

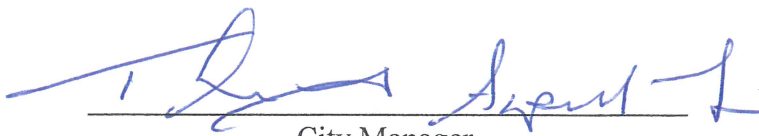
CITY OF CONCORD



OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2018
JULY 1, 2017 – JUNE 30, 2018

For the City of Concord, New Hampshire, as
proposed to the Concord City Council on
May 12, 2017.



City Manager

2018 OPERATING BUDGET
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**FY 2018 FINANCE COMMITTEE BUDGET SCHEDULE
CITY COUNCIL CHAMBERS**

May 12	(Friday)		Budget Delivery to City Council
May 15	(Monday)	7:00 PM	City Manager's Fiscal Year 2018 Budget Presentation Schedule Transmittal Letter Budget Summaries Resolutions General Fund Revenue
May 17	(Wednesday)	7:00 PM	General Government (Administration) Public Safety Police Fire General Services Community Development Leisure Services Library Parks and Recreation Human Services
May 22	(Monday)	7:00 PM	Special Revenue Funds Project Inspection Parking Airport Conservation Property Enterprise Funds Golf Course Arena Solid Waste Water Wastewater
May 25	(Thursday)	6:30 PM	Non Public Session: Comp Adjustment Capital Improvement Program TIF Districts Capital
May 29	(Holiday)		
June 5	(Monday)	7:00 PM	Committee Work Session Public Hearings Public Hearing Action (Budget Adoption)

Please note: This schedule is subject to change.



CITY OF CONCORD

New Hampshire's Main Street™

DATE: May 12, 2017

TO: Honorable Mayor James Bouley and the Concord City Council

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

SUBJECT: Fiscal Year 2018 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, 2017 through June 30, 2018.

The City Council and City staff continue to implement a vision of Concord as a vibrant, inclusive, sustainable, and growing community. Our municipal finances continue to be strong and improve; we are seeing major new investments in downtown living and our diversified economy; we continue to dramatically improve our public infrastructure and public spaces; and we stay committed to protecting the most vulnerable.

The public spaces where we gather for recreation and to discuss important public issues define us as a community. Our recent era of parks renewal will continue in Fiscal Year 2018. We will soon open an important section of the Merrimack River Greenway Trail at Terrill Park, and our community will enjoy the spectacular new multi-use path along one of our most important underused assets, the Merrimack River. This summer, we will begin construction on the long awaited Multi-Generational Community Center on the Heights, open the new replacement outdoor swimming pool at Kimball Park, and undertake construction to replace the outdoor swimming pool at Keach Park and the tennis courts at Memorial Field.

In addition to parks, streets and sidewalks are also incredibly important places that host much of our public life. In the season ahead, we will make multi-million dollar investments in this core public infrastructure, including repaving nearly five miles of roads.

This budget provides funding for the City Council and the Planning Board to undertake work on a form-based code and to implement the community's vision in a way that the current ordinance could never achieve. Specifically, this new ordinance will enact common sense zoning requirements designed to ensure that new in-fill development within Downtown Concord, Penacook Village, and the Opportunity Corridor will be of a similar size and mass to existing development, as well as architecturally appropriate and complimentary to the historic development patterns of these neighborhoods. In short, rather than being focused on the regulation of specific land uses, the new ordinance is focused on the regulation of the individual size, scale, mass and appearance of new buildings to ensure they are appropriate for these neighborhoods. As a result, the new ordinance will help ensure that new development in these neighborhoods will be sustainable, livable, and beautiful; as well as reinforce and support the City's recent investments in the renovation of the streetscapes in Downtown Concord and Penacook Village.

The City continues to support the Housing First strategies, spearheaded by the Concord Coalition to End Homelessness, and supported by many partners that have helped serve the city's homeless population in recent years. Funding has been reserved for just this purpose and is available for use as the City Council deems appropriate.

In terms of public safety, the City's Police and Fire Departments have done innovative and impactful work on many fronts. Over the next year, the City must continue to make new investments in and update its public safety efforts, with a continued focus that addresses the opioid crisis. This budget provides for such work.

What the City has accomplished to date would not have been possible without a proactive focus on communications. The successful "Report a Concern" page on the City's website, the daily use of social media, 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.

All of the great work included in this budget, and capital projects approved in past budgets, are reflected in the 3.4% tax rate increase. This increase is a direct result of downshifted retirement costs from the state, increases in compensation and benefit costs, increases in debt service costs, and an additional ½ % increase on the tax rate specifically for the neighborhood paving program. I will highlight these items in more detail in other areas of this letter.

The City Council and City Administration continue to take a strategic and long-term approach towards budgeting and projects which allow Concord to be very proactive 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 2018 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 sound investments, the City has made progress on many important fronts with accomplishments during Fiscal Year 2017, including:

- Multi Award-winning Downtown Complete Streets project;
- Sewall's Falls Bridge;
- Hired new Economic Development Director;
- Hired new City Planner;
- Hired new Human Services Director;
- Reorganized Fire Department;
- Developed a Parking Strategic Plan for City Council consideration;
- Continued the highly successful Problem Oriented Policing (POP) Unit to respond to neighborhood and downtown concerns;
- Selected a new Enterprise Resource Planning (ERP) software for FY 2018 implementation;
- Completed the Pleasant Street signalization at Concord Hospital;
- Implemented online portal for Planning Board agendas, similar to City Council;
- Refurbished Assessing office to be more customer friendly and accessible;
- Replaced Kimball Park pool;
- Replaced Engine 7 (to be delivered by July 31);

- Replaced roof on Manor Fire Station;
- Replaced Fire Department communications equipment (underway);
- Replaced Police Department communications equipment (in process and in conjunction with FY 2018 funding);
- Replaced aging City telephone system with VOIP system;
- Implemented the 2nd year of the Enhanced Neighborhood Street Paving Program; and
- Successfully implemented the first “Concord Civics Academy.”

Fiscal Year 2018 Budget

This proposed budget focuses on improving quality of life; achievable through economic development and the strengthening of citizen safety, and improved municipal services and infrastructure.

Citizen Safety – In order to truly have quality of life, residents must feel 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 accomplishes the following:

- Fully funds the Problem Oriented Policing (POP) Program;
- Increases resources for the Drug Enforcement Unit;
- Implements the second phase of the Police Department’s communications equipment replacement;
- Continues replacement of the City’s Opticom equipment;
- Provides for continued improvements at the police station;
- Replaces patrol rifles;
- Continues the replacement of police vehicles;
- Replaces the Police Department’s Taser inventory;
- Replaces Ambulance #4 and #5;
- Makes fire station improvements;
- Continues improvements to the Fire Department’s communications equipment;
- Replaces Fire Department hose and suppression equipment;
- Builds a new Fire Training Facility; and
- Replaces fire alarm infrastructure.

Municipal Infrastructure – With 27 parks, 7 pools, dozens of buildings, and over 200 miles of roads, maintenance of our City’s infrastructure is essential for the quality of life of all our residents. This budget responsibly accomplishes significant infrastructure improvements in the following areas:

Park Improvements:

- Monkey Around Playground at White Park;
- Seals cracks and resurfaces the tennis courts at Keach Park;
- Replants trees at Rollins Park;
- Replaces the pool at Keach Park;
- Reconstructs the tennis courts at Memorial Field;
- Provides for new equipment to maintain parks and cemeteries; and
- Adds porta potties at Terrill Park and Beaver Meadow Park.

Transportation Network Improvements:

- The investments included in the Fiscal Year 2018 Proposed Budget move toward an improved overall transportation network, 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. Projects and initiatives in this proposed budget include an increase to the Annual Neighborhood Paving Program through a ½% addition to the tax rate, bringing in the annual funding in the budget to a 1% increase on the total tax rate;
- Improvement of traffic signal operations at the North Main/Bouton St. and I-393 intersection;
- Replacement of the Hooksett Turnpike Bridge;
- Replacement of the Birchdale Road Bridge;
- Improvements to the I-393/Main Street drainage concerns; and
- Continuation of the Phased Rehabilitation of the Airport’s Taxiway A.

Water/Wastewater/Storm Water Improvements:

- Implementation of storm water drainage improvements to Manor Road, Sewalls Falls Road, Shawmut Street, South Main Street, and Commercial Street;
- Replacement of water mains;
- Improvements to the Water Treatment Plant;
- Continuation of the water meter replacement program;
- Water system pump station improvements;
- Hydrant and valve replacement program;
- Sewer main rehabilitation and construction;
- Pump Station improvements;
- Hall Street odor control; and
- Improvements to the Hall Street and Penacook Wastewater Treatment Plants.

Economic Development – To attract and retain a robust business climate, the City is committed to increased support for Economic Development opportunities. Tangible efforts in this budget include:

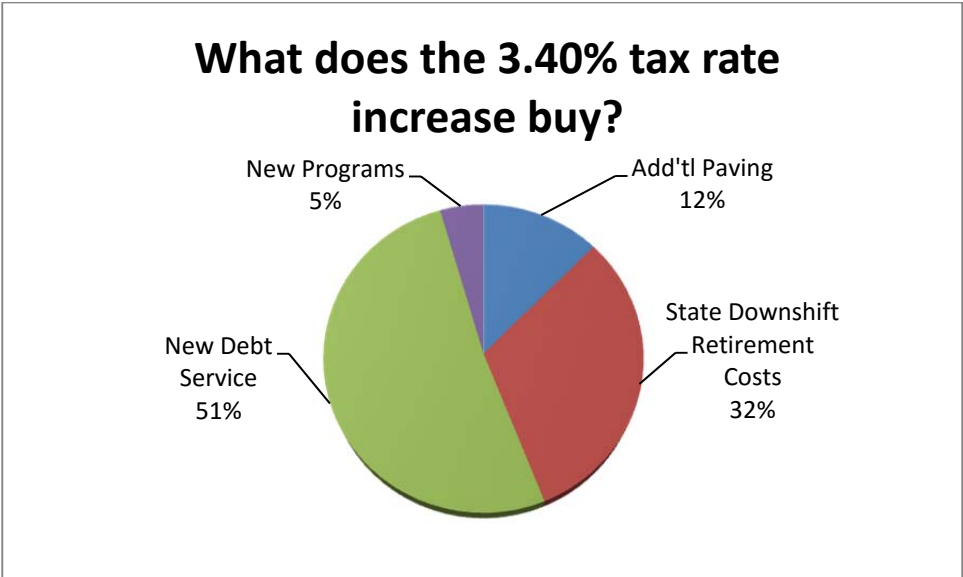
- Full year funding for Economic Development Director position;
- Funding for an economic development marketing/strategic plan and branding campaign; and
- Funding for the creation and implementation of a form-based code, phase 1 of 2.

Budget Details

This budget is presented with a 3.40% proposed tax rate increase. New budgetary items include:

- \$810,000 in additional debt service costs;
- \$481,500 for compensation adjustments;
- \$496,000 in State downshifting of retirement costs;
- \$403,300 for all other employee benefits;
- \$195,500 additional ½% for paving program;
- \$50,000 for economic development marketing and strategic planning;
- \$20,000 for replacement of Auditorium doors;
- \$10,000 for contracted pressure washing of Main Street;
- \$18,000 for Cemetery preservation team supplies;

- \$9,500 for Human Services software;
- \$6,800 to upgrade Network Engineer position to Assistant IT Director;
- \$6,000 to replace pool enclosure gates;
- \$5,000 for a trail intern;
- \$4,000 for Plausawa Hill Tower rental for Police Department;
- \$4,000 for Forestry consultant management and inspection;
- \$2,500 for Police Department Biohazard Cleaning;
- \$2,000 for Way-finding and trailhead signs;
- \$2,000 for Human Services language bank; and
- \$1,000 for Fire Department Emergency Operations Center equipment.



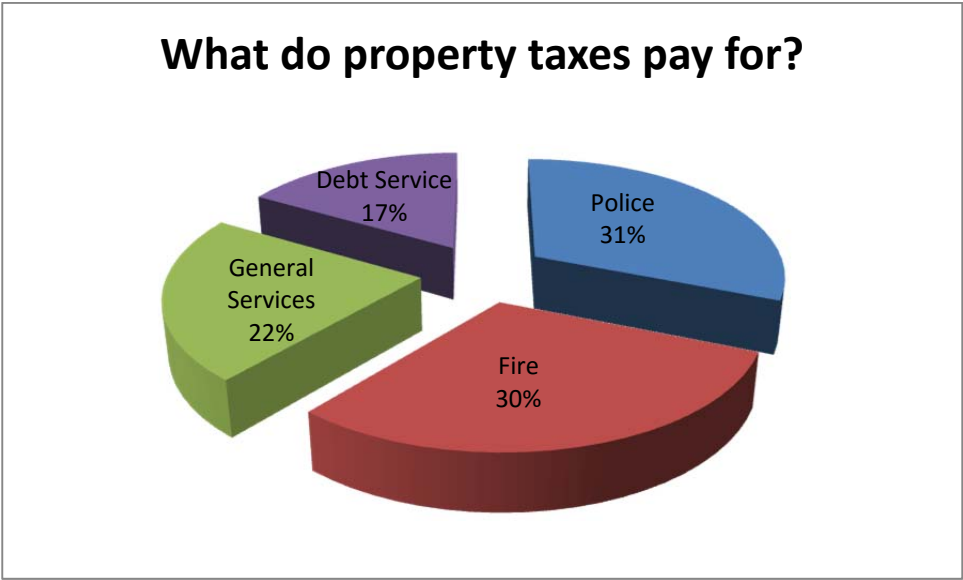
Understanding that capital projects are vitally important to the continued improvement of the City, there is a cost to all of these projects. As compared to Fiscal Year 2017 debt service, new debt service costs for Fiscal Year 2018 are \$810,000, increasing total debt service to \$6,206,740 or 10.04% of the general fund budget. This is slightly higher than the City’s Fiscal Goal E1, which limits the General Fund debt service expenditures to no more than 10% of total appropriations.

What does this debt service buy for the community? Some of the notable projects included in the Fiscal Year 2018 debt service costs are:

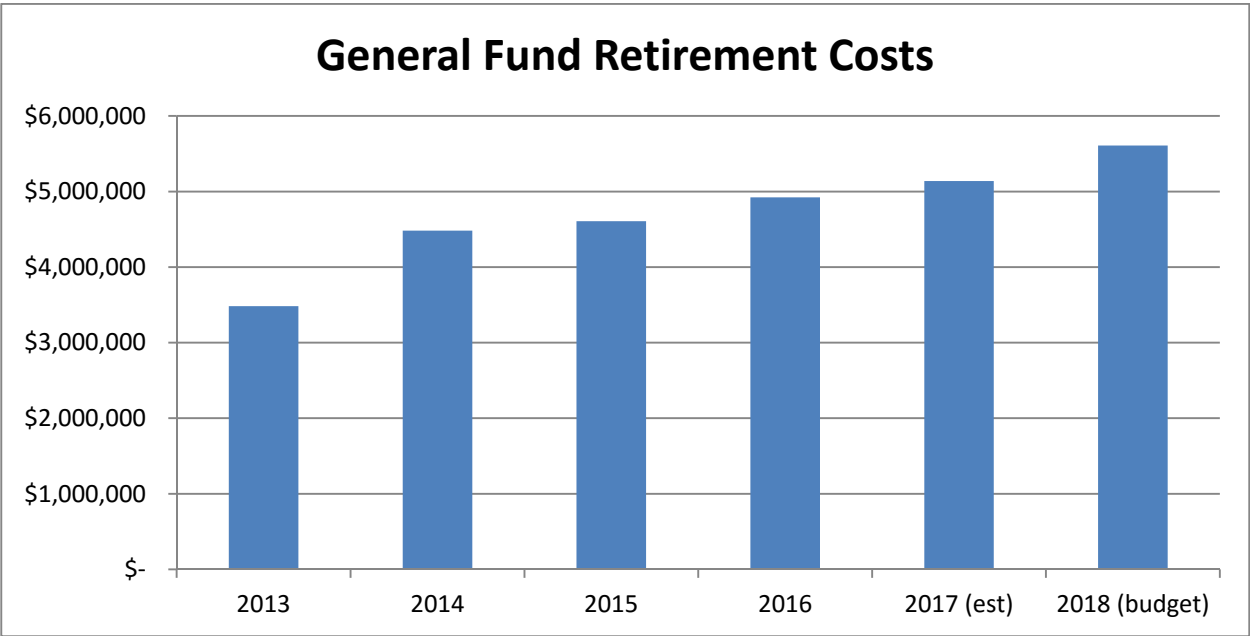
	<u>2018 Debt Service Amount</u>
Route 3 North Improvements	\$857,000
Main Street	\$128,000
Neighborhood Paving Bond	\$384,000
Fire Department Vehicle Replacements (last three years)	\$107,000
General Services Vehicle Replacements (last four years)	\$198,000
Sewalls Falls Bridge	\$112,000
Loudon Road	\$110,000

In addition to the Fiscal Year 2018 General Fund debt service increase, the City also has \$7.2 million in General Fund authorized bond appropriations that have not been issued yet. This includes \$6.4 million for the new community center and does not include the balance of the conservation bond approved in 2004 for property acquisition.

The total Fiscal Year 2018 General Fund Operating budget is \$61,809,837. The amount to raise in taxation, excluding overlay and veterans credits, is \$39,029,446. This amount essentially supports Police, Fire and General Services operations (less associated revenues), plus debt service, totaling \$37,338,934.

