer In-NEOCTIF

Transfer In-Sears Block TIF

Transfer In-Penacook TIF

Transfer In-Golf Fund

Transfer In-Arena Fund

Transfer In-Solid Waste Fund

Transfer In-Water Fund

Transfer In-Wastewater Fund

Transfer In-Trust Fund

Transfer In-Trust/Capital Reserve

Transfer In-Trust/Concord Calvary

Transfer In-Trust/Conservation

Transfer in-Trust/Durbin

Transfer In-Trust/Economic Dev

Transfer In-Trust/Flowers

Transfer In-Trust/Forest

Transfer In-Trust/General Care

Transfer In-Trust/Library

Transfer In-Trust/Self Insurance

Transfer In-Trust/Shrubs

Transfer In-Trust/Svms

CAPITAL CONTRIBUTIONS

Contribution In Aid

Investment Fee

USE OF FUND BALANCE/RETAINED EARNINGS

Budgetary Use of Fund Balance

MOTOR VEHICLE REGISTRATIONS

Vehicle Registrations

DEPARTMENT SERVICE CHARGES

Salt Sales

Street Tree Sales

Timber Sales

MV State Agent Admin

MV Transportation Admin

MV Transportation Surcharge

MV Waste Disposal

Alarm Panel Plug In/Out

Master Alarm Box Connection

Advanced Life Support Intercept

Ambulance Service Charge

Recording Fees

Application Fee

Application for Appeal

Review Fee-Site Plans

Review Fee-Subdivision

Reports, Prints and Copies

Special Fire Duty Services

Testing Services

Recreation Player Fee

Recreation Player Fee-Parks

Private Fire Service

Sundry Services

Labor Services-Water

Misc. Recollectible

Police Patrol Services

Police Witness Fees

Repairs to Customer Services

Repairs to Hydrants

Special Police Duty Services

Cross Connection

Interment

Cemetery Maintenance

Fuel Flow Mark-up

2017 OPERATING BUDGET

APPENDIX E

DEPARTMENT SERVICE CHARGES (continued)

Inventory Mark-up
Overtime & Supply Charges
Labor Services-Wastewater
Miscellaneous Services
Sludge Disposal
Non-Resident Library Fees
Camps
Aquatics Program
Lighting Charge
Motor Vehicle Waste Disposal
Concession Income

WATER SALES

Commercial Sales
Water Availability

WASTEWATER SALES

Sewer Service
Sewer Service-Boscawen
Sewer Service-Bow
Leachate Processing
Septage Processing

SW COMMERCIAL SALES

Commercial Disposal
DTSWRD-Dwntwn Sol Waste Rem Dstr

SW RESIDENTIAL SALES

Contaminated Loads
PAYT Bags
PAYT Containers
Cart Collection Program

PARKING METERED SPACES

Metered Parking
Metered Parking-Cards

GOLF PERMIT AND FEES

Seasonal Passes
Daily Fees

GOLF SALES

Cart Rental
Handicapping
Driving Range
League & Tournament Fees
Pro Shop Sales
Pro Shop Sales-Rentals & Other

RETIREE HEALTH REIMBURSEMENT

NHRS subsidy for Retiree Health Ins
Retiree share of Health Ins

PARKING PENALTIES

Metered Parking Penalties

OTHER REVENUE

Cable TV Franchise
Interest Costs and Penalties
Finance Charges
Insurance Distributions & Credits
Utility Demand Compensation
Contribution-Purchase of Lots
Contribution-Purchase of Niches
Reimbursements
Sale of Surplus Property
Miscellaneous
Advertising Revenue

2017 OPERATING BUDGET

APPENDIX E

CLASSIFICATIONS - EXPENSE

COMPENSATION

Permanent Full Time
Permanent Part Time
Part Time
Temporary
Overtime
Holiday
Elected & Appointed Officials Comp
Election Officials Compensation
Car Allowance
Computer Allowance
Clothing Allowance
Business Expense Allowance
Compensation Adjustment

FRINGE BENEFITS

Retirement
FICA
Beneflex
Health Ins-Employee & Retiree
Worker's Compensation Insurance
Unemployment Insurance

OUTSIDE SERVICES

Professional Development & Expense
Professional Development – Tax & Assessing
Mileage & Business Expense
Dues & Memberships
Building Services and Repairs
Prof & Tech Serv
Prof & Tech Serv – Containerized Illegal Dumping
Prof & Tech Serv – Tax & Assessing
Prof & Tech Serv – Legal
Prof & Tech Serv – Personal
Prof & Tech Serv – Commer Disposal
Prof & Tech Serv – Dwntrwn Solid Waste
Prof & Tech Serv – Other
Wellflex Program Donation Expense
Business & Tech Equip Repairs

Industrial Equipment Repairs
Traffic Light Repairs
Auto Repairs
Other Repairs or Installations
Advertising
Rent and Op Leases-Tech Equip
Rent and Op Leases-Land/Build
Rent and Op Leases-Vehicles
Special Investigation Expenses
Special Program Services
Communications Services
Postal and Delivery Services
Other Services

SUPPLIES

Office IT and Printed Supplies
Photographic and ID Supplies
Library Books and Materials
Recreation Supplies and Equipment
Auto Repair Parts and Supplies
Grounds and Horticultural Supplies
Building Maintenance & Repair Supplies
Welding Supplies & Small Tools
Minor Tools and Equipment
Uniforms and Personal Equipment
COGS (cost of goods sold)
COGS (cost of goods sold)-Freight
League & Tournament Expenses
Laboratory Supplies and Equipment
Chemicals
Gasoline Diesel and Lubricants
Other Supplies and Equipment
Memorial Flowers
Special Flowers
Alarm System Supplies

UTILITIES

Electricity
Natural Gas and Propane
Heating Oil and Kerosene
Steam
Water/Wastewater

2017 OPERATING BUDGET

APPENDIX E

INSURANCE

Insurance Deductible and Reserve
Property Insurance
Liability Insurance
Auto Liability and Comp Insurance

ALLOCATED COSTS

Overhead Allocated
Vehicle Costs Allocated (Recovered)
Admin Expense (Recovery)

CAPITAL OUTLAY

Cap Outlay<\$10k-Off Bus Equip
Cap Outlay<\$10k-Veh Equip
Cap Outlay<= \$10k-Tech Equip
Cap Outlay<\$10k-Other
Capital Outlay-Comm Equip
Capital Outlay-Automotive Equip
Capital Outlay-Infra Impvts
Capital Outlay-Other

TRANSFER OUT

Transfer Out-General Fund
Transfer to Gen Fund Snow Removal
Transfer Out-Parking Fund
Transfer Out-Capital Project Fund
Transfer Out-Capital Project Fund (Rte 3-CIP 35)
Transfer Out-NEOCTIF Capital Fund
Transfer Out-Sears Block TIF Capital Project Fund
Transfer Out-Penacook TIF Capital Fund
Transfer Out-Golf Course Fund
Transfer Out-Golf Capital Project Fund
Transfer Out-Arena Fund
Transfer Out-Arena Capital Project Fund
Transfer Out-Solid Waste Fund
Transfer Out-Solid Waste Capital Fund
Transfer Out-Water Capital Fund
Transfer Out-Trust

DEBT SERVICE

Principal on Bonds and Notes
Bond Costs
Interest on Bonds and Notes

MISCELLANEOUS

Auto Repairs (shop charge)
Misc. Expense
Taxes-Real Estate
Cable TV System
Community Action Program
Concord Area Transit (CAT)
Crisis Center of Central NH
Edna McKenna House
Friends Program
Holiday Celebrations
Intown Concord
Penacook Community Center
SPCA
Special Programs
City Council Contingency
Operational Contingency
New American Africans
NH Coalition to End Homelessness

(GAIN) LOSS ON F/A DISPOSALS

(Gain) Loss on F/A Disposals

(GAIN) LOSS ON REFUNDING

(Gain) Loss on Refunding

DEPRECIATION

Depreciation Expense

APPENDIX E

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.

Allocated (recovery) Costs - This cost recovery term and concept changed with the FY2016 budget. These costs are now reported as a Transfer-In from Special Revenue and/or Enterprise funds. The concept of overhead budgeting is used primarily in General Services and Community Development. It is employed as a device to spread administrative costs to operating and capital accounts in different funds to get a more accurate picture of true costs. Allocated costs can include both management and clerical salaries, as well as benefits, sick and annual leave, and insurances of all the employees who work directly on a particular service or project.

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.

CAFR (Comprehensive Annual Financial Report) - The CAFR is the industry standard financial report for local governments. The City of Concord's CAFR is recognized as meeting the highest possible level of reporting excellence and complies completely with GAAP.

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 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 Budgeting and Accounting - Capital projects can be funded by current revenues (outlays or 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 most likely to be budgeted in operating funds and will appear often 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.

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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 under Budget Summary, Classification Descriptions.

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. 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 eventually provide 24/7 customer self-service and other integrated components.

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: $(20 * 52) = 1040$ hrs. and $(1040 \div 2080) = .5$ 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, therefore, 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) Nonspendable funds are either unspendable in the current form (i.e., inventory or prepaid items) or can never be spent (i.e., perpetual care).

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- 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 motions passed by the highest decision making authority in the government (i.e., the City Council). A resolution, the highest level action, constitutes the most binding constraint should be considered to establish, modify, or rescind 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.

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.

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Reserves or Assigned, Committed, Restricted or Nonspendable 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 retireable 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.

Working Capital - A financial term that represents the operating liquidity available to a business, organizational entity, or governmental entity.

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STATISTICAL INFORMATION

Community and Economic Profile

The City of Concord, New Hampshire 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 42,419 as of July 1, 2013, a 0.65% decrease over the last official census as of April 1, 2010 number of 42,695, 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 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

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 2015 was 3.2%. This compares favorably to New Hampshire’s rate of 3.5% and to the United States rate of 5.5%. Concord’s rate also remains the lowest among the top three New Hampshire cities with Manchester at 3.8% and Nashua at 4.2%. Concord’s unemployment rates have remained lower than the State since 1992 except for the months of March, April, and June, 2005.

The assessed value of taxable property as of April 1, 2014 decreased overall by 0.78% compared to April 1, 2013. The cumulative total residential, manufactured homes and condominiums increased slightly in assessed value. The average assessed value of a single family home in Concord as of April 1, 2014 was \$222,700, up slightly from \$220,800 the year before.