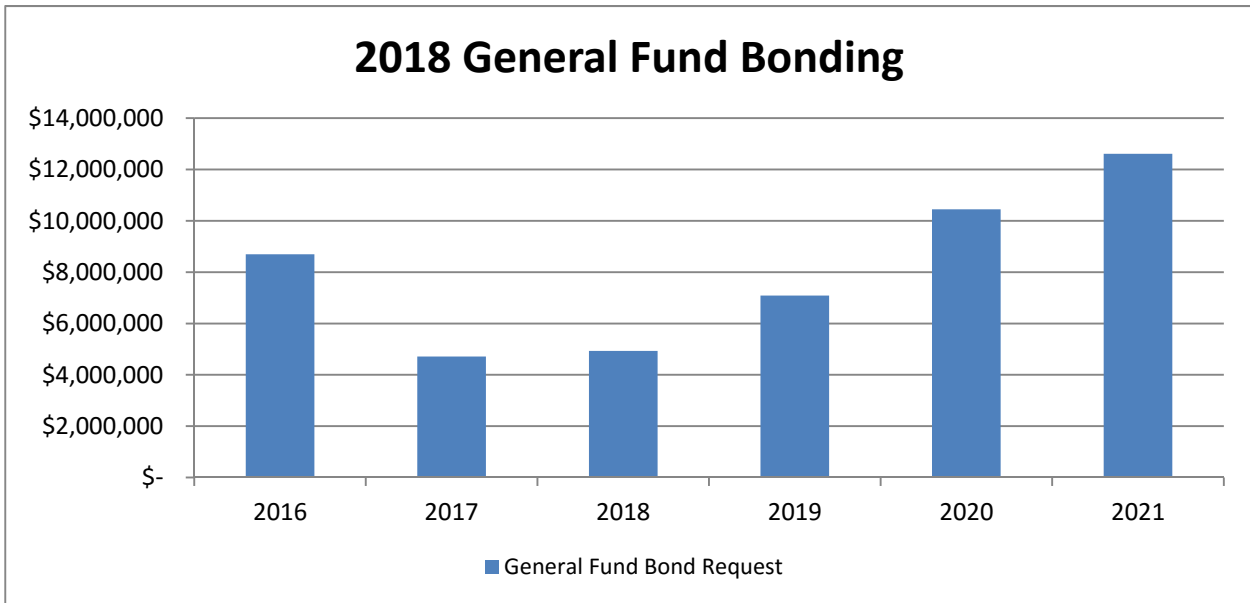


Due to State funding changes in the Retirement System, the City’s Retirement expense has grown considerably in the past few years and now consumes 9.1% of the overall General Fund budget and just over \$5.6 million for Fiscal Year 2018.



For Fiscal Year 2018, the General Fund CIP budget presents total bonding needs of \$4,930,000. This amount includes the following projects: Storm water drainage improvements, Second Phase of Police Department Communications Equipment Replacement, Opticom Equipment, Police Station Improvements, Replacement of Patrol Rifles, Continued Replacement of Police Vehicles, Taser Replacements, Fire Department Replacement of Ambulances 4 & 5, Fire Station Improvements, Next Phase of Fire Department Communications Equipment Replacement, Fire Department Hose and

Equipment Replacement, and New Fire Training Facility. The graph below illustrates bond projections from Fiscal Years 2016 through 2021.



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 ninth 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 2016 Fiscal Year End Unassigned Fund Balance of \$10.7 million dollars, or 19.5% of operating expenditures, which is ahead of the City Council’s revised goal of 18.5%.

This budget maintains Concord’s ongoing commitment to maintaining and improving 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; continued increased effort for the Neighborhood Street Improvement Program; and sustainability of municipal facilities and recreational assets. The Parking Fund implementation measures are not included in this budget and the City Council will need to address the impact of the parking changes separately. 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 2017, 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;
- Ongoing capital needs primarily in:
 - o Public buildings and properties,
 - o Neighborhood streets,
 - o Water,
 - o Wastewater, and
 - o Storm water systems;
- Funding the new community center operations, as presented in the Program Change Requests (PCRs). The following amounts would support operations for a May 1, 2018 opening; neither of these amounts are included in this budget.
 - o \$77,200 for Recreation
 - o \$21,600 for Library

Changes in Employee Positions and Improved Operating Efficiency

The Fiscal Year 2018 budget recommends the following changes:

- \$6,847 to upgrade an existing Information Technology position to Assistant IT Director to provide better overall IT supervision, continuity of operations and transfer of knowledge of IT operations.
- \$4,115 to increase the Library Circulation Supervisor position from 37.5 hours to 40 hours. Due to the staggered hours of the staff, this will help with oversight efficiency and be more flexible with schedules and meeting times.
- \$0 for the Library to eliminate the Adult Services Manager position and create an Adult Services and Outreach Coordinator, eliminate the Technical Services Manager, and create the Assistant Library Director and Technical Services Manager Positions.
- \$0 for General Services to eliminate a Maintenance Technician position and create a Field Technician position, eliminate a Water Maintenance Supervisor and create a Water Treatment Operator position, and reduce the number of hours for a Part Time Custodian position.
- \$0 for Human Services to increase hours for the part time Administrative Specialist II position.
- \$9,500 to purchase new Human Services software to replace the 16 year old current software with an application that will be able to be regularly updated and the same software used in other municipalities.
- \$2,000 for a Human Services Language Bank to assist clients that have hearing impairments or are not able to speak English proficiently.
- \$20,000 for new Auditorium doors. The existing doors are at the end of their useful life, have been modified several times to meet fire codes, and are no longer weather tight. This improvement will provide a motorized door to assist patrons with mobility impairments.
- \$6,000 to replace enclosure gates at pools for safety related issues and to comply with the State certification requirement.
- \$10,000 to contract for hot water pressure washing of sidewalks in downtown.
- \$50,000 to develop an Economic Development Marketing/Strategic Plan. This is a critical element to the success of the City's investment in an Economic Development Director.

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 2017 and are anticipated to be even greater for Fiscal Year 2018. Ambulance service charges and Rooms and Meals revenue are both projected to be flat for Fiscal Year 2018.

There was one increase in the Federal Funds rate to date in Fiscal Year 2017, and the Federal Reserve Bank anticipates raising rates two more times in calendar year 2017. Even with these increases, the rates continue to be at historically low levels. Investment income is expected to increase to \$225,000 in Fiscal Year 2018, up from \$111,200 in Fiscal Year 2017. This higher amount is still considerably less than the \$1.5 million dollar range that this revenue item was in the early 2000's.

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 5%. Natural gas rates are contracted to decrease for Fiscal Year 2018, although overall natural gas costs will increase by approximately \$65,400 due to the conversion of the City Hall Complex away from steam. Steam costs will be reduced by \$195,300 with an overall net savings in utility costs of approximately \$164,000.

General Fund Highlights

Summary of Fiscal Year 2018 General Fund Budget Appropriations, Revenues and Tax Rate – Compared to the adopted Fiscal Year 2017 budget. For Fiscal Year 2018, General Fund gross appropriations increased by \$2,331,725 or 3.9% of spending.

General Fund Budget Comparison Summary FY2017 Adopted Budget to FY2018 Manager's Recommended Budget

Revenues				
Description	FY 2017	FY 2018	Difference	%
All Other Revenues	\$21,985,074	\$22,780,391	\$795,317	3.6%
Property Taxes	\$37,493,038	\$39,029,446	\$1,536,408	4.1%
Total Sources	\$59,478,112	\$61,809,837	\$2,331,725	3.9%

Appropriations				
Description	FY 2017	FY 2018	Difference	%
All Expenses	\$59,478,112	\$61,809,837	\$2,331,725	3.9%
Total Use of Funds	\$59,478,112	\$61,809,837	\$2,331,725	3.9%

This budget reflects a \$25 million real growth increase to the \$3.956 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 ninth 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 2018 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 \$7.5 million in revenue and \$8.3 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 \$25.2 million in infrastructure improvements in these three districts. This investment has yielded total new development valued at \$90.9 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 2018, the SBTIF will support debt service payments and operating expenses for infrastructure improvement directly financed by the District, as well as provide financial contributions to the General Fund and Parking Fund for debt service reimbursements associated with the Capital Commons Redevelopment Project during 2005-2007. Specifically, the SBTIF will make a contribution for debt service of \$412,757 to the General Fund in Fiscal Year 2018. Of this total, \$229,412 will reimburse the General Fund for debt service payments incurred for the Capital Commons Project. These reimbursements will continue through Fiscal Year 2027. The remaining \$183,345 represents debt service payments associated with the \$2.5 million bond, which was issued to support the Complete Streets Project. In addition, the SBTIF will also contribute \$36,490 to the General Fund, which will support the Downtown Services Team Senior Maintenance Aide for maintenance of that portion of the Complete Streets Project within the SBTIF District. Lastly, \$20,635 will be contributed to the General Fund for the District's ongoing administrative support.

Relative to the Parking Fund, the SBTIF will transfer a total of \$205,130 in Fiscal Year 2018. Of this total, \$197,370 shall support debt payments to be incurred by the Parking Fund in Fiscal Year 2018 for the Capital Commons Parking Garage. These debt service contributions will continue through Fiscal Year 2027. The remaining \$7,760 to be transferred from the SBTIF to the Parking Fund represents financial support for snow removal at the 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 \$951,475 of tax revenues associated with \$33,712,272 in captured assessed value, shall be released in Fiscal Year 2018.

Enterprise Funds

Parking Fund

The Parking Fund continues to struggle. While a transfer-in from the Sears Block Tax Increment Finance District of \$205,130 is budgeted in the Fiscal Year 2018 budget, the inclusion of necessary maintenance and debt service costs due to major capital improvements adds significant stress to this fund. This Parking Fund is on target to lose almost \$97,000 in Fiscal Year 2017, and \$183,000 is budgeted to be lost in Fiscal Year 2018. This loss for 2018 is before any adjustment to the fund based on the

recommendations of the Parking Committee from their April 27, 2017 meeting. Additionally, no accommodations have been made in the General Fund Fiscal Year 2018 budget for any of the proposed changes.

Golf Fund

The clubhouse debt is fully repaid in Fiscal Year 2017 so no additional funding is needed in Fiscal Year 2018. This fund anticipates a loss of \$1,700 for Fiscal Year 2017, due in part to the very hot, dry summer in 2016, which resulted in lower daily pass revenue and slower than expected driving range revenue. The golf simulator revenue is clearly a bright spot for the golf course for Fiscal Year 2017 with anticipated revenue of \$64,500, compared to \$29,600 the prior year, and slightly exceeding Fiscal Year 2017 expectations. The spring 2017 golf season is starting later than last year, opening on April 11, but has been very busy to start. Memberships also appear to be off to a strong start with several new members. We will have more updates as the remainder of the year progresses.

Wastewater and Water Funds

For Fiscal Year 2018, the contribution to the overhead in the General Fund decreased by \$12,800 for Water and increased by \$77,500 for Wastewater. Additionally, right-of-way maintenance contributions from the Water and Wastewater Funds remain at \$200,000 and \$120,000, respectively. Fiscal Year 2017 remained solid for both utility funds, and they anticipate to end the year with positive budget results and is better than anticipated.

There are no anticipated rate increases associated with this budget for either the Water or Wastewater funds. The City is currently conducting a rate study with Weston and Sampson engineers. This study is anticipated to be completed during the summer of 2017. Once completed, administration will develop a rate recommendation for City Council consideration. 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 or near the target working capital levels.

Solid Waste Fund

This is the eighth 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 increase expenses in Fiscal Year 2018, due to increases in the purple bag prices and containerized dumpster revenues, this fund is projected to remain solvent through 2023, compared to the 2017 pro forma that projected the fund to be in the negative starting in 2019. 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 in Fiscal Year 2016 and extended by City Council action for one more year. The first bag price increase was only instituted for Fiscal Year 2017; a full six years into the program. The Fiscal Year 2018 budget projection includes the full realization of the PAYT price increases that were 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, which shows that the bag price increase is working as planned. Again, with this increase, it is anticipated that the Solid Waste Fund will remain solvent through 2023. It will be important for the Solid Waste Advisory Committee to consider the PAYT bag pricing structure again starting in 2021.

Fiscal Year 2018 Budget Preparation

A presentation was made to the Fiscal Policy Advisory Committee (FPAC) in March 2017. 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:

- \$470,000 Reduction of health insurance increase from 13.4% to 5.9%;
- \$400,000 Funding from Self Insurance Reserve;
- \$164,300 Savings in utility costs;
- \$114,000 Increase in Motor Vehicle registration revenue;
- \$113,800 Increase in Investment Income;
- \$93,800 Police Department reductions, including attrition;
- \$53,700 Human Services Special Programs reduction (due to decreased demand);
- \$49,300 General Services reductions, including attrition;
- \$19,900 Savings in vehicle fuel;
- \$19,800 Savings in transfer to Golf Fund, clubhouse debt service paid off in Fiscal Year 2017; and
- \$17,500 Reductions from all other departments.

Closing Notes on Fiscal Year 2017

Fiscal Year 2017 experienced significant storm related expenses with 34 weather related events that resulted in plowing, salting and sanding; of which 12 occurred on weekends or holidays. As of this writing, the General Services Snow and Ice Control budget is fully expended with an additional \$100,000 expected to be spent on salt to fill the sheds and be ready for the beginning of the Fiscal Year 2018 winter storm season. Other budgetary items that are putting pressure on the Fiscal Year 2017 budget are:

- \$42,000 additional costs for expert witnesses to settle abatement cases;
- \$35,000 additional steam costs to date with another bill to come;
- \$85,000 additional costs for sale of vacation day program to help offset benefit costs; and
- \$80,000 workers compensation premium holiday revenue that did not materialize.

Legal Department Update

The City's Legal Department has contributed enormous time and resources to the Northern Pass Project. Over the last several years, the Solicitor's Office has been increasing the amount of complex litigation matters that it handles. These cases are often time-consuming and require a significant amount of resources. These cases involve subjects such as commercial bankruptcies, redistricting, use of locally-maintained highways, employment disputes and tax abatements. Many of these cases have resulted in appeals to the New Hampshire Supreme Court. The Solicitor's Office is currently involved in the Northern Pass litigation as an intervenor before the Site Evaluation Committee. Due to the complexity of this case, as well as the potential impact it presents to the City of Concord, it has required a large amount of resources within the Legal Department.

Parks & Recreation Department Reorganization

A proposal for the next phase of the Parks and Recreation Department reorganization will realign our resources and allow for a more expansive vision. This proposal will be presented to the Recreation & Parks Advisory Committee and City Council in subsequent months.

With an eye toward a broader range of services, several changes will be recommended, which are cost effective, and will be equitable and parallel to other department structures. These changes are also designed to ensure improved customer service.

Other Budgetary Items

Citywide wage and benefit lines are trending towards under-expenditures for the fiscal year due to staff turnover; new employees hired at lower rates than departing employees; and benefit selections for new employees at single, two-person and opt out coverages vs. departing employees with two person and family coverages. Most other revenue and benefit lines are trending on par with budget. Based on all these factors, and generally conservative budget management, it is expected that at the close of the fiscal year, overall operational results will closely meet expectations.

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 2018 the City is estimating \$25 million in taxable real growth compared to \$14 million in Fiscal Year 2017. 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 2018 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.

2018 OPERATING BUDGET

BUDGET SUMMARY

REVENUE by Function

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
General Fund					
General Government	\$50,710,939	\$52,579,274	\$53,927,783	\$53,408,906	\$55,162,139
Public Safety	\$3,351,796	\$3,510,393	\$3,275,763	\$3,122,668	\$3,204,744
General Services	\$292,746	\$714,748	\$777,358	\$769,285	\$894,737
Community Development	\$924,968	\$1,524,580	\$1,633,521	\$1,587,162	\$1,598,932
Leisure Services	\$1,046,996	\$964,895	\$980,058	\$959,315	\$934,285
Human Services	\$18,423	\$24,444	\$18,000	\$15,000	\$15,000
Sub Total	\$56,345,868	\$59,318,334	\$60,612,483	\$59,862,336	\$61,809,837
Special Revenue Funds					
Project Inspection	\$260,518	\$307,363	\$289,750	\$296,020	\$300,750
Parking	\$2,120,847	\$2,064,924	\$1,929,326	\$1,952,386	\$1,918,854
Airport	\$357,495	\$345,956	\$351,233	\$344,072	\$351,177
Conservation Property	\$65,713	\$68,000	\$130,588	\$81,380	\$130,436
Sub Total	\$2,804,573	\$2,786,242	\$2,700,897	\$2,673,858	\$2,701,217
Enterprise Funds					
Golf	\$929,228	\$1,020,600	\$1,096,040	\$1,089,305	\$1,125,800
Arena	\$597,186	\$639,236	\$601,735	\$596,402	\$601,535
Solid Waste	\$3,745,056	\$3,649,273	\$3,934,262	\$3,978,221	\$4,173,350
Water	\$5,819,045	\$6,041,692	\$5,881,955	\$6,060,725	\$5,948,960
Wastewater	\$7,216,363	\$7,468,989	\$7,281,673	\$7,332,262	\$7,453,662
Sub Total	\$18,306,877	\$18,819,791	\$18,795,665	\$19,056,915	\$19,303,307
Capital and Other Funds					
Capital Projects	\$10,680,620	\$20,047,222	\$17,483,308	\$17,483,308	\$13,283,674
N End Opportunity Corridor TIF	\$647,509	\$463,281	\$474,854	\$497,658	\$493,156
Sears Block TIF District	\$859,388	\$741,353	\$753,272	\$776,730	\$1,076,103
Penacook Village TIF District	\$56,454	\$56,351	\$57,328	\$58,458	\$59,365
Sub Total	\$12,243,971	\$21,308,207	\$18,768,762	\$18,816,154	\$14,912,298
Total Revenue	\$89,701,288	\$102,232,574	\$100,877,807	\$100,409,263	\$98,726,659