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Tax collections percentage as of June 30, 2015 for the 2014 Tax Year was 98.7%, slightly higher than the previous year. Total tax delinquencies for all years were stated at \$2.1 million, down \$0.7 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 to 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 continues to work with existing businesses to maintain and increase their workforce, and has several Economic Development Initiatives underway. During Fiscal Year 2015 the City made significant progress on key economic development projects including acquisition of the former NH Employment Security Property at 32-34 South Main Street, approval of RSA 79-E Community Tax Relief Incentives for the former Vegas Block at 148-158 North Main Street, acquisition of the former Tsunis Property for future extension of Storrs Street to the Horseshoe Pond, and others.

The City acquired the former NH Employment Security property on October 31, 2014 for \$1.575 million. The City completed renovations to weatherize the building in order to reduce carrying costs immediately thereafter. Upon completing a competitive "request for proposals" process, the City engaged the Norwood Group of Bedford, New Hampshire to market the property, as well as the former Allied Leather Tannery site. The property is currently listed on the market for \$1.6 million.

In December 2014, the City approved an RSA 79-E Community Tax Relief Incentive application for renovation of the former Vegas Block, now known as the "Remi Block". The developer who acquired the property on July 22, 2014 plans to renovate the 34,000SF building into 20 market rate apartments with ground floor commercial space. Renovations will cost approximately \$2.5 million. As of the date of this letter, the developer was in the process of securing financing for the project.

On September 29, 2014, the City acquired the former Tsunis property located on Storrs Street from the Holiday Inn for \$700,000. Acquisition of this property provided the City with the final piece of real estate needed to facilitate the future extension of Storrs Street to Horseshoe Pond.

Another key economic development initiative that was advanced during Fiscal Year 2015 was the \$11.6 million Downtown Complete Streets Project. The goal of this project is to make downtown a more vibrant, attractive place for economic development activity, including redevelopment of vacant upper stories and construction of market rate housing. Key features of the project include wider sidewalks, improved crosswalks, ADA improvements to 18 +/- properties, public art, as well as comprehensive streetscape improvements. The project will be completed in Fall 2016.

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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
Fax	(603) 228-2701
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 District 2 (All Wards)
Executive Council	District District 2 (All Wards)
State Senate	District District 15 (All Wards)
State Representative	Merrimack County Districts 11, 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.

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Villages and Place Names: Concord Heights, East Concord, Penacook, Riverhill, West Concord, Curtisville, Diamond Hill

Population Trends: Concord had the tenth largest numeric change in population, totaling 13,523 over 54 years, from 28,991 in 1960 to 42,514 in 2014. The largest decennial percent change was a 22 percent increase between 1980 and 1990; all other decades increased by ten percent or less. The 2014 Census estimate for Concord was 42,514 residents, which ranked third among New Hampshire's incorporated cities and towns.

Population Density and Land Area, 2014 (US Census Bureau): 664.7 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.

HOUSING (American Community Survey (ACS) 2010-2014)

Total Housing Units	18,272
Single-Family Units, Detached or Attached	9,154
Units in Multiple-Family Structures:	
Two to Four Units in Structure	2,946
Five or More Units in Structure	5,167
Mobile Homes and Other Housing Units	1,005

DEMOGRAPHICS (US Census Bureau)

<u>Total Population</u>	<u>Community</u>	<u>County</u>
2014	42,514	146,880
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 2010-2014)

Population by Age Group	
Under age 5	2,294
Age 5 to 19	7,411
Age 20 to 34	9,350
Age 35 to 54	12,278
Age 55 to 64	5,327
Age 65 and over	5,854
Median Age	39.5 years

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DEMOGRAPHICS (ACS 2010-2014) (continued)

Population by Gender

Male: 20,630
Female: 21,844

LABOR FORCE (NHES - ELMI)

Annual Average	<u>2004</u>	<u>2014</u>
Civilian Labor Force	21,136	22,526
Employed	20,698	21,680
Unemployed	678	846
Unemployment Rate	3.2%	3.8%

EMPLOYMENT & WAGES (NHES - ELMI)

Annual Average Covered Employment	<u>2004</u>	<u>2014</u>
Goods Producing Industries		
Average Employment	2,066	1,626
Average Weekly Wage	\$806	\$1,097
Service Providing Industries		
Average Employment	26,443	27,177
Average Weekly Wage	\$677	\$891
Total Private Industry		
Average Employment	28,509	28,801
Average Weekly Wage	\$687	\$903
Government (Federal, State, and Local)		
Average Employment	11,500	10,849
Average Weekly Wage	\$739	\$1,013
Total, Private plus Government		
Average Employment	40,010	39,653
Average Weekly Wage	\$702	\$933

*Economic & Labor Market Information Bureau, NH Employment Security, April 2016.
<http://www.nhes.nh.gov/elmi/products/cp/profiles-htm/concord.htm>