2018 OPERATING BUDGET

BUDGET SUMMARY

EXPENSE by Function

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
General Fund					
General Government	\$16,247,851	\$17,915,143	\$17,803,193	\$17,054,517	\$18,016,054
Public Safety	\$23,786,952	\$24,567,479	\$25,359,584	\$25,186,718	\$26,052,979
General Services	\$8,278,940	\$8,363,968	\$8,986,338	\$8,874,477	\$9,217,786
Community Development	\$2,539,381	\$2,902,880	\$3,105,762	\$2,984,896	\$3,232,569
Leisure Services	\$4,197,524	\$4,237,059	\$4,494,773	\$4,417,310	\$4,505,128
Human Services	\$790,648	\$782,138	\$862,833	\$753,842	\$785,321
Sub Total	\$55,841,295	\$58,768,666	\$60,612,483	\$59,271,760	\$61,809,837
Special Revenue Funds					
Project Inspection	\$258,547	\$333,626	\$286,759	\$290,897	\$298,340
Parking	\$2,047,774	\$2,144,168	\$2,097,142	\$2,049,242	\$2,101,884
Airport	\$446,193	\$340,101	\$414,773	\$413,063	\$415,615
Conservation Property	\$71,440	\$78,556	\$130,588	\$130,180	\$130,436
Sub Total	\$2,823,955	\$2,896,450	\$2,929,262	\$2,883,382	\$2,946,275
Enterprise Funds					
Golf	\$937,189	\$1,012,344	\$1,094,826	\$1,090,968	\$1,107,217
Arena	\$548,229	\$640,326	\$599,509	\$575,927	\$615,458
Solid Waste	\$3,839,860	\$3,784,219	\$4,011,954	\$3,978,061	\$4,139,917
Water	\$5,593,460	\$5,885,367	\$6,164,417	\$6,030,430	\$6,239,108
Wastewater	\$6,909,565	\$7,107,814	\$7,574,444	\$7,539,885	\$7,922,660
Sub Total	\$17,828,303	\$18,430,068	\$19,445,150	\$19,215,271	\$20,024,360
Capital and Other Funds					
Capital Projects	\$10,680,620	\$20,047,222	\$17,483,308	\$17,483,308	\$13,283,674
N End Opportunity Corridor TIF	\$491,705	\$341,053	\$210,815	\$206,715	\$213,480
Sears Block TIF District	\$801,521	\$926,767	\$882,077	\$891,062	\$978,809
Penacook Village TIF District	\$22,211	\$48,988	\$59,470	\$51,720	\$54,430
Sub Total	\$11,996,057	\$21,364,030	\$18,635,670	\$18,632,805	\$14,530,393
Total Expense	\$88,489,610	\$101,459,214	\$101,622,565	\$100,003,218	\$99,310,865

2018 OPERATING BUDGET

BUDGET SUMMARY

REVENUE by Classification

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
General Fund					
Property Taxes	\$34,767,887	\$35,923,057	\$37,484,056	\$37,597,670	\$39,029,446
Other Taxes	\$734,467	\$718,471	\$702,286	\$713,455	\$715,703
Intergovernmental	\$3,796,571	\$3,878,501	\$3,920,738	\$3,944,554	\$3,917,740
Rents and Leases	\$291,536	\$265,470	\$252,348	\$243,120	\$241,260
Fines and Penalties	\$814,518	\$868,888	\$616,000	\$711,445	\$600,000
Licenses and Permits	\$893,205	\$1,176,229	\$1,259,712	\$1,186,550	\$1,264,072
Investment Income	\$56,135	\$102,606	\$111,200	\$111,200	\$225,000
Donations	\$546	\$30,971	\$36,100	\$35,500	\$36,000
Transfer In	\$2,562,364	\$3,535,955	\$3,354,490	\$3,335,790	\$3,816,177
Use of Fund Balance/Retained Earnings	\$0	\$0	\$930,000	\$0	\$0
Motor Vehicle Registrations	\$6,123,498	\$6,497,093	\$6,275,000	\$6,468,000	\$6,389,000
Department Service Charges	\$3,262,018	\$3,371,104	\$3,161,919	\$3,017,125	\$3,111,059
Retiree Health Reimbursement	\$1,450,305	\$1,420,966	\$1,366,370	\$1,366,370	\$1,435,530
Other Revenue	\$1,592,817	\$1,529,023	\$1,142,264	\$1,131,557	\$1,028,850
Sub Total	\$56,345,868	\$59,318,334	\$60,612,483	\$59,862,336	\$61,809,837
Special Revenue Funds					
Intergovernmental	\$1,108	\$1,715	\$1,700	\$1,355	\$1,300
Rents and Leases	\$944,370	\$916,740	\$944,653	\$923,646	\$937,416
Licenses and Permits	\$120,858	\$101,137	\$105,000	\$105,000	\$106,000
Investment Income	\$1,525	\$2,398	\$1,950	\$2,650	\$2,450
Transfer In	\$403,490	\$397,077	\$277,678	\$277,347	\$221,466
Capital Contributions	\$10,343	\$10,500	\$10,500	\$10,500	\$10,500
Use of Fund Balance/Retained Earnings	\$0	\$0	\$52,776	\$0	\$45,000
Department Service Charges	\$165,939	\$233,682	\$218,540	\$221,320	\$228,200
Parking Metered Spaces	\$826,043	\$796,723	\$775,450	\$787,040	\$802,435
Parking Penalties	\$328,134	\$309,554	\$312,000	\$343,100	\$345,800
Other Revenue	\$2,763	\$16,717	\$650	\$1,900	\$650
Sub Total	\$2,804,573	\$2,786,242	\$2,700,897	\$2,673,858	\$2,701,217

2018 OPERATING BUDGET

BUDGET SUMMARY

REVENUE by Classification

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Enterprise Funds					
Intergovernmental	\$134,562	\$106,316	\$346,144	\$132,990	\$337,748
Rents and Leases	\$495,128	\$525,708	\$519,065	\$505,152	\$512,285
Fines and Penalties	\$57,131	\$58,161	\$56,500	\$59,500	\$58,000
Licenses and Permits	\$3,445	\$1,760	\$2,200	\$2,400	\$2,200
Investment Income	\$12,327	\$37,968	\$12,500	\$43,710	\$37,510
Transfer In	\$1,044,862	\$1,038,635	\$1,024,780	\$1,024,780	\$1,068,574
Capital Contributions	\$71,556	\$85,338	\$60,000	\$96,500	\$60,000
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0
Department Service Charges	\$455,493	\$495,278	\$456,400	\$451,080	\$469,490
Water Sales	\$5,500,144	\$5,642,310	\$5,580,440	\$5,714,480	\$5,638,020
Wastewater Sales	\$6,972,642	\$7,200,802	\$6,865,000	\$7,087,692	\$7,009,840
SW Commercial Sales	\$1,309,350	\$1,265,350	\$1,349,701	\$1,317,726	\$1,414,550
SW Residential Sales	\$1,263,667	\$1,220,046	\$1,412,455	\$1,487,655	\$1,523,040
Golf Permit and Fees	\$543,859	\$573,978	\$576,080	\$583,230	\$601,000
Golf Sales	\$304,316	\$370,982	\$417,000	\$409,340	\$429,000
Retiree Health Reimbursement	\$75,862	\$76,090	\$76,230	\$77,745	\$86,580
Other Revenue	\$62,534	\$121,072	\$41,170	\$62,935	\$55,470
Sub Total	\$18,306,877	\$18,819,791	\$18,795,665	\$19,056,915	\$19,303,307
Capital and Other Funds					
Capital Projects	\$10,680,620	\$20,047,222	\$17,483,308	\$17,483,308	\$13,283,674
Property Taxes	\$1,554,525	\$1,255,294	\$1,284,074	\$1,328,926	\$1,625,224
Investment Income	\$1,804	\$3,327	\$1,380	\$3,920	\$3,400
Other Revenue	\$7,021	\$2,365	\$0	\$0	\$0
Sub Total	\$12,243,971	\$21,308,207	\$18,768,762	\$18,816,154	\$14,912,298
Total Revenue	\$89,701,288	\$102,232,574	\$100,877,807	\$100,409,263	\$98,726,659

2018 OPERATING BUDGET

BUDGET SUMMARY

EXPENSE by Classification

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
General Fund					
Compensation	\$25,447,895	\$26,081,270	\$27,635,486	\$27,042,655	\$28,109,821
Fringe Benefits	\$15,197,510	\$16,014,462	\$16,382,066	\$15,774,573	\$17,293,285
Outside Services	\$2,198,607	\$2,169,651	\$2,514,075	\$2,529,582	\$2,493,987
Supplies	\$2,567,040	\$2,293,307	\$2,479,332	\$2,504,484	\$2,460,571
Utilities	\$1,337,948	\$1,287,159	\$1,318,399	\$1,399,440	\$1,154,147
Insurance	\$480,695	\$511,732	\$532,100	\$532,980	\$523,570
Capital Outlay	\$96,567	\$136,713	\$55,200	\$61,100	\$54,310
Debt Service	\$5,569,571	\$5,474,746	\$5,396,754	\$5,376,645	\$6,206,740
Miscellaneous	\$989,563	\$960,746	\$1,244,539	\$1,024,189	\$1,169,377
Allocated Costs	(\$729,007)	\$0	\$0	\$0	\$0
Transfer Out	\$2,684,906	\$3,838,880	\$3,054,532	\$3,026,112	\$2,344,029
Sub Total	\$55,841,295	\$58,768,666	\$60,612,483	\$59,271,760	\$61,809,837
Special Revenue Funds					
Compensation	\$611,347	\$645,358	\$657,516	\$666,100	\$682,992
Fringe Benefits	\$298,688	\$323,320	\$333,354	\$314,955	\$356,420
Outside Services	\$296,490	\$291,672	\$404,816	\$403,372	\$401,383
Supplies	\$91,646	\$66,983	\$112,185	\$97,300	\$109,783
Utilities	\$78,409	\$82,977	\$80,701	\$75,115	\$72,830
Insurance	\$30,160	\$31,670	\$34,280	\$34,280	\$34,525
Capital Outlay	\$0	\$29,839	\$0	\$0	\$0
Debt Service	\$896,391	\$899,554	\$798,690	\$798,678	\$803,250
Miscellaneous	\$178,363	\$174,386	\$188,354	\$175,116	\$178,180
Allocated Costs	\$16,929	\$0	\$0	\$0	\$0
Transfer Out	\$325,533	\$350,691	\$319,366	\$318,466	\$306,912
Sub Total	\$2,823,955	\$2,896,450	\$2,929,262	\$2,883,382	\$2,946,275

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

2018 OPERATING BUDGET

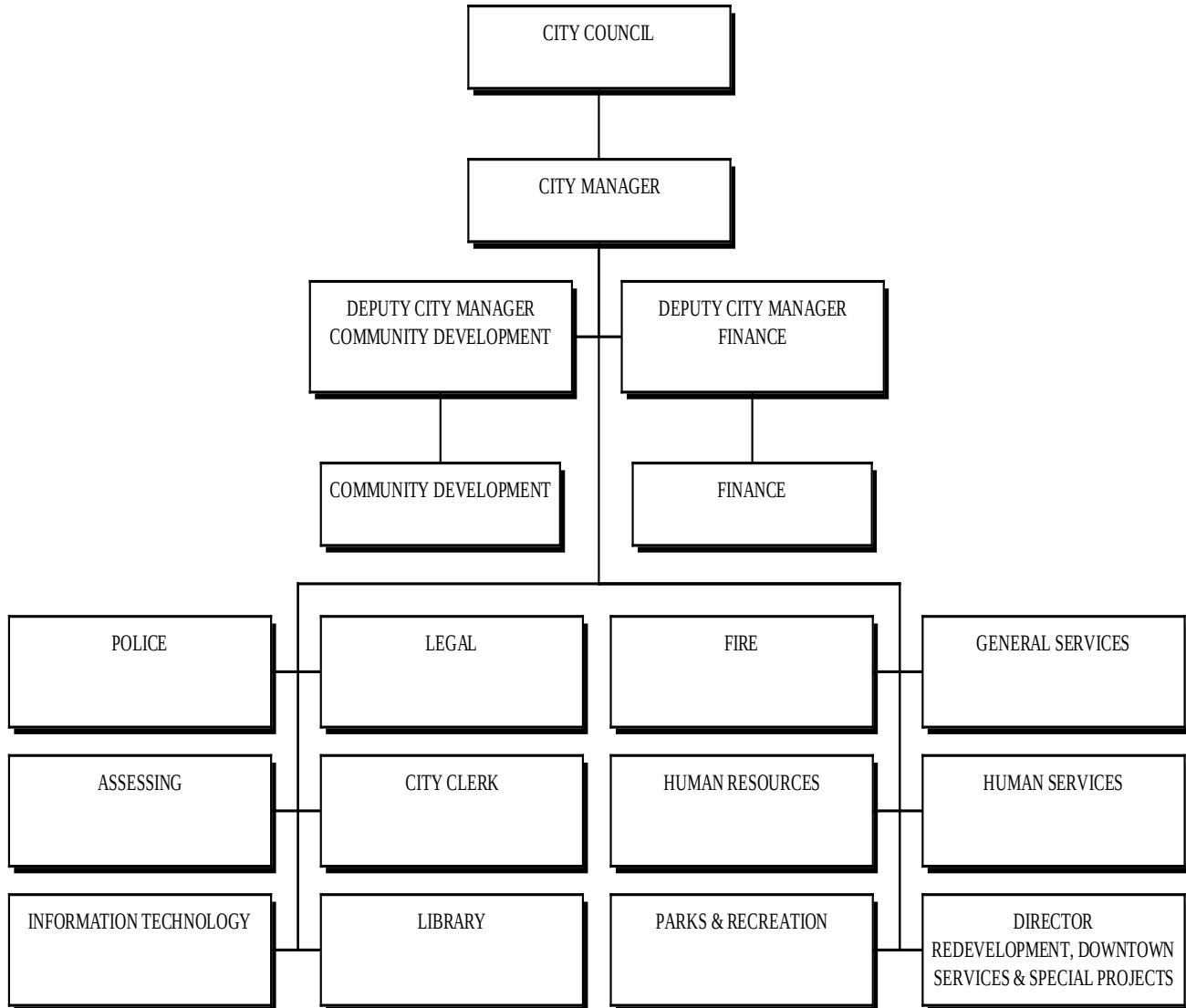
BUDGET SUMMARY

EXPENSE by Classification

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Enterprise Funds					
Compensation	\$3,203,368	\$3,302,734	\$3,507,340	\$3,274,360	\$3,598,678
Fringe Benefits	\$1,687,620	\$1,807,250	\$1,878,054	\$1,758,225	\$1,910,917
Outside Services	\$4,198,025	\$4,096,591	\$4,488,848	\$4,492,265	\$4,634,001
Supplies	\$1,059,060	\$1,048,844	\$1,149,694	\$1,156,331	\$1,146,879
Utilities	\$907,476	\$993,560	\$952,459	\$1,005,580	\$935,406
Insurance	\$109,431	\$120,210	\$128,850	\$128,850	\$130,380
Capital Outlay	\$117,781	\$115,883	\$171,000	\$210,000	\$177,000
Debt Service	\$4,242,695	\$4,252,978	\$4,545,550	\$4,527,905	\$4,788,541
Miscellaneous	\$50,852	\$7,270	\$6,000	\$9,350	\$6,000
Allocated Costs	\$649,691	\$0	\$0	\$0	\$0
Transfer Out	\$1,674,290	\$2,684,748	\$2,617,355	\$2,652,405	\$2,696,558
(Gain) Loss on Refunding	(\$71,986)	\$0	\$0	\$0	\$0
Sub Total	\$17,828,303	\$18,430,068	\$19,445,150	\$19,215,271	\$20,024,360
Capital and Other Funds					
Capital Projects	\$10,680,620	\$20,047,222	\$17,483,308	\$17,483,308	\$13,283,674
Outside Services	\$2,425	\$10,315	\$45,350	\$33,500	\$41,855
Debt Service	\$626,852	\$487,771	\$335,910	\$344,895	\$369,827
Miscellaneous	\$0	\$0	\$0	\$0	\$0
Transfer Out	\$686,160	\$818,722	\$771,102	\$771,102	\$835,037
Sub Total	\$11,996,057	\$21,364,030	\$18,635,670	\$18,632,805	\$14,530,393
Total Expense	\$88,489,610	\$101,459,214	\$101,622,565	\$100,003,218	\$99,310,865

BUDGET SUMMARY

CITY OF CONCORD, NEW HAMPSHIRE
TABLE OF ORGANIZATION



BUDGET SUMMARY

Staff Listing by Department

CITY MANAGER	FY16	FY17	FY18
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	0.25	0.38	0.38
Part Time Total	0.81	0.94	0.94
TOTAL LEGAL	9.81	9.94	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	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

2018 OPERATING BUDGET

BUDGET SUMMARY

FINANCE (continued)	FY16	FY17	FY18
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			
Municipal Customer Service Representative	0.60	0.60	0.60
Part Time Total	0.60	0.60	0.60
TOTAL FINANCE	18.60	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	2.00	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	7.00	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	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
TOTAL CITY CLERK	4.00	4.00	4.00

POLICE

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

2018 OPERATING BUDGET

BUDGET SUMMARY

POLICE (continued)	FY16	FY17	FY18
Full Time			
Deputy Police Chief	2.00	2.00	2.00
Fiscal Technician III	1.00	1.00	1.00
Parking Enforcement Officer	3.00	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	66.00	66.00
Police Sergeant	9.00	9.00	9.00
Records Supervisor	1.00	1.00	1.00
Full Time Total	104.00	106.00	106.00
Part Time			
Administrative Technician II	1.39	1.39	1.39
Community Service Aide	0.00	0.00	0.70
Parking Enforcement Officer	0.60	0.60	0.60
Property Room Technician	0.50	0.50	0.50
Part Time Total	2.49	2.49	3.19
TOTAL POLICE	106.49	108.49	109.19

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	2.00	2.00
EMS Capitan	0.00	1.00	1.00
EMS Professional Standards Officer	1.00	0.00	0.00
Fire Alarm/Traffic Signal Supervisor	1.00	0.00	0.00
Fire Alarm and Traffic Superintendent	0.00	1.00	1.00
Fire Captain	4.00	4.00	4.00
Fire Captain Communications Supervisor	1.00	1.00	1.00
Fire Chief	1.00	1.00	1.00
Fire Dispatcher	4.00	4.00	4.00
Fire Lieutenant	13.00	10.00	10.00
Fire Lieutenant - Paramedic	3.00	3.00	3.00
Fire Marshal	1.00	1.00	1.00
Firefighter Paramedic	16.00	16.00	16.00
Firefighter/EMT	44.00	44.00	44.00
Lead Dispatcher	4.00	4.00	4.00
Training Captain	0.00	1.00	1.00
TOTAL FIRE	101.00	100.00	100.00