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PROJECTED ENDING FY17 FUND BALANCE/NET POSITION

Fund	Estimated Beginning FY17 Fund Balance/ Net Position	FY17 Budget Revenue	FY17 Budget Expense	Projected Increase/(Decrease) in Fund Balance/ Net Position	Projected Ending FY17 Fund Balance/ Net Position	% Change
General Fund	16,228,068	59,478,112	59,478,112	-	16,228,068	0%
Engineering Inspection Fund	94,527	289,750	286,759	2,991	97,518	3%
Parking Fund	38,201	1,929,326	2,097,142	(167,816)	(129,615)	-439%
Airport Fund	474,956	347,257	410,797	(63,540)	411,416	-13%
Conservation Property Management Fund	109,496	130,588	130,588	-	109,496	0%
Total Special Revenue Funds	717,180	2,696,921	2,925,286	(228,365)	488,815	-32%
Water Fund	54,468,397	5,881,955	6,164,417	(282,462)	54,185,935	-1%
Sewer Fund	50,878,205	7,281,673	7,574,444	(292,771)	50,585,434	-1%
Solid Waste Fund	603,703	3,934,262	4,011,954	(77,692)	526,011	-13%
Non-Major	1,201,988	1,697,775	1,694,335	3,440	1,205,428	0%
Total Enterprise Funds	107,152,293	18,795,665	19,445,150	(649,485)	106,502,808	-1%
N End Opportunity Corridor TIF	731,854	474,854	210,815	264,039	995,893	36%
Sears Block TIF District	205,114	753,272	882,077	(128,805)	76,309	-63%
Penacook Village TIF District	70,655	57,328	59,470	(2,142)	68,513	-3%
Total Debt Service Funds	1,007,623	1,285,454	1,152,362	133,092	1,140,715	13%

For Budgetary Purposes Only

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PROJECTED ENDING FY17 FUND BALANCE/NET POSITION DESCRIPTION

Parking Fund

The decline in fund balance is due primarily to increasing capital improvements costs, loss of revenue due to the undertaking of said improvements, loss in revenue associated with capital improvement in the downtown area, and declining income from trusts. The City has developed a strategic plan for this fund that will increase parking revenues and improve the contribution to net position of this fund. That plan will be presented to City Council in the first half of FY17 and is anticipated to be implemented shortly thereafter.

Airport Fund

Changes in use of small general aviation airports continue to place significant pressure on this fund. Operating, maintenance, and capital needs continue to be incurred as necessitated by Federal obligations.

Solid Waste

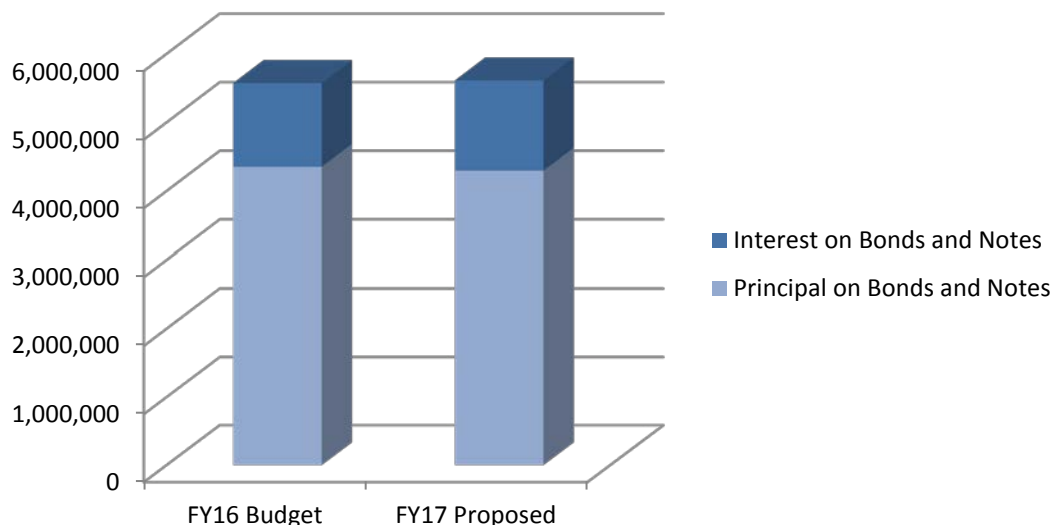
Declining revenue in the Pay-As-You-Throw program coupled with increasing expenses has caused a planned decrease in the fund's net position. A recommended increase in the PAYT program is proposed in the FY 2017 budget that will improve the funds position through 2021.

Sear Block TIF

Contributions to debt service have caused the change in fund balance.

AGGREGATED DEBT SERVICE – OTHER APPROPRIATED FUNDS

Debt Service	FY16 Budget	FY17 Proposed
Bond Costs	18,100.00	68,300.00
Interest on Bonds and Notes	1,219,795.00	1,314,660.00
Principal on Bonds and Notes	4,353,215.00	4,297,190.00
Total	5,591,110.00	5,680,150.00



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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		
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	X
Community Development	X	X						X	
Library	X								
Parks & Recreation	X	X						X	
Human Services	X								

General Fund Pro Forma
FY2016 - FY2022

REVENUES	FY16 Budget	FY16 Estimated	FY17 Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
Property Taxes	36,394,497	36,625,000	37,493,038	40,336,218	42,283,580	44,163,297	46,931,472	48,241,406
Payment-In-Lieu of Tax	735,822	752,741	687,086	687,100	687,100	687,100	687,100	687,100
Cable TV Franchise	820,000	831,381	853,164	861,700	861,700	878,900	878,900	878,900
Motor Vehicle Registrations	5,957,500	6,248,970	6,275,000	6,369,100	6,496,500	6,593,900	6,692,800	6,793,200
Rooms and Meals Tax	2,042,723	2,042,723	2,202,800	2,202,800	2,202,800	2,202,800	2,202,800	2,202,800
Highway Block Grant	843,681	843,681	843,681	843,700	843,700	843,700	843,700	843,700
Ambulance Service Charge	1,425,000	1,750,000	1,595,000	1,794,400	1,812,300	1,830,400	1,848,700	1,876,400
NHRS subsidy for Retiree Health Ins	1,013,650	1,013,650	974,960	975,000	965,300	955,600	946,000	946,000
Transfer In-Water Fund	821,225	821,225	832,650	849,300	866,300	883,600	901,300	919,300
Transfer In-Wastewater Fund	914,145	914,145	951,705	970,700	990,100	1,009,900	1,030,100	1,050,700
Other	8,322,845	7,620,076	6,769,028	6,802,900	6,836,900	6,871,100	6,905,500	7,078,100
Total Revenues	59,291,088	59,463,592	59,478,112	62,692,918	64,846,280	66,920,297	69,868,372	71,517,606

EXPENDITURES:

O&M Expenses	50,775,066	49,276,490	51,975,246	53,474,800	54,962,800	56,515,300	58,134,900	59,711,000
Capital Transfer	340,000	340,000	391,750	713,000	761,000	453,140	561,540	522,000
Transfer Out to SW	990,130	990,130	990,130	1,053,684	1,080,026	1,107,026	1,134,702	1,163,070
Transfer Out Trust & Other Funds	1,557,052	1,557,052	714,232	714,232	714,200	714,200	714,200	714,200
Capital Outlay	139,150	139,200	10,000	10,000	10,000	10,000	10,000	10,000
(New) Tax Rate Portion of Paving Program				190,273	394,678	608,836	832,426	1,069,833
Bonded CIP	<u>Informational</u>	10,123,757	4,839,000	6,700,100	9,192,900	11,779,000	3,124,000	10,201,000
Associated Debt Service		1,029,249	491,965	714,677	1,026,541	1,315,322	364,467	1,190,117
Debt Service								
Future Debt Service Estimate				1,521,210	2,200,980	3,174,740	4,409,700	4,658,470
Debt Service	5,489,690	5,482,390	5,396,754	5,015,720	4,722,597	4,337,054	4,070,904	3,669,033
Total Expenditures	59,291,088	57,785,262	59,478,112	62,692,918	64,846,280	66,920,297	69,868,372	71,517,606

Overlay & War Service Credit	561,225	561,230	561,230	561,230	561,230	561,230
<u>Amount to be Raised by Property Taxes</u>	38,054,263	40,897,448	42,844,810	44,724,527	47,492,702	48,802,636
Assessed Value (000)	3,867,334	3,882,334	3,897,334	3,912,334	3,927,334	3,942,334
Projected Property Tax Rate	9.84	10.53	10.99	11.43	12.09	12.38
Projected Increase		7.0%	4.4%	4.0%	5.8%	2.4%

Parking Fund Pro Forma
FY2016 - FY2022

	FY 16 Budget	FY 16 Estimate	FY17 Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
REVENUES:								
Meter/Lease Revenue	1,653,442	1,616,906	1,653,109	1,905,454	1,923,830	1,984,365	2,044,582	2,107,099
Non-Operating Revenue	10,500	10,520	10,500	10,600	10,800	11,200	11,600	12,100
Transfer In-Sears Block TIF District	258,145	258,145	206,167	299,855	297,244	298,256	284,346	284,062
Transfer In-Trust	132,744	138,932	58,800	-	-	-	-	-
Other	750	8,816	750	800	800	800	800	800
Total Revenues	2,055,581	2,033,319	1,929,326	2,216,709	2,232,674	2,294,621	2,341,328	2,404,061
EXPENDITURES:								
O&M Expenses	1,184,937	1,166,492	1,201,862	1,213,900	1,238,200	1,287,700	1,339,200	1,392,800
Overhead	106,870	106,870	106,940	108,000	110,200	114,600	119,200	124,000
Transfer to Trust	10,500	10,500	10,500	10,500	10,500	10,500	10,900	11,300
Capital Program								
Capital Outlay	-	-	-					
Capital Transfer	54,600	54,600	13,000	38,000	28,750	29,500	40,500	46,000
Bonded CIP			3,310,000	1,585,000	870,000	1,435,000	45,000	315,000
Debt Service								
Future Debt Service Estimate				320,348	466,935	541,236	534,047	530,647
Existing Debt Service Schedule	862,485	862,500	764,840	754,975	745,333	739,136	719,289	653,682
Total Expenditures	2,219,392	2,200,962	2,097,142	2,445,722	2,599,918	2,722,672	2,763,136	2,758,428
Projected Net	(163,811)	(167,643)	(167,816)	(229,013)	(367,244)	(428,051)	(421,808)	(354,367)
FUND POSITION:								
Beginning Working Capital	205,844	205,844	38,201	(129,615)	(358,628)	(725,872)	(1,153,923)	(1,575,731)
Ending Working Capital	42,033	38,201	(129,615)	(358,628)	(725,872)	(1,153,923)	(1,575,731)	(1,930,098)
10% of Expenses	221,939	220,096	209,714	244,572	259,992	272,267	276,314	275,843