GENERAL SERVICES

Full Time			
Arena Properties Manager	1.00	1.00	1.00

2018 OPERATING BUDGET

BUDGET SUMMARY

GENERAL SERVICES (continued)	FY16	FY17	FY18
Full Time			
Automotive Body Repair Technician	1.00	1.00	1.00
Automotive Parts Technician	1.00	1.00	1.00
Building Systems Supervisor	0.00	1.00	1.00
Business Analyst	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00
Carpenter	1.00	0.00	0.00
Communication Coordinator	1.00	1.00	1.00
Communication Technician	1.00	1.00	1.00
Custodial Supervisor	0.00	1.00	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	3.00	1.00	1.00
Field Technician	1.00	1.00	2.00
Fiscal Supervisor	1.00	2.00	2.00
Fiscal Technician III	3.00	2.00	2.00
Fleet Maintenance Technician	4.00	4.00	4.00
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	8.00	8.00	8.00
Maintenance Technician	7.00	7.00	6.00
Meter Technician	3.00	3.00	3.00
Painter	1.00	1.00	1.00
Pavement Marking Signage Technician	1.00	1.00	1.00
Police Mechanic Equipment Technician	1.00	1.00	1.00
Public Properties Division Superintendent	1.00	1.00	1.00
Public Properties Supervisor	0.00	1.00	1.00
Road Crew Supervisor	3.00	3.00	3.00
Senior Maintenance Aide	4.00	5.00	5.00
Sewer Maintenance Supervisor	1.00	1.00	1.00
Sewer System Supervisor	1.00	1.00	1.00
Shop Supervisor	1.00	1.00	1.00
Sign Pavement Marking Supervisor	1.00	1.00	1.00
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

2018 OPERATING BUDGET

BUDGET SUMMARY

GENERAL SERVICES (continued)		FY16	FY17	FY18
Full Time				
Wastewater Operations Supervisor		1.00	1.00	1.00
Wastewater Plant Operator		4.00	4.00	4.00
Wastewater Treatment Plant Superintendent		1.00	1.00	1.00
Water Conservation Technician		1.00	1.00	1.00
Water Distribution Supervisor		1.00	1.00	1.00
Water Maintenance Supervisor		1.00	1.00	0.00
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	4.00
Water Treatment Plant Operations Supervisor		1.00	1.00	1.00
Water Treatment Plant Superintendent		1.00	1.00	1.00
Welder Mechanic		1.00	1.00	1.00
	Full Time Total	109.00	110.00	110.00
Part Time				
Arena Supervisor (PPT)		0.60	0.60	0.60
Custodian		1.78	1.78	1.51
Fiscal Technician II		0.50	0.50	0.50
	Part Time Total	2.88	2.88	2.61
Shared Laborer/Truck Drivers		1.50	1.50	1.50
TOTAL GENERAL SERVICES		113.38	114.38	114.11

COMMUNITY DEVELOPMENT

Full Time				
Administrative Assistant		2.00	0.00	0.00
Administrative Specialist II		1.00	1.00	1.00
Assistant City Planner		1.00	1.00	1.00
Associate Engineer		2.00	2.00	2.00
Chief Building Inspector		1.00	1.00	1.00
City Engineer		1.00	1.00	1.00
City Planner		1.00	1.00	1.00
City Surveyor		1.00	1.00	1.00
Civil Engineer Project Manager		1.00	1.00	1.00
Code Administrator		1.00	1.00	1.00
Community Development Specialist		0.00	1.00	1.00
Deputy City Manager Development		1.00	1.00	1.00
Economic Development Director		0.00	1.00	1.00
Electrical Inspector		1.00	1.00	1.00
Engineering Aide		1.00	1.00	1.00
Engineering Technician I		4.00	2.00	2.00
Engineering Technician II		2.00	4.00	4.00
Fiscal Supervisor		1.00	2.00	2.00
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

2018 OPERATING BUDGET

BUDGET SUMMARY

COMMUNITY DEVELOPMENT (continued)		FY16	FY17	FY18
Full Time				
Senior Planner		1.00	1.00	1.00
Traffic Engineer		1.00	1.00	1.00
Zoning Administrator		1.00	1.00	1.00
	Full Time Total	30.00	31.00	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	34.08	34.08

LIBRARY

Full Time				
Administrative Specialist II		1.00	1.00	1.00
Adult Services Manager		1.00	1.00	0.00
Adult Services and Outreach Coordinator		0.00	0.00	1.00
Assistant Library Director and Technical Services Manager		0.00	0.00	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	0.00
	Full Time Total	12.00	12.00	12.00
Part Time				
Librarian		0.19	0.23	0.23
Library Assistant II		1.19	1.20	1.26
Library Page		3.91	3.86	3.84
Library Technician		1.94	2.36	2.36
	Part Time Total	7.23	7.65	7.69
TOTAL LIBRARY		19.23	19.65	19.69

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

2018 OPERATING BUDGET

BUDGET SUMMARY

PARKS & RECREATION (continued)		FY16	FY17	FY18
Full Time				
Head Golf Professional		1.00	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	26.50	26.50	26.50
Part Time				
Custodian		0.75	0.76	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	1.52	1.52
TOTAL PARKS & RECREATION		28.01	28.02	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	0.45
TOTAL HUMAN SERVICES		4.38	4.38	4.45
GRAND TOTAL		456.98	461.54	462.08

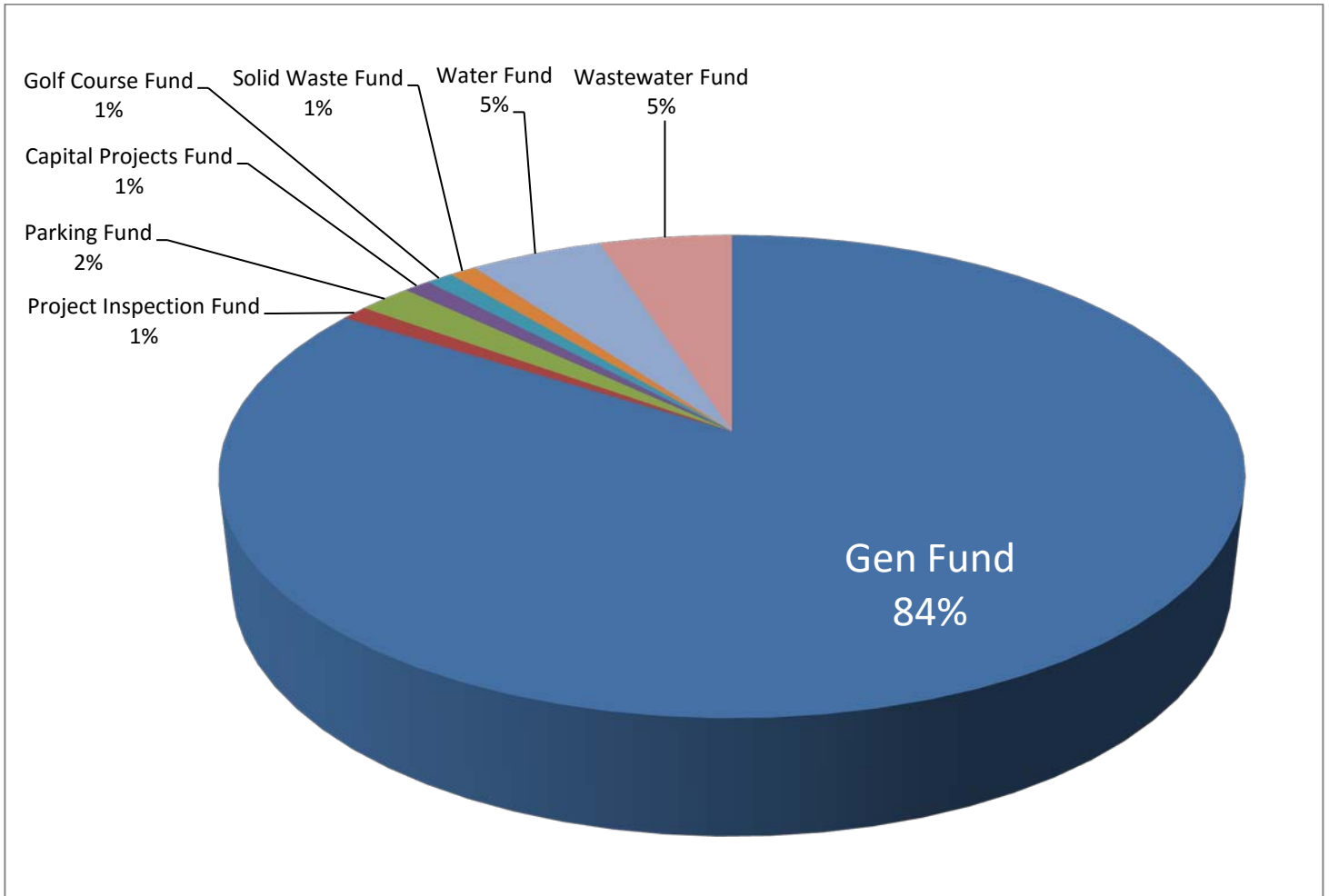
The total number of unique full-time and part-time positions is 483.

Position Changes FY17 to FY18

Department	Position Change
General Services	Eliminated a Maintenance Technician position; created a Field Technician position; eliminated a Water Maintenance Supervisor position; created a Water Treatment Operator position; reduced the number of hours for a Custodian position
Library	Eliminated the Adult Services Manager position; added an Adult Services and Outreach Coordinator; eliminated the Technical Services Manager; created the Assistant Library Director and Technical Services Manager position
Human Services	Increased hours for the part time Administrative Specialist II
Police	Created PPT Community Service Aide Position

BUDGET SUMMARY

Percentage of FTEs by Fund



BUDGET SUMMARY

Budgeted Temporary/Seasonal FTEs by Department and Fund

Department - Fund	FY16	FY17	FY18
Assessing - General Fund	0.38	0.38	0.38
City Clerk - General Fund*	3.43	3.43	3.43
Police - General Fund	0.36	0.34	0.34
Fire – General Fund	0.00	0.06	0.06
Community Development - General Fund	0.28	0.28	0.28
Parks & Recreation - General Fund	11.61	12.51	12.47
Parks & Recreation - Golf Fund	6.78	6.78	6.64
General Services – General Fund	4.86	4.86	4.86
General Services - Arena Fund	2.19	2.19	2.19
General Services - Water Fund	1.13	1.13	1.13
General Services - Wastewater Fund	0.26	0.26	0.26
Police - Parking Fund	0.18	0.34	0.34
Total Temporary/Seasonal FTEs	31.46	32.56	32.38

* Includes election workers

Planned Temporary Staff level by Department

Department	FY16	FY17	FY18
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	84
Total Temporary Employee Count	239	239	246

* Includes election workers

2018 OPERATING BUDGET

RESOLUTIONS

General Fund

	2017 COUNCIL <u>ADOPTED</u>	2018 COUNCIL <u>ADOPTED</u>
<u>Uses of Funds</u>		
Budget Appropriations	\$59,478,112	\$61,809,837
War Credits (1)	\$261,225	\$267,800
Overlay	<u>\$300,000</u>	<u>\$300,000</u>
Total Uses of Funds	\$60,039,337	\$62,377,637

Sources of Funds

Miscellaneous Revenues	\$21,985,074	\$22,780,391
Amount to be raised by property taxes	<u>\$38,054,263</u>	<u>\$39,597,246</u>
Total Sources of Funds	\$60,039,337	\$62,377,637

TAX RATE DETERMINATION

Assessed Value (A.V.) in thousands of dollars*	\$3,867,334	\$3,955,771
Amount to be Raised	\$38,054,263	\$39,597,246
Current Year Recommended Tax Rate / \$1000 A.V.	9.84	**10.01
Prior Year Tax Rate / \$1000 A.V.	<u>9.60</u>	<u>*9.68</u>
Increase over Prior Year	.24	.33
% Change	2.5%	3.4%

* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$3,930,770,801 for municipal purposes and a tax rate of \$9.68 per \$1,000 of assessed value.

** Portion of Recommended Tax Rate Allocated to Debt Service	1.57
Portion of Prior Year Tax Rate Allocated to Debt Service	<u>1.37</u>
Increase over Prior Year	.20
% Change	14.6%

** Portion of Recommended Tax Rate Allocated to All Other Costs	8.44
Portion of Prior Year Tax Rate Allocated to All Other Costs	<u>8.31</u>
Increase over Prior Year	.13
% Change	1.6%

RESOLUTIONS

RESOLUTION AMENDING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2018 ENDING JUNE 30, 2018.

(Page 1 of 5)

The City of Concord resolves as follows:

Section 1: **General Fund**

That there be appropriated the sum of \$61,809,837
for general purposes as detailed in the Fiscal 2018 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	\$18,016,054
Public Safety	\$26,052,979
General Services	\$9,217,786
Community Development	\$3,232,569
Leisure Services	\$4,505,128
Human Services	<u>\$785,321</u>
Total Appropriations	\$61,809,837
Reserve for Overlay and War Service Credits	<u>\$567,800</u>
TOTAL	<u><u>\$62,377,637</u></u>
 <u>REVENUE</u>	
Miscellaneous	\$22,780,391
Amount to be Raised by Taxation	<u>\$39,597,246</u>
TOTAL	<u><u>\$62,377,637</u></u>

RESOLUTIONS

RESOLUTION AMENDING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2018 ENDING JUNE 30, 2018.

(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	\$39,597,246
to defray the necessary expenses and charges of the City for Fiscal Year 2018 which together with the sum which may be raised from other sources in the amount of	\$22,780,391

Section 2: **Project Inspection Fund**

That there shall be appropriated the sum of	\$298,340
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	\$2,101,884
for enforcement of the parking ordinances; maintenance of parking meters; operation and maintenance of garages, surface lots, and off-street parking areas; payment of bonds, notes and interest thereon; as provided for in the Fiscal 2018 Budget.	

Funds to meet said appropriation shall be derived from income of the Parking Fund, fund balance and transfers, as provided in the Fiscal 2018 Budget.

Section 4: **Airport Fund**

A. That there shall be appropriated the sum of	\$415,615
for the operation, maintenance and improvements to the Concord Municipal Airport; payment of bonds, notes and interest thereon; and capital transfers; as provided for in the Fiscal 2018 Budget.	

Funds to meet said appropriation shall be derived from income to the Airport Fund and fund balance, as provided in the Fiscal 2018 Budget.

B. That there shall be appropriated the sum of	\$15,000
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 2018 ENDING JUNE 30, 2018.

(Page 3 of 5)

Section 5: **Conservation Property Fund**

That there shall be appropriated the sum of \$130,436
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 \$1,107,217
for the operation and maintenance of the Golf Course; payment of bonds, notes and interest thereon; as provided for in the Fiscal 2018 Budget.

Funds to meet said appropriation shall be derived from income of the Municipal Golf Course, retained earnings, as provided for in the Fiscal 2018 Budget.

- B. That there shall be appropriated the sum of \$20,794
in the Capital Fund(s) for Capital Projects. Said sum shall be available as follows: Golf / Capital Close-Out.

Section 7: **Arena Fund**

- A. That there shall be appropriated the sum of \$615,458
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 2018 Budget.

Funds to meet said appropriation shall be derived from income of the Arena facility and retained earnings, as provided for in the Fiscal 2018 Budget.

- B. That there shall be appropriated the sum of \$16,000
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 2018 ENDING JUNE 30, 2018.

(Page 4 of 5)

Section 8: **Solid Waste Fund**

- A. That there shall be appropriated the sum of \$4,139,917
for the operation and maintenance of the Solid Waste Fund; and payment of bonds, notes and interest thereon; and capital transfers; as provided for in the Fiscal 2018 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 2018 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 / Capital Transfer.

Section 9: **Water Fund**

- A. That there shall be appropriated the sum of \$6,239,108
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 2018 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 2018 Budget.

- B. That there shall be appropriated the sum of \$551,704
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 \$7,922,660
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 2018 Budget.

Funds to meet said appropriation shall be derived from income and retained earnings of the Sewer Fund, as provided for in the Fiscal 2018 budget.

- B. That there shall be appropriated the sum of..... \$131,213
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 2018 ENDING JUNE 30, 2018.

(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: Capital Transfer \$391,750 Capital Close-Out \$190,463 Transfer from Trust/General Highway Reserve \$1,690,000 Transfer from Trust/Vehicle & Equipment Replacement Reserve \$137,750	\$2,409,963
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	\$213,480
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	\$978,809
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	\$54,430
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.	\$150,000
Section 16:	That this Resolution shall take effect on July 1, 2017.	