Airport Fund Proforma FY 2016-2022

	FY16 Budget	FY16 Estimates	FY17 Request	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY 22 Projected
REVENUES:								
Leases and Operations:	370,090	346,403	347,257	351,761	356,309	360,086	363,910	349,788
Total Revenues	370,090	346,403	347,257	351,761	356,309	360,086	363,910	349,788
EXPENDITURES:								
O&M Expenses:	316,464	290,170	329,827	339,720	353,310	369,210	387,670	407,050
Overhead:	39,790	39,790	41,120	42,350	43,620	45,360	47,400	49,530
CIP :								
Capital Transfer	66,425	38,750	6,000	69,750	91,623	18,888	79,584	8,556
CIP Program	-	-	-	-	-	147,778	147,778	110,000
Debt Service:								
Future Debt Service Estimate				-	-	-	11,822	29,408
Existing Debt Service Estimate	37,060	37,065	33,850	33,640	32,839	29,988	29,138	23,288
Total Expenditures	459,739	405,775	410,797	485,460	521,392	463,446	555,614	517,831
Projected Net	(89,649)	(59,372)	(63,540)	(133,699)	(165,083)	(103,360)	(191,704)	(168,044)
FUND POSITION:								
Beginning Working Capital	534,328	534,328	474,956	411,416	277,717	112,635	9,275	(182,429)
Ending Working Capital	444,679	474,956	411,416	277,717	112,635	9,275	(182,429)	(350,472)
10% of Expenses	45,974	40,578	41,080	48,546	52,139	46,345	55,561	51,783

**Golf Fund Pro Forma
FY 2016 - 2022**

REVENUES:

	FY16 Budget	FY16 Estimate	FY17 Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
Sales and Operations								
Camps	42,550	28,000	37,100	37,471	37,846	38,603	39,375	40,162
Seasonal Passes	208,085	220,000	231,080	231,080	233,391	238,059	242,820	247,676
Daily Fees League & Tournament Fees	347,000	344,820	355,000	362,100	369,342	380,422	391,835	399,672
Cart Rental	125,000	140,000	150,000	154,500	159,135	163,909	168,826	172,203
Handicapping	6,500	6,880	7,000	7,000	7,000	7,140	7,283	7,428
Driving Range	55,000	58,000	58,000	59,160	60,343	61,550	62,781	64,037
Golf Simulator Revenue	39160	52000	56000	56,000	56,000	56,000	56,000	56,000
Investment Income	-	180	100	100	-	-	-	-
Concession Income	32,000	34,060	42,000	42,000	42,000	42,840	43,697	44,571
Miscellaneous	-	1,100	4,000	4,000	4,000	4,000	4,000	4,000
Pro Shop Sales Pro Shop Sales-Rentals & Other	108,500	121,000	136,000	141,440	148,512	154,452	159,086	162,268
Transfer In-General Fund	20,520	20,520	19,760	-	-	-	-	-
Other	0	5060	0	-	-	-	-	-
Total Revenues	984,315	1,031,620	1,096,040	1,094,851	1,117,569	1,146,975	1,175,702	1,198,016

EXPENDITURES:

O&M Expenses	851,973	900,743	925,166	969,454	998,537	1,038,479	1,074,825	1,096,322
Overhead	76,440	76,440	76,560	76,560	76,560	80,388	83,202	84,866
Capital Program								
Capital Outlay	-	-	-	-	-	-	-	-
Transfer to CIP	3,000	3,000	4,500	3,000	3,000	3,000	3,000	28,000
Bonds Authorized and Unissued			60,000					
Bonded CIP Program			50,000	260,000	235,000	35,000	200,000	165,000
Bonding Costs 1%				2,600	2,350	350	2,000	1,650
Debt Service								
Future Debt Service Estimate				11,733	40,473	65,642	67,772	88,222
Existing Debt Service Schedule	48,520	48,520	88,600	61,680	59,380	58,010	55,660	27,330
Total Expenditures	979,933	1,028,703	1,094,826	1,125,027	1,180,301	1,245,868	1,286,459	1,326,389

Projected Net	4,382	2,917	1,214	(30,176)	(62,732)	(98,893)	(110,756)	(128,373)

FUND POSITION:

Adjusted Beginning Working Capital	26,720	26,720	29,637	30,851	675	(62,057)	(160,950)	(271,706)
Ending Working Capital	31,102	29,637	30,851	675	(62,057)	(160,950)	(271,706)	(400,079)
10% of expenses	97,993	102,870	109,483	112,503	118,030	124,587	128,646	132,639

Arena Fund Pro Forma

FY2016 - FY2022

	FY 16 Budget	FY 16 Estimate	FY 17 Request	FY 18 Projected	FY 19 Projected	FY 20 Projected	FY 21 Projected	FY 22 Projected
REVENUES:								
Sale and Operations	\$ 638,570	\$ 623,113	\$ 601,735	\$ 611,363	\$ 617,476	\$ 623,651	\$ 629,888	\$ 636,187
Winter Ice Prime Rate/Hr	\$ 255	\$ 255	\$ 255	\$ 260	\$ 263	\$ 268	\$ 271	\$ 282
Winter Ice Non-Prime Rate/Hr	\$ 188	\$ 188	\$ 188	\$ 192	\$ 194	\$ 198	\$ 200	\$ 208
Winter In HS Games Rate /Hr	\$ 265	\$ 265	\$ 265	\$ 270	\$ 273	\$ 278	\$ 281	\$ 292
Transfer In-GF (Share of Debt)	\$ 15,330	\$ 15,330						
Total Revenues	\$ 653,900	\$ 623,113	\$ 601,735	\$ 611,363	\$ 617,476	\$ 623,651	\$ 629,888	\$ 636,187

EXPENDITURES:

O&M Expenses	\$ 526,883	\$ 502,601	\$ 479,959	\$ 489,560	\$ 499,350	\$ 509,340	\$ 519,500	\$ 529,900
Overhead	\$ 64,630	\$ 64,990	\$ 64,350	\$ 66,924	\$ 69,601	\$ 72,385	\$ 75,280	\$ 78,292
Capital Program								
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Transfer	\$ 1,000	\$ 1,000	\$ 2,500	\$ 11,000	\$ 1,000	\$ 1,000	\$ 21,000	\$ 1,000
Bonded CIP	\$ 3,000	\$ -	\$ 100,000	\$ -	\$ 75,000	\$ -	\$ 100,000	\$ 100,000
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prior Year CIP Debt Service	\$ -	\$ -	\$ -			\$ 3,450	\$ 5,475	\$ 15,475
Future Debt Service Estimate	\$ -	\$ -	\$ -	\$ 11,000	\$ 15,200	\$ 18,650	\$ 24,125	\$ 39,600
Existing Debt Service	\$ 93,710	\$ 93,710	\$ 52,700	\$ 46,700	\$ 45,900	\$ 45,700	\$ 43,600	\$ 42,400
Total Expenditures:	\$ 686,223	\$ 662,301	\$ 599,509	\$ 625,184	\$ 631,051	\$ 650,525	\$ 683,505	\$ 691,192
Projected Net	\$ (32,323)	\$ (39,188)	\$ 2,226	\$ (13,821)	\$ (13,575)	\$ (26,874)	\$ (53,618)	\$ (55,005)

FUND POSITION:

Beginning Working Capital	\$ 190,415	\$ 190,415	\$ 151,227	\$ 153,453	\$ 139,632	\$ 126,057	\$ 99,183	\$ 45,566
Ending Working Capital	\$ 158,092	\$ 151,227	\$ 153,453	\$ 139,632	\$ 126,057	\$ 99,183	\$ 45,566	\$ (9,439)
10% of expenses	\$ 68,622	\$ 66,230	\$ 59,951	\$ 62,518	\$ 63,105	\$ 65,052	\$ 68,351	\$ 69,119

Solid Waste Fund Pro Forma
FY2016 - FY2022

	FY16 Budget	FY16 Estimate	FY17 Request	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
REVENUES:								
MV Waste & HHW Recycling	98,541	104,371	99,961	100,961	101,970	102,990	104,020	105,060
PAYT	1,330,270	1,229,410	1,492,470	1,606,338	1,623,401	1,640,718	1,658,296	1,676,139
Commercial & Other	1,057,153	1,383,080	1,350,401	1,384,161	1,418,765	1,454,234	1,490,590	1,527,855
Transfer In-GF	990,930	992,330	991,130	1,053,684	1,080,026	1,107,026	1,134,702	1,163,070
Other	300	2,995	300	300	300	300	300	300
Total Revenues	3,477,194	3,712,186	3,934,262	4,145,443	4,224,461	4,305,269	4,387,908	4,472,423
EXPENDITURES:								
Closed Landfills	79,859	73,250	72,290	74,459	76,692	78,993	81,363	83,804
Recycling	999,407	1,004,610	1,027,984	1,053,684	1,080,026	1,107,026	1,134,702	1,163,070
PAYT/Refuse	1,469,284	1,467,408	1,514,225	1,559,652	1,606,441	1,654,635	1,704,274	1,755,402
Commercial & Other	1,076,836	1,393,393	1,358,155	1,392,109	1,426,912	1,462,584	1,499,149	1,536,628
Capital Program								
Capital Transfer			10,000	10,000	10,000			45,000
Bonded CIP							125,000	
Debt Service								
Future Debt Service Estimate								
Existing Debt Service Schedule	29,880	29,880	29,300	28,730	28,150	27,420	23,690	21,050
Total Expenditures	3,655,266	3,968,541	4,011,954	4,118,633	4,228,221	4,330,658	4,568,178	4,604,953
Projected Net	(178,072)	(256,355)	(77,692)	26,810	(3,760)	(25,390)	(180,270)	(132,530)
FUND POSITION:								
Beginning Working Capital	606,448	606,448	350,093	272,401	299,211	295,452	270,062	89,793
Projected Net	(178,072)	(256,355)	(77,692)	26,810	(3,760)	(25,390)	(180,270)	(132,530)
Ending Working Capital	428,376	350,093	272,401	299,211	295,452	270,062	89,793	(42,737)
Target Goal	365,527	396,854	401,195	411,863	422,822	433,066	456,818	460,495