RESOLUTIONS

RESOLUTION AMENDING THE AMOUNT OF MONEY TO BE RAISED FOR THE BONDED PROJECTS WITHIN THE CAPITAL BUDGET FOR FISCAL YEAR 2018 (JULY 1, 2017 TO JUNE 30, 2018) HEREBY AUTHORIZING AND APPROVING THE EXPENDITURE OF TEN MILLION ONE HUNDRED TWENTY NINE THOUSAND DOLLARS (\$10,129,000) AND AUTHORIZING THE ISSUANCE OF TEN MILLION ONE HUNDRED TWENTY NINE THOUSAND DOLLARS (\$10,129,000) 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 2018-2027 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, 52, 56, 63, 65, 83, 121, 235, 252, 283, 297, 305, 323, 368, 484, 522, 551, 557, 560, 561, 569, 576, 587, 598, and 599; Golf Fund G.O. Bonds CIP #s 107, 235, and 530; Arena Fund G.O. Bond CIP #64; Water Fund G.O. Bonds CIP #s 85, 88, 121, 321, 323, 347, and 372; Sewer Fund G.O. Bonds CIP #s 83, 89, 91, 104, 121, 275, 323, and 466; and
- WHEREAS,** CIP #51 (White Park) requires matching funds from donations; CIP #75 (General Airport Repairs) requires matching funds from donations; CIP #361 (Hooksett Turnpike Bridge Replacement) requires matching funds from State sources; CIP #468 (Reconstruct Taxiway A and Itinerant Ramp) requires matching funds from State and Federal sources; CIP #498 (Birchdale Road Bridge Replacement) requires matching funds from State sources; CIP #571 (I-393/Horseshoe Pond Drainage) requires contract approval. 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..... \$10,129,000
be and is hereby appropriated as follows:

General Fund Notes and Bonds (Detail Worksheet 1 attached).....	\$4,598,000
Golf Fund Notes and Bonds (Detail Worksheet 1 attached).....	\$123,000
Arena Fund Notes and Bonds (Detail Worksheet 1 attached).....	\$20,000
Water Fund Notes and Bonds (Detail Worksheet 1 attached)	\$1,939,000
Sewer Fund Notes and Bonds (Detail Worksheet 1 attached)	\$3,449,000

RESOLUTIONS

RESOLUTION AMENDING THE AMOUNT OF MONEY TO BE RAISED FOR THE BONDED PROJECTS WITHIN THE CAPITAL BUDGET FOR FISCAL YEAR 2018 (JULY 1, 2017 TO JUNE 30, 2018) HEREBY AUTHORIZING AND APPROVING THE EXPENDITURE OF TEN MILLION ONE HUNDRED TWENTY NINE THOUSAND DOLLARS (\$10,129,000) AND AUTHORIZING THE ISSUANCE OF TEN MILLION ONE HUNDRED TWENTY NINE THOUSAND DOLLARS (\$10,129,000) 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 \$10,129,000 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

FY2018 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 Ambulance 4	\$570,000
General	52	Parks and Open Space	Keach Park	15	Resurface courts and lots	\$25,000
General	56	Parks and Open Space	Rollins Park	15	Stumping, grassing, and replanting trees	\$160,000
General	63	Public Buildings	Citywide Recreation Facility Improvements	15	Replace Keach pool	\$535,000
General	65	Public Buildings	City Hall Renovations	15	Replace City Hall fire alarm panel	\$15,000
General	83	Storm Sewer	Storm Water Improvements	20	Clean and line mains/drainage issues	\$490,000
General	121	GSD Vehicles	Equipment Replacement Program	10	Replace backhoes, trucks, and sanders	\$498,000
General	235	Golf	Golf Course Grounds Improvements	15	Bunker improvements/irrigation	\$138,000
General	252	Public Safety	Fire Station Improvements	25	Replace Central Fire Station roof	\$100,000
General	283	Intersections	Traffic Signals/Operations Improvements	10	Replace traffic signal equipment	\$20,000
General	297	IT & Communications	Geographic Information Systems (GIS)	5	GIS Layer Development	\$125,000
General	305	Public Safety	Fire Communications Equipment	7	Replace Dispatch telephone switch	\$30,000
General	323	Public Buildings	COMF Improvements	15	Replace roofs and install LED lighting	\$252,000
General	368	Public Safety	Police Department Communications Equip	10	Replace furniture and radios	\$420,000
General	484	Public Safety	Police Station Improvements	20	Paint and refloor Dispatch Center	\$20,000
General	522	Public Safety	Patrol Rifle Replacements	10	Replace rifles	\$20,000
General	551	Public Buildings	Library Maintenance	20	Replace chair lift	\$50,000

2018 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	557	Parks and Open Space	Memorial Field	15	Reconstruct tennis courts	\$250,000
General	560	Public Safety	Fire Training Facility	20	Construct new fire training facility	\$570,000
General	561	Public Safety	Fire Alarm Infrastructure Replacement	5	Form four replacement	\$40,000
General	569	Other Vehicles	Parks and Cemeteries Small Turf Equip	10	Replace mower and leaf blower attach.	\$35,000
General	576	Public Buildings	General Facility Repairs	10	Replace ductless a/c at City Hall	\$40,000
General	587	Cemeteries	Cemetery Improvements	20	Blossom Hill road paving	\$50,000
General	598	Public Safety	TASER Replacement	10	Purchase/replace TASERs	\$45,000
General	599	Community Planning	Zoning Update	5	Update zoning ordinances	\$100,000
Total General Fund						\$4,598,000
Golf	107	Golf	Golf Course Club House/Maint Buildings	20	Purchase POS software	\$16,000
Golf	235	Golf	Golf Course Grounds Improvements	15	Bunker improvements/pump house	\$47,000
Golf	530	Golf	Golf Course Equipment	10	Replace chemical sprayer	\$60,000
Total Golf Fund						\$123,000
Arena	64	Arena	Arena Improvements	20	Upgrade fire alarm system	\$20,000
Total Arena Fund						\$20,000
Water	85	Water Distribution System	Water Main Replacement	90	Replace lines/mains	\$950,000
Water	88	Water Treatment	Water Plant Improvements	25	Design chemical process improvements	\$390,000

2018 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>
Water	121	GSD Vehicles	Equipment Replacement Program	10	Replace backhoes, trucks, and sanders	\$40,000
Water	321	Water Treatment	Water System Master Plan/Implementation	30	Demand mgmt plan/hyd. model update	\$60,000
Water	323	Public Buildings	COMF Improvements	15	Replace roofs and install LED lighting	\$149,000
Water	347	Water Treatment	Water Storage Tank Repairs	20	Tank solar power improvements	\$100,000
Water	372	Water Treatment	Water System Pump Station Improvements	10	Pump refurbishment and equip upgrades	\$250,000
Total Water Fund						\$1,939,000
Sewer	83	Storm Sewer	Storm Water Improvements	20	Clean and line mains	\$50,000
Sewer	89	Sewer Treatment	Hall Street WWTP Odor Control	20	Design sludge tank scrubber refurb	\$60,000
Sewer	91	Sewer Collection	Sewer Main Rehab and Construction	50	Rehab sewer mains	\$210,000
Sewer	104	Sewer Treatment	Hall Street WWTP Improvements	15	Upgrade HVAC/replace generators	\$1,965,000
Sewer	121	GSD Vehicles	Equipment Replacement Program	10	Replace backhoes, trucks, and sanders	\$150,000
Sewer	275	Sewer Collection	Sewer Pump Station Improvements	20	Refurbish pump station	\$305,000
Sewer	323	Public Buildings	COMF Improvements	15	Replace roofs and install LED lighting	\$149,000
Sewer	466	Sewer Treatment	Penacook WWTP Improvements	15	Electrical distribution system	\$560,000
Total Sewer Fund						\$3,449,000
Grand Total						\$10,129,000

2018 OPERATING BUDGET

GENERAL FUND REVENUE

SUMMARY

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Property Taxes	\$34,767,887	\$35,923,057	\$37,484,056	\$37,597,670	\$39,029,446
Other Taxes	\$734,467	\$718,471	\$702,286	\$713,455	\$715,703
Intergovernmental	\$3,796,571	\$3,878,501	\$3,920,738	\$3,944,554	\$3,917,740
Rents and Leases	\$291,536	\$265,470	\$252,348	\$243,120	\$241,260
Fines and Penalties	\$814,518	\$868,888	\$616,000	\$711,445	\$600,000
Licenses and Permits	\$893,205	\$1,176,229	\$1,259,712	\$1,186,550	\$1,264,072
Investment Income	\$56,135	\$102,606	\$111,200	\$111,200	\$225,000
Donations	\$546	\$30,971	\$36,100	\$35,500	\$36,000
Transfer In	\$2,562,364	\$3,535,955	\$3,354,490	\$3,335,790	\$3,816,177
Use of Fund Balance/Retained Earnings	\$0	\$0	\$930,000	\$0	\$0
Motor Vehicle Registrations	\$6,123,498	\$6,497,093	\$6,275,000	\$6,468,000	\$6,389,000
Department Service Charges	\$3,262,018	\$3,371,104	\$3,161,919	\$3,017,125	\$3,111,059
Retiree Health Reimbursement	\$1,450,305	\$1,420,966	\$1,366,370	\$1,366,370	\$1,435,530
Other Revenue	\$1,592,817	\$1,529,023	\$1,142,264	\$1,131,557	\$1,028,850
Total Revenue	\$56,345,868	\$59,318,334	\$60,612,483	\$59,862,336	\$61,809,837

2018 OPERATING BUDGET

GENERAL FUND REVENUE

DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Property Taxes					
Property Taxes-2015	\$34,767,887	\$0	\$0	\$0	\$0
Property Taxes-2016 on	\$0	\$35,923,057	\$37,484,056	\$37,597,670	\$39,029,446
Sub Total	\$34,767,887	\$35,923,057	\$37,484,056	\$37,597,670	\$39,029,446
Other Taxes					
Timber Tax	\$29,574	\$29,102	\$15,000	\$17,725	\$15,000
Payment-In-Lieu of Tax	\$704,089	\$689,129	\$687,086	\$695,630	\$700,503
Excavation Activity Tax	\$804	\$240	\$200	\$100	\$200
Sub Total	\$734,467	\$718,471	\$702,286	\$713,455	\$715,703
Intergovernmental					
Railroad Tax	\$1,609	\$2,781	\$2,736	\$2,736	\$2,000
US Dep of Homeland Security/FEMA	\$0	\$0	\$0	\$19,058	\$0
Medicare D Reimbursement	\$103,119	\$116,609	\$0	\$0	\$0
Drug Forfeiture/Restitution	\$16,461	\$18,723	\$17,782	\$17,000	\$12,000
Rooms and Meals Tax	\$2,053,492	\$2,042,723	\$2,191,965	\$2,191,965	\$2,191,965
Highway Block Grant	\$764,379	\$863,882	\$862,762	\$862,762	\$862,762
Share of Debt Service	\$36,499	\$0	\$0	\$0	\$0
Forest Loss Reimbursement	\$393	\$400	\$393	\$393	\$393
Fire Service Aid	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
School District Payments	\$142,739	\$145,253	\$154,160	\$152,400	\$157,000
Multiple Local Governments	\$542,259	\$563,131	\$565,940	\$573,240	\$566,620
Misc. State of NH	\$10,621	\$0	\$0	\$0	\$0
Sub Total	\$3,796,571	\$3,878,501	\$3,920,738	\$3,944,554	\$3,917,740
Rents and Leases					
Cruiser Rental Fee	\$47,854	\$36,181	\$40,000	\$19,000	\$25,000
Building Lease or Rental	\$191,287	\$169,321	\$160,300	\$165,900	\$155,900
Facility Lease or Rental	\$27,552	\$34,379	\$25,828	\$32,000	\$33,360
Land Lease or Rental	\$24,844	\$25,589	\$26,220	\$26,220	\$27,000
Sub Total	\$291,536	\$265,470	\$252,348	\$243,120	\$241,260

2018 OPERATING BUDGET

GENERAL FUND REVENUE

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Fines and Penalties					
Interest Costs and Penalties	\$614,213	\$665,885	\$425,000	\$560,000	\$425,000
Court Ordered Payments-Cemeteries	\$93	\$106	\$0	\$110	\$0
Court Ordered Payments-Legal	\$1,862	\$180	\$1,000	\$300	\$1,000
Court Ordered Pymnts-Parks & Rec	\$0	\$0	\$0	\$35	\$0
Non-Metered Parking Penalties	\$99,944	\$94,740	\$100,000	\$80,000	\$90,000
False Alarm Penalties	\$35,557	\$49,848	\$37,000	\$30,000	\$32,000
Fines For Overdue Books	\$33,720	\$35,511	\$33,000	\$31,000	\$32,000
Fines For Code Prosecution	\$29,130	\$22,618	\$20,000	\$10,000	\$20,000
Sub Total	\$814,518	\$868,888	\$616,000	\$711,445	\$600,000
Licenses and Permits					
Building Permits	\$409,226	\$612,218	\$750,000	\$650,000	\$730,000
Electrical Permits	\$80,954	\$95,856	\$99,000	\$90,000	\$95,000
Mechanical Permits	\$90,379	\$122,831	\$93,500	\$130,000	\$120,000
Plumbing Permits	\$39,396	\$64,963	\$49,500	\$48,000	\$50,000
Sign Permits	\$10,394	\$17,931	\$12,500	\$14,000	\$14,000
Fire Protect Permits	\$3,640	\$2,370	\$3,000	\$2,000	\$2,000
Misc Permits	\$52,444	\$50,883	\$48,000	\$50,000	\$50,000
PD Licenses and Permits	\$6,655	\$8,236	\$8,000	\$7,000	\$3,000
Engineering Licenses	\$4,900	\$5,160	\$4,560	\$4,560	\$4,320
Engineering Pole License Recording Fees	\$70	\$100	\$50	\$50	\$50
POA Inspection Fees	\$18,485	\$18,810	\$18,260	\$18,260	\$18,810
School Inspection Fees	\$3,180	\$2,862	\$2,862	\$3,498	\$3,630
Food Service Licenses	\$86,899	\$92,537	\$90,000	\$90,000	\$95,000
Amusement Center Licenses	\$478	\$570	\$660	\$570	\$600
Rooming House Licenses	\$4,222	\$4,324	\$4,200	\$4,300	\$4,350
Yard Sales Permits	\$1,160	\$1,135	\$1,200	\$1,200	\$1,200
Taxi Cab Licenses	\$3,250	\$3,850	\$3,500	\$3,200	\$3,200
Peddler Licenses	\$13,160	\$12,640	\$9,000	\$10,000	\$10,000
Amusement Device Licenses	\$6,235	\$6,640	\$6,000	\$6,300	\$6,800
Billiard and Bowling Licenses	\$270	\$312	\$270	\$312	\$312
Entertainment Licenses	\$9,575	\$10,772	\$9,500	\$7,500	\$7,000
Convalescent Home Licenses	\$1,335	\$1,361	\$1,400	\$1,400	\$1,400
Recycling Center Licenses	\$1,531	\$1,578	\$1,550	\$1,600	\$1,600
Solicitation Licenses	\$901	\$1,182	\$1,100	\$1,200	\$1,200
Taxi Drivers Licenses	\$6,225	\$6,525	\$6,000	\$4,000	\$4,000
Misc Licenses & Permits	\$1,945	\$1,574	\$1,300	\$1,300	\$1,300
Pawnbroker/Secondhand Dealer Licenses	\$2,000	\$1,750	\$2,000	\$1,500	\$1,500
Dog Licenses	\$31,502	\$24,341	\$30,000	\$32,000	\$31,000
Marriage Licenses	\$2,793	\$2,919	\$2,800	\$2,800	\$2,800
Sub Total	\$893,205	\$1,176,229	\$1,259,712	\$1,186,550	\$1,264,072

2018 OPERATING BUDGET

GENERAL FUND REVENUE

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Investment Income					
Investment Income	\$56,135	\$102,606	\$111,200	\$111,200	\$225,000
Sub Total	\$56,135	\$102,606	\$111,200	\$111,200	\$225,000
Donations					
Donations	\$0	\$30,000	\$35,000	\$35,000	\$35,000
Music Program Donations	\$546	\$971	\$1,100	\$500	\$1,000
Sub Total	\$546	\$30,971	\$36,100	\$35,500	\$36,000
Transfer In					
Transfer in-Engineering Inspections Fund	\$400	\$4,336	\$3,230	\$2,330	\$2,370
Transfer In-Parking Fund	\$96,150	\$106,870	\$106,940	\$106,940	\$107,030
Transfer In-Parking Fund Snow Reim	\$58,200	\$58,200	\$58,200	\$58,200	\$58,200
Transfer In-Airport Fund	\$32,360	\$67,390	\$68,720	\$68,720	\$68,812
Transfer In-CD Con Prop Mgmt Fund	\$47,560	\$55,600	\$48,800	\$48,800	\$45,000
Transfer In-Impact Fee Fund	\$151,794	\$151,790	\$60,000	\$60,000	\$65,390
Transfer In-NEOCTIF	\$132,140	\$138,749	\$145,685	\$145,685	\$153,000
Transfer In-Sears Block TIF	\$282,780	\$385,210	\$412,560	\$412,560	\$469,882
Transfer In-Penacook TIF	\$1,240	\$6,618	\$6,690	\$6,690	\$7,025
Transfer In-Golf Fund	\$74,950	\$76,440	\$76,560	\$76,560	\$76,650
Transfer In-Arena Fund	\$47,444	\$64,630	\$64,350	\$64,350	\$65,797
Transfer In-Solid Waste Fund	\$0	\$3,600	\$3,600	\$3,600	\$3,600
Transfer In-Water Fund	\$454,970	\$813,561	\$832,650	\$832,650	\$819,878
Transfer In-Wastewater Fund	\$560,361	\$915,849	\$951,705	\$951,705	\$1,029,243
Transfer In-Trust/Capital Reserve	\$150,703	\$93,000	\$80,000	\$60,000	\$0
Transfer In-Trust/Concord Calvary	\$15,000	\$15,000	\$15,000	\$15,000	\$13,000
Transfer In-Trust/Economic Dev	\$20,000	\$105,000	\$34,000	\$34,000	\$80,000
Transfer In-Trust/Flowers	\$4,000	\$8,000	\$6,000	\$6,000	\$5,500
Transfer In-Trust/Forest	\$0	\$1,067	\$51,500	\$53,700	\$20,000
Transfer In-Trust/General Care	\$95,789	\$92,158	\$122,000	\$122,000	\$118,000
Transfer In-Trust/Library	\$186,300	\$186,300	\$186,300	\$186,300	\$186,300
Transfer In-Trust/Self Insurance	\$149,523	\$185,168	\$20,000	\$20,000	\$420,000
Transfer In-Trust/Shrubs	\$700	\$1,419	\$0	\$0	\$1,500
Sub Total	\$2,562,364	\$3,535,955	\$3,354,490	\$3,335,790	\$3,816,177
Use of Fund Balance/Retained Earnings					
Budgetary Use of Fund Balance	\$0	\$0	\$930,000	\$0	\$0
Sub Total	\$0	\$0	\$930,000	\$0	\$0

2018 OPERATING BUDGET

GENERAL FUND REVENUE

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Motor Vehicle Registrations					
Motor Vehicle Registrations	\$6,123,498	\$6,497,093	\$6,275,000	\$6,468,000	\$6,389,000
Sub Total	\$6,123,498	\$6,497,093	\$6,275,000	\$6,468,000	\$6,389,000
Department Service Charges					
Salt Sales	\$35,984	\$12,514	\$30,000	\$30,000	\$30,000
Street Tree Sales	\$1,765	\$2,840	\$9,000	\$4,200	\$9,000
Timber Sales	\$30,529	\$27,410	\$7,500	\$26,000	\$30,000
MV State Agent Admin	\$122,667	\$124,773	\$120,000	\$121,000	\$120,000
MV Transportation Admin	\$19,401	\$19,680	\$19,000	\$19,000	\$19,000
MV Transportation Surcharge	\$174,605	\$177,089	\$172,000	\$174,000	\$173,000
MV Waste Disposal	\$19,662	\$19,916	\$19,000	\$19,000	\$19,000
Alarm Panel Plug In/Out	\$5,551	\$5,673	\$5,490	\$5,490	\$5,490
Master Alarm Box Connection	\$197,697	\$199,442	\$198,960	\$202,185	\$202,017
Advanced Life Support Intercept	\$6,588	\$4,392	\$1,647	\$1,647	\$1,647
Ambulance Service Charge	\$1,624,491	\$1,812,724	\$1,595,000	\$1,595,000	\$1,600,000
Recording Fees	\$4,880	\$5,265	\$6,000	\$3,500	\$4,000
Application Fee	\$21,484	\$20,862	\$19,032	\$20,740	\$21,450
Application for Appeal	\$16,208	\$21,498	\$19,000	\$19,000	\$19,000
Review Fee-Site Plans	\$41,730	\$39,664	\$30,000	\$40,000	\$35,000
Review Fee-Subdivision	\$9,578	\$9,100	\$9,000	\$9,000	\$9,000
Reports, Prints and Copies	\$21,337	\$18,800	\$19,350	\$23,050	\$20,350
Special Fire Duty Services	\$21,516	\$23,619	\$19,000	\$21,843	\$20,200
Recreation Player Fee-Facilities	\$6,112	\$0	\$0	\$0	\$0
Recreation Player Fee-Parks	\$6,956	\$5,797	\$6,230	\$5,000	\$6,000
Sundry Services	\$50,409	\$51,451	\$37,500	\$42,000	\$42,440
Police Patrol Services	\$6,260	\$4,759	\$4,650	\$7,500	\$5,800
Police Witness Fees	\$12,957	\$12,852	\$15,200	\$15,200	\$15,200
Special Police Duty Services	\$308,732	\$290,941	\$305,000	\$150,000	\$252,000
Interment	\$97,660	\$83,997	\$92,000	\$84,610	\$84,435
Cemetery Maintenance	\$2,416	\$2,405	\$3,500	\$1,740	\$2,000
Inventory Mark-up	\$7,952	\$15,264	\$15,400	\$15,400	\$15,400
Professional Service Mark-up	\$0	\$385	\$0	\$0	\$0
Overtime & Supply Charges	\$9,711	\$8,484	\$8,320	\$7,150	\$8,200
Miscellaneous Services	\$212,876	\$198,721	\$206,640	\$197,590	\$185,310
Non-Resident Library Fees	\$8,447	\$6,125	\$8,000	\$6,500	\$7,000
Camps	\$121,790	\$112,261	\$127,550	\$111,050	\$110,970
Aquatics Program	\$27,216	\$22,489	\$23,850	\$32,910	\$30,150
Lighting Charge	\$3,567	\$5,795	\$4,800	\$3,000	\$4,000
Concession Income	\$3,286	\$4,119	\$4,300	\$2,820	\$4,000
Sub Total	\$3,262,018	\$3,371,104	\$3,161,919	\$3,017,125	\$3,111,059

2018 OPERATING BUDGET

GENERAL FUND REVENUE

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Retiree Health Reimbursement					
NHRS subsidy for Retiree Health Ins	\$994,283	\$992,233	\$974,960	\$974,960	\$963,150
Retiree share of Health Ins	\$456,021	\$428,733	\$391,410	\$391,410	\$472,380
Sub Total	\$1,450,305	\$1,420,966	\$1,366,370	\$1,366,370	\$1,435,530
Other Revenue					
Cable TV Franchise	\$799,876	\$839,214	\$918,460	\$918,460	\$918,460
Finance Charges	\$1,296	\$5,733	\$2,500	\$2,000	\$2,000
Insurance Distributions & Credits	\$163,786	\$529,979	\$80,000	\$0	\$0
Contribution-Purchase of Lots	\$23,136	\$25,836	\$18,000	\$20,710	\$20,820
Contribution-Purchase of Niches	\$0	\$0	\$2,000	\$2,000	\$2,000
Reimbursements	\$18,423	\$24,444	\$18,000	\$15,000	\$15,000
Sale of Surplus Property	\$92,888	\$46,029	\$30,000	\$52,100	\$30,000
Miscellaneous	\$474,713	\$52,290	\$67,804	\$115,787	\$35,070
Advertising Revenue	\$18,700	\$5,500	\$5,500	\$5,500	\$5,500
Sub Total	\$1,592,817	\$1,529,023	\$1,142,264	\$1,131,557	\$1,028,850
Total Revenue	\$56,345,868	\$59,318,334	\$60,612,483	\$59,862,336	\$61,809,837

GENERAL FUND REVENUE

DESCRIPTION OF REVENUE DETAIL

The following items represent 85.8% of all General Fund revenues:

Property Taxes	\$39,029,446	63.1%
Motor Vehicle Registrations	\$6,389,000	10.3%
Transfer-In	\$3,816,177	6.2%
Intergovernmental - Rooms and Meals Tax	\$2,191,965	3.5%
Department Service Charges - Ambulance Service Charge	\$1,600,000	2.6%
TOTAL	\$53,026,588	85.7%

Property Taxes

FY 2018 property taxes account for approximately 63.1% of General Fund revenues. This represents a 3.4% tax rate increase over FY 2017. 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 2018 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, \$567,800 of tax revenue is estimated to be raised for tax abatements or overlay (\$300,000) and war service credits (\$267,800). Including overlay and war service credits, the FY 2018 total tax revenue is \$39,597,246, up from \$38,054,263 adopted by City Council for FY 2017. Please refer to the Resolution section for a comparison of FY 2017 versus FY 2018 budgetary tax rates.

Motor Vehicle Registrations

Revenue from motor vehicle registrations represents 10.3% 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.

Transfer In

The Transfer In portion of revenue represents 6.2% of all General Fund revenue. It is comprised of Municipal Overhead charges to most of the City's Enterprise and Special Revenue funds; General Services Overhead Charges to the Water, Wastewater, and Arena Funds; as well as Information Technology (IT) computer charges to the Parking, Airport, Golf, Arena, Water, and Wastewater Funds. Municipal Overhead and General Services Overhead is determined using a formula to calculate the overhead expenses and prorating to the applicable funds based on their percentage of budgets. The amounts may also be adjusted based on the Fund's financial position or ability to absorb an increase in any given year. The IT charges, small in comparison to the overhead charges, are based on a cost-per-computer formula, as applicable to the individual Funds.

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

GENERAL FUND REVENUE

Intergovernmental

Rooms and Meals taxes represent 3.5% of all General Fund revenue and are estimated to be equal to FY 2017.

Department Service Charges

Ambulance Service charges represent 2.6% of all General Fund revenue and is the fifth largest source of revenue for the fund. Revenue is projected primarily based on historical trends and 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 2018 will be the ninth 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>
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
2016	\$15,939,783	\$10,735,579

Source: 2007-2016 Comprehensive Annual Financial Reports

2018 OPERATING BUDGET

GENERAL GOVERNMENT

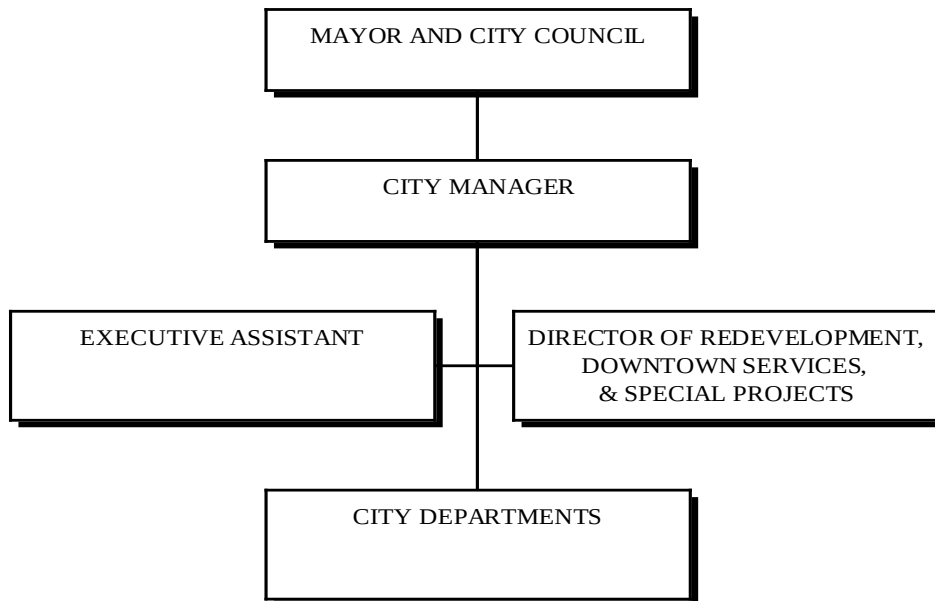
	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
City Manager	\$14,093	\$75,000	\$20,000	\$0	\$0
Legal	\$93,140	\$87,813	\$86,940	\$76,340	\$87,620
Assessing	\$735,526	\$719,313	\$703,179	\$714,298	\$716,546
Human Resources	\$103,119	\$146,644	\$35,000	\$35,000	\$35,000
Finance	\$45,208,389	\$46,517,403	\$48,675,719	\$48,251,583	\$49,488,673
City Clerk	\$98,473	\$90,491	\$81,800	\$86,540	\$83,340
General Overhead	\$4,458,199	\$4,942,610	\$4,325,145	\$4,245,145	\$4,750,960
Total Revenue	\$50,710,939	\$52,579,274	\$53,927,783	\$53,408,906	\$55,162,139
Expense					
City Manager	\$545,408	\$635,258	\$587,276	\$560,555	\$585,135
Legal	\$1,109,928	\$1,145,551	\$1,206,448	\$1,195,327	\$1,258,368
Assessing	\$699,209	\$629,279	\$638,027	\$668,955	\$657,979
Human Resources	\$397,024	\$497,589	\$507,397	\$508,278	\$530,939
Finance	\$1,931,997	\$2,071,454	\$2,180,641	\$2,114,021	\$2,169,585
Information Technology	\$633,284	\$775,303	\$914,308	\$860,690	\$891,435
City Council	\$26,003	\$31,075	\$42,664	\$36,383	\$40,654
City Clerk	\$356,948	\$424,551	\$445,337	\$428,662	\$411,217
General Overhead	\$10,548,050	\$11,705,082	\$11,281,095	\$10,681,646	\$11,470,742
Total Expense	\$16,247,851	\$17,915,143	\$17,803,193	\$17,054,517	\$18,016,054

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.

2018 OPERATING BUDGET

CITY MANAGER

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Miscellaneous	\$1	\$0	\$0	\$0	\$0
Transfer In-Trust/Capital Reserve	\$14,092	\$0	\$20,000	\$0	\$0
Transfer In-Trust/Economic Dev	\$0	\$75,000	\$0	\$0	\$0
Total Revenue	\$14,093	\$75,000	\$20,000	\$0	\$0
Expense					
Compensation	\$335,865	\$353,604	\$355,487	\$363,870	\$364,939
Fringe Benefits	\$131,183	\$135,272	\$129,809	\$117,552	\$137,260
Outside Services	\$71,624	\$65,995	\$95,620	\$72,793	\$76,556
Supplies	\$3,865	\$2,358	\$3,200	\$3,180	\$3,180
Insurance	\$2,870	\$3,030	\$3,160	\$3,160	\$3,200
Capital Outlay	\$0	\$75,000	\$0	\$0	\$0
Total Expense	\$545,408	\$635,258	\$587,276	\$560,555	\$585,135

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. CDBG Grant Applications	1	1	1	1
2. CDBG Grant Awards	1	1	1	1
3. Amount of CDBG Funding Requested	\$345,000	\$200,000	\$500,000	\$500,000
4. Amount of CDBG Funding Awarded	*\$345,000	\$200,000	\$500,000	\$500,000

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

2018 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 City Wide Multi-Generational Community Center and Facility Improvements, City Hall Complex Heating System, and Hooksett Turnpike and Birchdale Road Bridge Replacements.
3. Work with the Community Development Department 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. Work with Parks & Recreation Department staff, fully implement the planned reorganization, if approved by City Council.
6. Enhance public information accessibility, increase marketing outreach, and improve communications abilities throughout the organization.
7. 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.
8. Work with local, state, and federal authorities and organizations regarding the future planning of improvements to Interstate 93.

CITY MANAGER

2017 GOALS STATUS

1. Maintain or improve the City's financial position and bond ratings while managing a balanced budget.
9-Month Status: The City maintains an AA+ rating with Standard & Poor's, and continues to monitor and discuss with Standard & Poor's on how we can become an AAA rated community.
2. Complete priority infrastructure projects including, but not limited to: the Sewalls Falls Bridge, the Downtown Complete Streets Project, the Horseshoe Pond Watershed Study, and the Exit 16 Roundabout.
9-Month Status: The Sewalls Falls Bridge was substantively completed in November 2016. Final wearing course and the Heritage Park exhibit is anticipated to be completed in 2017. The Downtown Complete Streets Project (aka Main Street Project) was substantively finished in 2016. Although overhead wires were removed along South Main Street, some poles remain which will be removed in the spring of 2017. The various stakeholders in the Horseshoe Pond Watershed Study (relating to drainage concerns at the intersection of I-393 and North Main Street) met in late 2016 and are reviewing a proposed Memorandum of Understanding. The construction of the Exit 16 Roundabout began in the spring of 2017.
3. Work with Community Development to implement new economic development initiatives.
9-Month Status: Suzanne Pegg has been selected as the City's new Economic Development Director. Ms. Pegg will start with the City on May 1, 2017.
4. Begin implementation of a new financial Enterprise Resource Planning system for the organization, if funded by City Council.
9-Month Status: The City is currently in negotiations with a new ERP software vendor and plans to have a contract in place by early FY 2018.
5. Enhance public information accessibility, increase marketing outreach, and improve communications abilities throughout the organization.
9-Month Status: : A "Communications Collaborative" has been created, which consists of public information specialists from Parks & Recreation, the Library, Police, Fire, General Services, and City Administration. The "Collaborative" meets regularly to discuss initiatives and ideas for increasing/improving communications. City Administration is also, with an economic development focus, looking to improve citywide communications and marketing to more effectively present the City and its assets and services to residents, visitors, businesses, and site selectors. The City will work with the new Economic Development Director, Suzanne Pegg, to leverage her global marketing experience.
6. Working with Fire Department staff, fully implement the planned reorganization, if approved by City Council.
9-Month Status: This goal is complete. A permanent Deputy Chief of Operations was appointed in July 2016; an EMS Officer was appointed in October 2016; and the promotions of the Fire Marshal and Training Captain were finalized in December 2016.
7. Undertake the implementation of the Heights Community Center plan.
9-Month Status: A Request for Qualifications and Experience (RFQ&E) was prepared for the purpose of selecting a Construction Manager (i.e., General Contractor) for the project. A total of 11 responses to the RFQ&E were received on November 18, 2016. Five firms were short listed and interviewed on December 20th. Milestone Engineering and Construction was selected to be the Construction Manager for the project on January 5, 2017.

Since January, the Construction Manager has prepared budget estimates for the project and the design team has made minor refinements to the project. A "guaranteed maximum price" for the project is scheduled to be submitted by the Construction Manager in early April. Pending final pricing and available budget, construction is scheduled to begin in May 2017, and the facility is scheduled to be substantially completed on June 1, 2018.

CITY MANAGER

8. Implement the Strategic Parking Plan as approved by City Council.
9-Month Status: The Strategic Parking Plan was presented to the Parking Committee on June 27, 2016. Since June, the Parking Committee has held two public forums; one on August 18th and one on September 8th. In addition, the Committee has held approximately 12 workshop meetings since June 2016 to review the recommendations of the study, and potential modifications thereof. The Parking Committee last met on March 16, 2017 to review revised policy recommendations, as well as the accompanying financial pro forma. Pending the outcome of its April meeting, the Parking Committee has tentative plans to hold a public forum to present the final recommendations in May 2017. Following the forum, the Committee plans to meet again to further hone its recommendations based upon public input. The Committee tentatively plans to present its final recommendations, together with accompanying resolutions and appropriation resolutions (if required), to the City Council during the summer of 2017.

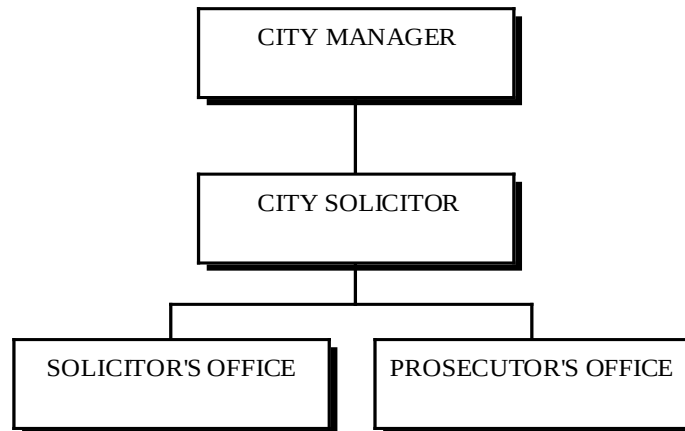
9. Apply for the maximum funding possible for housing and economic development related projects under the Community Development Block Grant (CDBG) Program as administered by the NH Community Development Finance Authority.
9-Month Status: In January 2017, the City applied for \$500,000 in Community Development Block Grant funds to support renovations to the Concord YMCA located on Warren Street. Funding was tentatively awarded by the New Hampshire Community Development Finance Authority in April. Presently, the grant award is awaiting final contract approvals by the Governor and Executive Council.