Water Fund Pro Forma
FY2016 - FY2022

	FY16 Budget	FY16 Estimate	FY17 Request	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
REVENUES:								
Sales and Operations	4,246,000	4,300,000	4,393,440	4,635,079	4,890,009	5,158,959	5,468,497	5,796,606
Fixed Rate	1,313,000	1,317,000	1,321,000	1,327,605	1,334,243	1,340,914	1,347,619	1,354,357
Services	75,000	75,250	75,000	77,250	79,568	81,955	84,413	86,946
Investment Fees	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Reimbursements	40,685	40,685	38,115	38,496	39,266	40,444	41,657	42,907
Other	31,500	77,560	34,400	35,776	37,207	38,695	40,243	41,853
Total Revenues	5,726,185	5,830,495	5,881,955	6,134,206	6,400,292	6,680,967	7,002,429	7,342,669
Anticipated Revenue from Increases	-		191,250	241,639	254,929	268,950	309,538	328,110
Net from October Rate Change	-	-	143,440	181,229	191,197	201,713	232,153	246,082
Rate Increase			4.50%	5.50%	5.50%	5.50%	6.00%	6.00%
EXPENDITURES:								
O&M Expenses	2,840,637	2,690,916	2,855,627	2,941,296	3,029,535	3,120,421	3,214,033	3,310,454
Overhead	821,225	821,725	832,650	857,630	883,358	909,859	937,155	965,270
Capital Program								
Capital Outlay	109,000	130,900	115,000	119,000	121,000	123,000	127,000	132,000
Capital Transfer	233,400	233,400	208,440	206,760	191,840	140,900	136,940	202,260
Transfer to Trust	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
Bonded CIP			2,585,000	2,950,000	1,472,000	2,455,000	8,085,000	2,785,000
Debt Service								
Prior Year CIP Debt Service				331,708	334,926	131,143	280,250	968,010
Future Debt Service Estimate				331,708	666,633	797,777	1,078,027	2,046,037
Existing Debt Service Schedule	1,889,300	1,914,250	1,932,700	1,722,745	1,648,978	1,418,643	1,340,070	1,241,611
(Gain) Loss on Refunding								
Total Expenditures	6,113,562	6,011,191	6,164,417	6,399,138	6,761,344	6,730,600	7,053,225	8,117,632
Projected Net	(387,377)	(180,696)	(282,462)	(264,931)	(361,052)	(49,632)	(50,796)	(774,963)
FUND POSITION:								
Beginning Working Capital	2,848,576	2,848,576	2,667,880	2,385,418	2,120,487	1,759,434	1,709,802	1,659,006
Ending Working Capital	2,461,199	2,667,880	2,385,418	2,120,487	1,759,434	1,709,802	1,659,006	884,043
25% Operation Expenses	710,159	672,729	713,907	735,324	757,384	780,105	803,508	827,614
25% Debt Service / \$500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,001	500,001
10% Rate Stabilization (5-15%)	424,600	430,000	439,344	463,508	489,001	515,896	546,850	579,661
Target Working Capital	1,634,759	1,602,729	1,653,251	1,698,832	1,746,385	1,796,001	1,850,359	1,907,275

Wastewater Fund Pro Forma
FY2016 - FY2022

	FY16 Budget	FY16 Estimate	FY17 Request	FY18 Projected	FY19 Projected	FY20 Projected	FY 21 Projected	FY 22 Projected
REVENUES:								
Sales and Operations	6,306,500	6,400,000	6,293,000	6,481,800	6,749,200	7,027,600	7,317,500	7,619,300
Fixed Rate	612,500	600,880	589,500	589,500	595,395	601,349	607,362	613,436
Grants	285,474	167,000	275,578	396,951	366,577	360,730	91,559	48,092
Services	5,770	6,000	3,000	3,000	3,000	3,000	3,000	3,000
Investment Fees	40,000	45,000	40,000	40,000	40,000	40,000	40,000	40,000
Reimbursements	40,685	40,690	38,115	39,258	40,436	41,649	42,899	44,186
Other	35,100	70,400	42,480	43,754	45,067	46,419	47,812	49,246
Total Revenues	7,326,029	7,329,970	7,281,673	7,783,064	8,107,075	8,399,147	8,440,032	8,719,060
Anticipated Revenue from Increases			-	251,720	356,499	371,206	386,518	402,463
Net from October Rate Change			-	188,800	267,400	278,400	289,900	301,800
Rate Increase			0.00%	4.00%	5.50%	5.50%	5.50%	5.50%
EXPENDITURES:								
O&M Expenses	4,013,304	3,891,271	3,948,799	4,067,263	4,189,281	4,314,959	4,444,408	4,577,740
Overhead	912,795	914,145	951,705	980,256	1,009,664	1,039,954	1,071,152	1,103,287
Capital Program								
Capital Outlay	54,500	54,500	56,000	58,000	59,500	61,500	63,500	65,500
Capital Transfer	122,200	127,200	68,160	83,840	103,760	74,900	63,660	99,340
Transfer to Trust	160,000	165,000	160,000	160,000	160,000	160,000	160,000	160,000
Bonded CIP			3,745,000	4,690,000	2,968,000	977,500	2,115,000	7,610,000
Debt Service								
Prior Year CIP Debt Service			-	421,988	535,932	326,721	79,621	216,061
Future Debt Service Estimate				421,988	957,919	1,284,640	1,364,261	1,580,322
Existing Debt Service Schedule	2,138,300	2,138,300	2,389,780	2,282,029	2,133,562	2,049,380	1,411,637	1,225,993
(Gain) Loss on Refunding								
Total Expenditures	7,401,099	7,290,416	7,574,444	8,053,376	8,613,686	8,985,333	8,578,618	8,812,182
Projected Net	(75,070)	39,554	(292,771)	(270,312)	(506,611)	(586,186)	(138,586)	(93,123)
FUND POSITION:								
Beginning Working Capital	3,315,245	3,315,245	3,473,029	3,180,258	2,909,946	2,403,335	1,817,149	1,678,563
Ending Working Capital	3,240,175	3,473,029	3,180,258	2,909,946	2,403,335	1,817,149	1,678,563	1,585,440
25% Operation Expenses	1,231,525	1,201,354	1,225,126	1,261,880	1,299,736	1,338,728	1,378,890	1,420,257
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%)	630,650	640,000	629,300	648,180	674,920	702,760	731,750	761,930
Target Working Capital	2,362,175	2,341,354	2,354,426	2,410,060	2,474,656	2,541,488	2,610,640	2,682,187