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.

2018 OPERATING BUDGET

LEGAL

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Multiple Local Governments	\$62,118	\$64,635	\$65,940	\$65,940	\$66,620
Reports, Prints and Copies	\$30	\$362	\$0	\$100	\$0
Court Ordered Payments-Legal	\$1,862	\$180	\$1,000	\$300	\$1,000
Fines For Code Prosecution	\$29,130	\$22,618	\$20,000	\$10,000	\$20,000
Miscellaneous	\$0	\$17	\$0	\$0	\$0
Total Revenue	\$93,140	\$87,813	\$86,940	\$76,340	\$87,620
Expense					
Compensation	\$674,767	\$705,660	\$740,327	\$739,550	\$779,246
Fringe Benefits	\$277,990	\$283,198	\$289,906	\$277,062	\$302,444
Outside Services	\$147,186	\$147,774	\$165,675	\$165,675	\$166,128
Supplies	\$3,925	\$2,910	\$4,000	\$6,500	\$4,000
Insurance	\$6,060	\$6,010	\$6,540	\$6,540	\$6,550
Total Expense	\$1,109,928	\$1,145,551	\$1,206,448	\$1,195,327	\$1,258,368

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Civil Litigation Cases	*21	*20	*25	*30
2. Tax Abatement Cases	*28	35	*40	*46
3. Tax Lien Mortgages (Research at Registry)	558	550	550	550
4. Tax Deed Mortgages (Research at Registry)	90	92	113	115
5. Tax Title Searched for Properties to be Deeded	662	600	663	665
6. Ordinances, Reports and Resolutions	18	16	65	70
7. Negotiated Union Contracts (out of 6)	1	1	3	2
8. Licenses, Agreements and MOUs	-	**60	74	75
9. Bankruptcy Matters (Claims Filed)	11	14	16	17
10. City Department/Public Body Westlaw Legal Research	-	***1,022	1,085	1,100
11. Financial Guarantees for City Projects/Developments	****37	27	35	36
12. Right-to-Know Requests	26	28	43	43
13. Complaints Filed/Reviewed			**3,100	3,100
14. Criminal Dispositions, Hearings, Proceedings	21,313	21,000	18,500	18,000
15. Juvenile Dispositions and Hearings	595	706	550	500
16. Administrative License Suspensions	206	206	200	200
17. Concord Code Enforcement	15	30	100	150

* Includes pending cases from prior years.

** New service indicator.

*** First year reported.

**** Does not include currently active guarantees.

LEGAL

2018 GOALS

1. The City Solicitor's Office will train selected Prosecutor's Office staff in workplace investigations.
2. The City Solicitor's Office will organize and archive closed files.
3. The City Prosecutor's Office will continue to work with the police departments and within the criminal justice system to combat illegal drug use and to appropriately address the crimes that result from the illegal drug trade and drug use.
4. The City Prosecutor's Office will work with the police departments to update them on the new laws and changes in existing laws to ensure that the new and experienced officers have the legal assistance necessary to effectively do their job, in light of the understaffed nature of all the departments.
5. The City Prosecutor's Office will continue to provide competent, intelligent and professional prosecution services to the police departments and citizens we serve in order to maintain our reputation as one of the safest states in the nation.

2017 GOALS STATUS

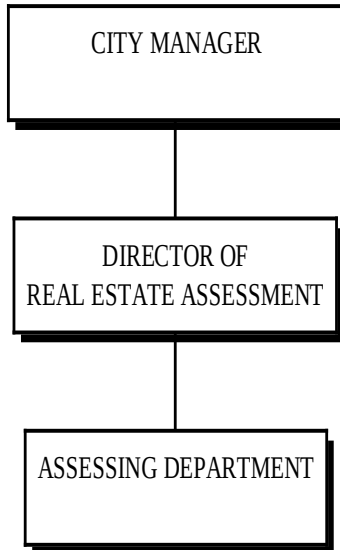
1. Organize and create a database for Legal research files.
9-Month Status: The Legal Department organized and created a database for Legal research files.
2. Provide Right-to-Know law training to City Boards and Commissions.
9-Month Status: In October of 2016, the Legal Department provided Right-to-Know law training to the Planning Board.
3. Review and prepare recommendations for a citywide policy and fees when responding to electronic Right-to-Know requests.
9-Month Status: The Legal Department reviewed and prepared 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.
9-Month Status: The initial training is complete but this is an ongoing process. New officers now spend a morning with the prosecutors in court as part of the field training.
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.
9-Month Status: The Prosecutor's Office has filed over 100 motions to destroy or return evidence. The Bow Police Department's evidence room is almost up to date. We will continue to assist the Concord Police Department with this, but it will likely be a 5 to 10 year plan as their evidence room contains decades of evidence seized in now closed cases, as well as found property or property held for various other reasons.
6. Work with Finance Department to determine the feasibility of self-insuring for property/liability and workers compensation insurances.
9-Month Status: The Legal Department worked with the Finance Department to examine the feasibility of self-insuring for property/liability and workers compensation insurances.

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.

2018 OPERATING BUDGET

ASSESSING

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Timber Tax	\$29,574	\$29,102	\$15,000	\$17,725	\$15,000
Payment-In-Lieu of Tax	\$704,089	\$689,129	\$687,086	\$695,630	\$700,503
Excavation Activity Tax	\$804	\$240	\$200	\$100	\$200
Forest Loss Reimbursement	\$393	\$400	\$393	\$393	\$393
Miscellaneous	\$666	\$442	\$500	\$450	\$450
Total Revenue	\$735,526	\$719,313	\$703,179	\$714,298	\$716,546
Expense					
Compensation	\$383,950	\$358,202	\$380,170	\$374,210	\$396,044
Fringe Benefits	\$195,475	\$187,296	\$195,104	\$187,891	\$198,858
Outside Services	\$114,614	\$78,305	\$55,403	\$98,214	\$56,117
Supplies	\$1,740	\$2,144	\$3,700	\$4,990	\$3,700
Insurance	\$3,430	\$3,330	\$3,650	\$3,650	\$3,260
Total Expense	\$699,209	\$629,279	\$638,027	\$668,955	\$657,979

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Building Permits Processed	462	531	500	550
2. Building Permits Inspected	388	443	360	380
3. New Homes Added	28	49	30	35
4. New Parcels Added	16	45	20	20
5. Deed Changes Processed	536	645	600	600
6. Sales Reviews Conducted	643	483	600	630
7. Appeals: BTLA & Superior Court	25	19	25	25

2018 GOALS

1. Complete a statistical update for all property for market value as of April 1, 2017.
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.

2017 GOALS STATUS

1. Complete a statistical update for all property for market value as of April 1, 2016.
9-Month Status: Completed.

ASSESSING

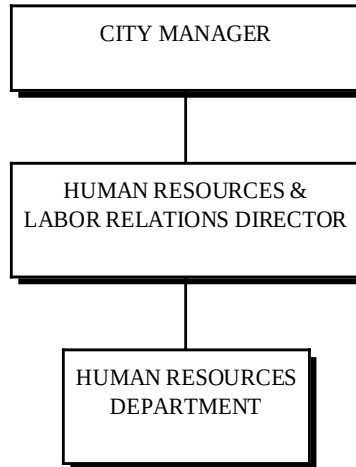
2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
9-Month Status: Milestone one and two of the phase IV parcel mapping project has been completed.
3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.
9-Month Status: New applications for the 2017 tax year have been received for: 1) Concord Regional Visiting Nurse Association, Inc. - 30 Pillsbury Street; 2) Granite State Baptist Church of Concord - 236 Sheep Davis Road; 3) Grace Episcopal Church – 28 Eastman Street.

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.

2018 OPERATING BUDGET

HUMAN RESOURCES

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Medicare D Reimbursement	\$103,119	\$116,609	\$0	\$0	\$0
Donations	\$0	\$30,000	\$35,000	\$35,000	\$35,000
Miscellaneous	\$0	\$34	\$0	\$0	\$0
Total Revenue	\$103,119	\$146,644	\$35,000	\$35,000	\$35,000
Expense					
Compensation	\$243,209	\$279,645	\$287,058	\$287,929	\$300,342
Fringe Benefits	\$99,041	\$117,675	\$119,281	\$119,311	\$130,347
Outside Services	\$49,825	\$93,589	\$94,998	\$94,978	\$93,970
Supplies	\$2,770	\$4,440	\$3,700	\$3,700	\$3,680
Insurance	\$2,180	\$2,240	\$2,360	\$2,360	\$2,600
Total Expense	\$397,024	\$497,589	\$507,397	\$508,278	\$530,939

Note: Beginning in FY 2016, revenue and expenses related to operation of the City's Wellness Program are reflected here. Additionally, beginning 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>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Recruitments Conducted	48	50	78	80
2. Wellflex Enrollments	412	440	430	440
3. Wellflex Completions	67	90	70	100
4. Training Programs Conducted	44	45	59	35

2018 GOALS

1. Implement a new ERP system for Human Resources to include a self-service module for use by employees to make personal information updates, print pay stubs, and enroll in benefits.
2. Increase utilization of social media for recruitment efforts.
3. Research safety database replacement options and implement program changes based on database functionality.
4. Begin a "stay" interview program to identify and address employee concerns before retention is impacted.

HUMAN RESOURCES

2017 GOALS STATUS

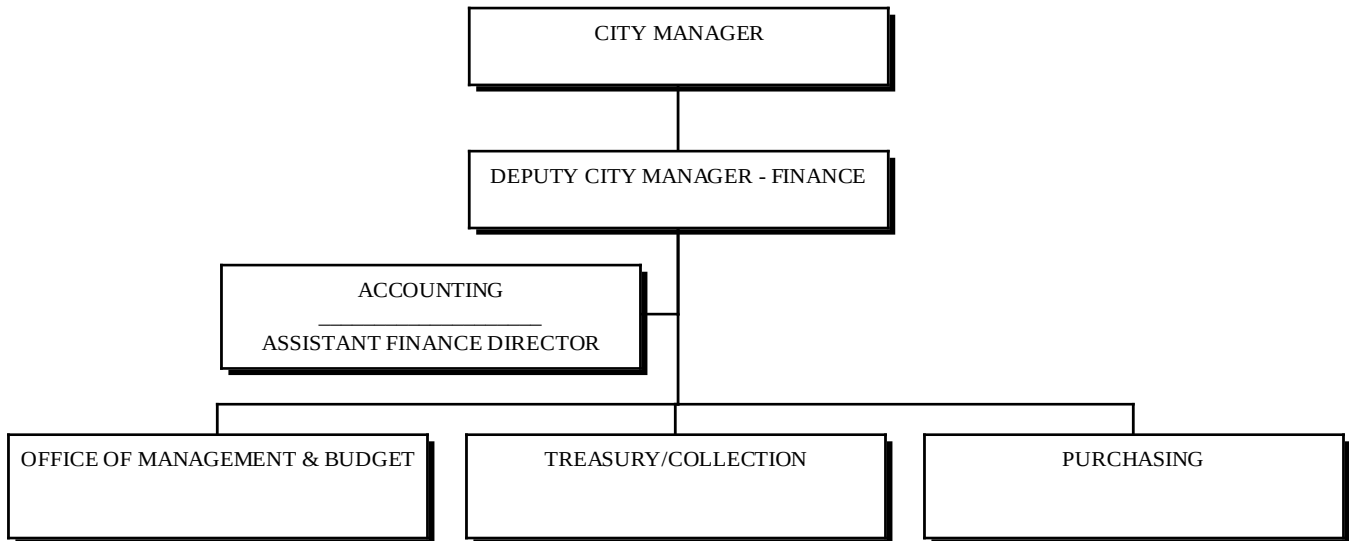
1. Have 90% of employees attend training related to safety or policy compliance.
9-Month Status: 95% of employees have attended training, primarily CPR and AED training and Preventing Discrimination in the Workplace.
2. Have 80% of supervisory staff participate in development activities.
9-Month Status: 70% of supervisory employees have participated in development activities. This percentage does not contain staff development training, which supervisors may have attended through their own professional associations.
3. Maintain employee retention rate of 97% excluding retirements and reduction in force.
9-Month Status: Our retention rate is currently at 96%. A changing economy and dynamic workforce has contributed to more job mobility for our employees. We have an exit interview program that provides insight when employees leave the organization. In FY 2018, we will begin a “stay” interview program to identify retention risks before it leads to turnover.
4. Implement cost saving initiatives for workers compensation based on type and frequency of claims.
9-Month Status: Detailed information regarding workers compensation cost saving initiatives is located in the JLMC Year in Review report submitted to the City Manager annually. Highlights from this report include:
 - Workers Compensation Claim reimbursements from the New Hampshire’s Secondary Injury Fund in the amount of \$51,999;
 - Prime status enrollment savings of over \$30,895 in insurance premiums;
 - Occupational Health and Urgent Care Clinic promotion equated to a 5% decrease in emergency room initial visits;
 - A 30% decrease in the frequency of workers compensation claims in calendar year 2016 (fiscal year trending is 27%).
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.
9-Month Status: Department staff is participating on the ERP team to source a viable system. It was determined that our current system is not able to be updated to allow for a self-service module.
6. Increase utilization of online business oriented networking sites like Linked In for all job postings.
9-Month Status: While Linked-In has been examined; it is a cost prohibitive service. The Department has used Facebook boosting to promote open positions, as well as Twitter and Indeed. The Department also uses local online boards like NHMA, Primex, the Greater Concord Chamber of Commerce, and NH Employment Security to advertise job postings. The Department uses less and less print media, as viewership continues to decrease. Sourcing local talent continues to be a challenge.

FINANCE

MISSION

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

FINANCE DEPARTMENT ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

1. The Accounting Division processes weekly payroll and accounts payable; maintains the General Ledger and subsidiary ledgers for all City Funds; prepares monthly and quarterly financial statements; works with the NH Department of Revenue Administration on tax rate setting; and works with external auditors on the annual audit.
2. The Office of Management and Budget (OMB) coordinates and works with departments on the preparation of the annual budget, and develops the compensation, fringe benefits, insurances, and utilities budgets; monitors budget performance; prepares supplemental budget appropriations; forecasts trends; and works with departments to develop more efficient fiscal processes and procedures.
3. The Treasury/Collections Division handles automobile registrations, cash collection and management, trust funds, property tax billing and collection, bond rating, bond sales and debt service management.
4. The Purchasing Division meets the purchasing needs of all City departments and encourages open competition that is fair, ethical and efficient.

2018 OPERATING BUDGET

FINANCE

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Property Taxes-2015	\$34,767,887	\$0	\$0	\$0	\$0
Property Taxes-2016 on	\$0	\$35,923,057	\$37,484,056	\$37,597,670	\$39,029,446
Railroad Tax	\$1,609	\$2,781	\$2,736	\$2,736	\$2,000
Motor Vehicle Registrations	\$6,123,498	\$6,497,093	\$6,275,000	\$6,468,000	\$6,389,000
Interest Costs and Penalties	\$614,213	\$665,885	\$425,000	\$560,000	\$425,000
Rooms and Meals Tax	\$2,053,492	\$2,042,723	\$2,191,965	\$2,191,965	\$2,191,965
Highway Block Grant	\$764,379	\$863,882	\$862,762	\$862,762	\$862,762
Share of Debt Service	\$36,499	\$0	\$0	\$0	\$0
MV State Agent Admin	\$122,667	\$124,773	\$120,000	\$121,000	\$120,000
MV Transportation Admin	\$19,401	\$19,680	\$19,000	\$19,000	\$19,000
MV Transportation Surcharge	\$174,605	\$177,089	\$172,000	\$174,000	\$173,000
MV Waste Disposal	\$19,662	\$19,916	\$19,000	\$19,000	\$19,000
Investment Income	\$56,135	\$102,606	\$111,200	\$111,200	\$225,000
Finance Charges	\$1,296	\$5,733	\$2,500	\$2,000	\$2,000
Sale of Surplus Property	\$92,888	\$46,029	\$30,000	\$52,100	\$30,000
Miscellaneous	\$346,959	\$6,158	\$500	\$40,150	\$500
Advertising Revenue	\$13,200	\$0	\$0	\$0	\$0
Budgetary Use of Fund Balance	\$0	\$0	\$930,000	\$0	\$0
Transfer In-Trust/Capital Reserve	\$0	\$20,000	\$30,000	\$30,000	\$0
Total Revenue	\$45,208,389	\$46,517,403	\$48,675,719	\$48,251,583	\$49,488,673
Expense					
Compensation	\$1,193,169	\$1,243,257	\$1,291,940	\$1,238,190	\$1,302,756
Fringe Benefits	\$482,711	\$537,421	\$564,551	\$540,319	\$581,027
Outside Services	\$211,593	\$220,117	\$235,577	\$248,919	\$229,079
Supplies	\$33,893	\$39,216	\$46,983	\$45,003	\$45,153
Insurance	\$10,630	\$10,790	\$11,590	\$11,590	\$11,570
Capital Outlay	\$0	\$20,516	\$30,000	\$30,000	\$0
Miscellaneous	\$0	\$136	\$0	\$0	\$0
Total Expense	\$1,931,997	\$2,071,454	\$2,180,641	\$2,114,021	\$2,169,585

2018 OPERATING BUDGET

FINANCE

<u>SERVICE INDICATORS</u>	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Projected</u>
1. Collection Rate as a % of Current Levy	98.5%	98.5%	98.5%	98.5%
2. Total Number of Motor Vehicle Registrations	44,680	44,878	45,000	45,000
3. Bond Rating – Moody's/S&P	Aa1/AA+	Aa1/AA+	Aa1/AA+	Aa1/AA+
4. Number of Purchasing Transactions	7,409	8,065	8,000	8,000
5. Dollar Value of All Purchasing Transactions	\$41,711,105	\$46,509,471	\$40,000,000	\$40,500,000
6. Direct Deposit Participation Rate	82%	82%	82%	82%

2018 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 Government Finance Officers Association (GFOA) Budget award.
4. Finalize contract negotiations and begin implementation phase of new financial Enterprise Resource Planning (ERP) software.
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.

2017 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, 2016 was 98.5%. The collection rate for the year ending June 30, 2017 is anticipated to be 98.5%.
2. Continue to maintain or improve the City's current bond ratings.
9-Month Status: The City maintains an AA+ rating with Standard & Poor's and continues to monitor and discuss with Standard & Poor's on how we can become AAA rated community.
3. Apply for and achieve the Government Finance Officers Association (GFOA) Budget award.
9-Month Status: In November of 2016, the City received notification that it had been awarded the GFOA Distinguished Budget Presentation Award.
4. Provide data and analysis that will help make informed decisions in the preparation of a balanced budget.
9-Month Status: Business Analytics continues to be used to provide analysis of financial transaction data from the City's ERP system. Financial models can be updated quickly with historical data, as well as budget development data.
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 City's Purchasing staff is currently working with the NH Municipal Purchasing Manager's Group, NHGFOA, and the State of NH Purchasing Office to identify additional opportunities for cooperative purchasing.

FINANCE

6. Develop and implement a closeout process for the City's Grants and Donations Fund.
9-Month Status: The implementation of a closeout process for the City's Grants and Donations Fund was put on hold due to staff turnover and extended position vacancies. While the Grants and Donations Fund is being reviewed, a formal closeout process will be developed and included as part of the implementation of the City's new ERP System.

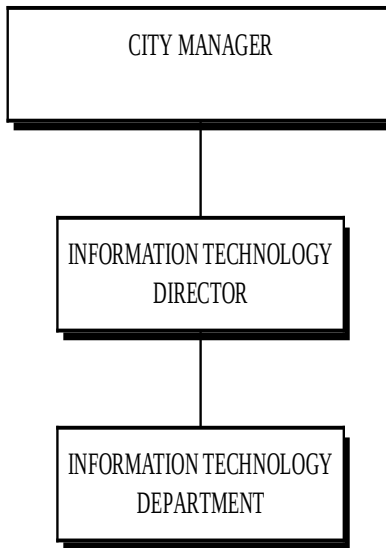
7. Evaluate, select and begin implementation of new financial Enterprise Resource Planning (ERP) software, pending funding approval by City Council.
9-Month Status: The City is currently in negotiations with a new ERP software vendor and plans to have a contract in place by early FY 2018.

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

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Expense					
Compensation	\$437,674	\$440,742	\$517,549	\$502,150	\$521,861
Fringe Benefits	\$190,335	\$196,051	\$238,649	\$200,510	\$213,054
Outside Services	\$226	\$132,473	\$152,080	\$152,000	\$150,670
Supplies	\$1,370	\$2,007	\$1,800	\$1,800	\$1,800
Insurance	\$3,680	\$4,030	\$4,230	\$4,230	\$4,050
Total Expense	\$633,284	\$775,303	\$914,308	\$860,690	\$891,435

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>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Number of support calls	3,800	3,600	4,000	3,800
2. Network availability - estimated percentage	99.0%	99.6%	99.3%	99.7%
3. Average website visitors per month	21,000	30,000	33,000	34,000
4. Number of employee systems supported	458	478	478	482
5. Average age of hardware systems	3.40	4.40	2.10	2.80

2018 GOALS

1. Replace Police mobile apparatus with mobile scan/print modules and new hardware.
2. Support migration and implementation of Enterprise Resource Planning system.
3. Audit, design, and replace legacy backup software program.
4. Design and support communications for new multi-generational community center, including physical security systems.
5. Support Library migration to new circulation automation systems.

2017 GOALS STATUS

1. Support the planning, acquisition, and implementation of a replacement Enterprise Resource Planning (ERP) system.
9-Month Status: Partially completed. The Department has managed the demonstrations and communications for all financial, personnel, tax, and water billing modules of the ERP vendors, including onsite visits. Currently the new ERP system is in contractual negotiations.
2. Replace legacy infrastructure data storage with new Storage Area Network for hosting Virtual Server environment.
9-Month Status: Completed. A new ninety-six terabyte redundant hybrid storage system has been installed for use across the infrastructure by all departments.
3. Replace Fire Apparatus mobile units.
9-Month Status: Not completed. Scheduled for purchase and implementation in May 2017.

INFORMATION TECHNOLOGY

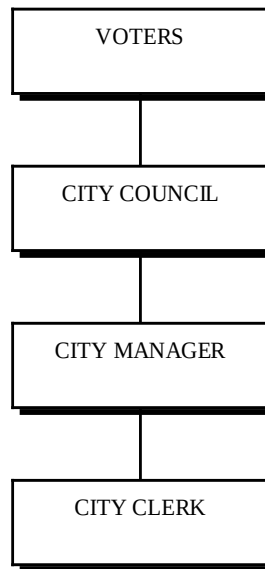
4. Upgrade 90% of City desktop phones to Voice Over Internet Protocol (VOIP) technology.
9-Month Status: Completed. All phones were migrated to our NEC 8300 VOIP switch technology. Peripheral technologies replaced included our call accounting, automated call distribution, and analog alarm systems.
5. Replace end of life Internet firewall with current technology.
9-Month Status: Completed. The City has installed and migrated to a new state-of-the-art firewall system with a web filtering application and a lifecycle of 7 years.

CITY COUNCIL

MISSION

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

CITY COUNCIL ORGANIZATIONAL CHART



2018 OPERATING BUDGET

CITY COUNCIL

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Expense					
Compensation	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Fringe Benefits	\$1,233	\$1,244	\$1,254	\$1,245	\$1,254
Outside Services	\$5,216	\$12,905	\$24,000	\$17,728	\$22,000
Supplies	\$3,403	\$775	\$1,250	\$1,250	\$1,250
Insurance	\$150	\$150	\$160	\$160	\$150
Total Expense	\$26,003	\$31,075	\$42,664	\$36,383	\$40,654

CY 2016-2017 PRIORITIES

Members of City Council met on January 25, 2016 to discuss and set priorities for CY 2016 and 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 2016-2017 GOALS STATUS

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

- a) Collective Bargaining/Contract Negotiations: The City's negotiating team has finalized an agreement with the United Automobile Workers (UAW), which provides for 2.25% cost of living adjustments in the next three years. The City is currently negotiating a contract with the International Association of Firefighters (IAFF), whose current contract expires on June 30, 2017.
- b) Health Insurance Costs: Harvard Pilgrim gave the City a not-to-exceed (NTE) rate increase of 13.4% in December 2016. The City worked with Harvard Pilgrim on reducing this amount to an increase of 5.9%. We continue to look at plan design changes to further reduce this increase.

On July 1, 2016, all City employees began 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 have reduced overall health insurance costs and share part of the responsibility with employees.

The City moved retirees over the age of 65 to a new Medicare Enhanced plan that does not cover prescriptions and is one third of the cost. A supplemental drug plan was added, through Aetna, which is a Part D Medicare plan. This change reduced the monthly premium from \$477 to \$318, 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.

Two significant changes were made to the Zoning ordinance to facilitate the development and redevelopment of property. The first, which was approved by City Council in 2015, eliminated the 60% open space requirement for minor subdivisions, addressing what was considered a particularly onerous regulation for property owners in Concord. In May 2016, the Council also voted to support a recommendation to alter the base thresholds that trigger minor site plan review in cases where no change to the site is actually proposed and there is virtually no impact to the surrounding neighborhood. Additional changes were also subsequently made to the requirements for ADR application reviews within the ordinance, all with a goal of improving efficiency and effectiveness during the redevelopment review process.

On June 6, 2016, the City Council adopted the FY 2017 budget, which included funding for the creation of a new Economic Development Director for the City. After a nationwide search, Suzanne Pegg, Vice President for Global Business Development and Marketing for the Pittsburgh Regional Alliance, was selected for this position. Ms. Pegg will start with the City on May 1st.

At its March 2017 meeting, Council approved a \$15,000 match for a Business Incubator Needs Assessment in partnership with CRDC, the Greater Concord Chamber of Commerce, Merrimack County Savings Bank, and the New Hampshire Business Finance Authority.

CITY COUNCIL

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 City Administration. The “Collaborative” meets regularly to discuss initiatives and ideas for increasing/improving communications.

City Administration is also, with an economic development focus, looking to improve citywide communications and marketing to more effectively present the City and its assets and services to residents, visitors, businesses and site selectors. The City will also work with the new Economic Development Director, Suzanne Pegg, to leverage her global marketing experience.

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. The Department’s Facebook page has 3,353 followers (up from 3,312 last quarter), and its Twitter account has 971 followers (up from 909 last quarter). Featured information for the third quarter of FY 2017 included poisoning prevention week, storm damage hazards, drug and alcohol addiction treatment resources, and the annual Fire Department awards ceremony, as well as information on major fires in the community on Eldridge Street and on Garvins Falls Road.

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 third quarter of FY 2017, the General Services Department promoted their winter operations procedures (including several parking ban alerts), Christmas tree collection, persisting drought conditions, the energy audit program at the wastewater treatment facilities, ice skating at Everett Arena, road load limit postings, EPA WaterSense’s “Fix a Leak” Week, and World Water Day. The Department also held a promotion for their General Gazette newsletter with an incentive for new subscribers with a chance to win a bundle of Pay-As-You-Throw trash bags. As of March 31, 2017, the Department has 1,339 Facebook likes, 396 Twitter followers, 25 Google+ followers, and 60 YouTube subscribers. In addition, the General Services Department has 7,247 total subscriptions to the Alert Center, Notify Me, and News Flash modules on the City website, which is used regularly to alert the community of related events. Approximately 61 press releases have been published by the local media during the third quarter.

Human Resources: During the third quarter of FY 2017, the Department posted six new full-time (FT), permanent part-time (PPT), and part-time (PT) job vacancies; multiple temporary summer positions for Parks & Recreation; and two rosters for public safety jobs. This totaled 19 new postings, of which 12 were carried forward from 2016.

During the third quarter of FY 2017, 13 new employees (FT, PPT, and PT) were hired. There was an average of 76 days from post to hire. This statistic does not include temporary hires or roster posting.

The Department continues to use its standard resources (Primex, NHMA, Concord Monitor, Indeed) for promoting job postings, with the addition of the Concord Chamber of Commerce and Facebook. It is difficult to quantify if these new sources create a qualified candidate stream, however, they clearly increase our visibility and community engagement. At no or minimal cost, this is a positive trend.

CITY COUNCIL

As an example, a Police Officer roster posting was boosted on Facebook from March 16 through March 31 at a cost of \$26.78. The analytics indicated a positive engagement trend, with most activity occurring during the initial 10 days. The post was reached by 12,580 people, of which 5,003 were reached organically (meaning through the nature of social media friends of friends, if a user has liked the City's page, etc.) and 7,847 were reached through the paid boost (meaning that the cost paid used demographic data to target the post to users who had similar interests, lived in the area, expressed an interest in this type of work, etc.). This job vacancy resulted in 799 post engagements to include 39 post shares and 77 reactions to the post (44 to ours, 33 to shares, the remaining engagements were achieved through opening the post in a newsfeed). As a result of this activity, the City garnered 30 new Facebook page likes, compared to 13 for the prior 15 day period. The Department will continue to seek new and affordable methods to promote our talent needs.

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 of Library programs, and a Facebook page is also maintained. The Library recently launched Instagram and Twitter accounts to market to a new demographic of patrons. The Library also makes great use of the News Flash feature of the City website. The Library has added a voluntary sign-up to receive marketing emails that promote Library services. In addition, the Library has increased the publication of its newsletter from a bi-monthly basis to a monthly basis. A monthly program bookmark is being placed, on a trial basis, in all outgoing holds and interlibrary loans. The Library has reinstituted the hanging of posters at local downtown businesses; and has increased its posting frequency on all social media, added scheduled evening and weekend posts, and is assessing when it has the most success with patron engagement. The Library has also begun to utilize local Concord history more in its social media marketing. The Library is working with the Library Foundation to promote this year's Concord Reads title: *Adrift: 76 Days Lost at Sea*, which culminates with an author presentation on April 20th at Red River Theatres. As of March 2017, children that are Library cardholders can fill out an online request to have an item of their choice color printed for free on the Library's new 3D printer.

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 upcoming Department programs and events. The content of the brochures is also posted on the Parks & Recreation website. The Department maintains a very active Facebook page, with over 2,600 followers. The Department also creates a monthly newsletter for the website, weekly news releases for the 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 at the City Auditorium.

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 also maintains a very active Facebook page for the golf course, with over 1,600 followers. 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 about the Department to the public and to keep the public informed of events occurring within the City. The Department's website includes many pages with valuable information, including guidance on how to obtain reports and other services that the Department provides. The site also provides notification on upcoming hiring processes, drug take-back days, upcoming citizen police academies, and other events. In addition, all Police Department press releases are placed on its web page. The Police Department's Twitter page has approximately 1,560 followers, and its Facebook page has approximately 2,500 followers. Both of these venues are used to disseminate information regarding Department and/or City events and provide emergency information as necessary.

CITY COUNCIL

The Police Department also 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 calendar year 2016, over 370 tips were received, leading to the arrest of 37 individuals.

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 the “Coffee with a Cop” program. 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 eight “Coffee with a Cop” events at different locations throughout the City. All of these events have been well received by the public and business owners.

During the 2015-2016 school year, and continuing with the 2016-2017 school year, the Police Department took part in two 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. Both of these programs are continuing during the current school year.

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 provides a woman with the knowledge to make an educated decision about resistance.

With the growing number of mass shooting incidents occurring across the country, the Police Department has been offering CRASE (Civilian Response to an Active Shooter Event) training to all local businesses and schools. This training teaches participants how to react during an active shooter incident. The training also helps those businesses or establishments come up with an action plan should an incident occur at their location.

The Police Department partnered with the NH Food Bank to sponsor several food drives during the month of September 2016, which was Food Action Month. Participants were challenged to “Help Stuff a Cruiser”. Three local charities were the benefactors of the food drives. Over three tons of food was collected and \$1,430 was raised.

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 also has a representative participating on the Merrimack County Drug Court Team, which is working on implementing a Drug Court as part of the Merrimack County Superior Court. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city. During calendar year 2016, the Department made 318 arrests of individuals with illegal drug related charges. This is a 23% increase in the number of drug-related arrests over calendar year 2015.

CITY COUNCIL

Additionally, during the fall of 2016, the Police Department received a grant award in the amount of \$75,000 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Hammer). These funds have been utilized by the Department to cover overtime costs to conduct illegal drug investigations in the City and surrounding towns.

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 that 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. Additionally, all officers are encouraged to participate in community engagement activities. The success of the Police Department in providing the safest community possible is dependent upon a cooperative effort between the Department and the community as a whole.

In an attempt to strengthen its partnership with the refugee/New American community, the Police Department has held several Q&A type meetings with the refugee/New American community to address any questions or concerns they may have relating to the community, local and state laws, and the Police Department. With the assistance of the NH Department of Motor Vehicles, the Police Department implemented a driver training course to assist those having difficulty obtaining a driver's license due to language and cultural obstacles. This continues to be a work in progress. The Department also looks forward to working with the new administration of the New American Africans to further the partnership between the police and the refugee/immigrant community.

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. During the third quarter of FY 2017, the partnership with Riverbend was implemented. The Fire Department is also actively pursuing ways to communicate with residents about the treatment options available for substance abuse.

The Fire Department also supported the cold weather shelter at the former St. Peter's Church through working with the Red Cross to provide cots and assuring that the facility continues to meet applicable safety regulations.

GOAL 5. PARKING MASTER PLAN / IMPLEMENTATION MEASURES

The Strategic Parking Plan was presented to the Parking Committee on June 27, 2016. Since June, the Parking Committee has held two public forums; one on August 18th and one on September 8th. In addition, the Committee has held approximately 12 workshop meetings since June to review the recommendations of the study and potential modifications thereof. The Parking Committee last met on March 16, 2017, to review revised policy recommendations, as well as the accompanying financial pro forma. The Parking Committee's next meeting is on April 27th. Pending the outcome of that meeting, the Parking Committee has tentative plans to hold a public forum to present the final recommendations in May. Following the forum, the Committee plans to meet again to further hone its recommendations based upon public input. The Committee tentatively plans to present its final recommendations to the City Council, together with accompanying resolutions and appropriation resolutions (if required), in June/July 2017.

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.

CITY COUNCIL

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.

In December 2016, the City Council authorized the City Manager to work with the legislative delegation to draft amendments to RSA 231 and RSA 261, concerning alternative funding mechanisms for the construction, repair, maintenance, administration, and enforcement of parking facilities and parking meters.

GOAL 7. ENHANCED COMMUNITY EVENT OPPORTUNITIES

The Mayor established an Ad-Hoc City Council Committee to review the process, costs and revenues associated with community events. The committee held several meetings and accepted input from local event organizers. A report to Council was submitted in early 2017. Recommendations included holding a LEAN event to streamline the current permitting process. This LEAN event is scheduled for the fourth quarter of FY 2017.

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

PROJECT 1. MAIN STREET COMPLETE STREETS PROJECT

This transformative project was substantially completed in 2016. A few remaining light poles on South Main Street, in the area between FIT Outfitters and Thompson Street, are scheduled for removal in the spring of 2017. Some punch list items will also be completed in the spring.

PROJECT 2. CITYWIDE MULTI-GENERATIONAL COMMUNITY CENTER

On April 11, 2016, the City Council approved a \$7.1 million plan for a new city-wide multigenerational community center at the site of the former Dame School located at 14 Canterbury Road (CIP #443). As part of its approval, the Council appropriated \$6.55 million of supplemental funding for design and construction. A contract for design services was executed on May 23, 2016. Permitting for the project has also been completed. Specifically, the project received its FAA approvals on October 19, 2016; the Planning Board completed its RSA 674:54 review of the project on November 16, 2016; and the Heritage Commission approved the City's Notice of Intent to demolish portions of the former elementary school, as well as the Gamble property.

A Request for Qualifications and Experience (RFQ&E) was prepared for the purpose of selecting a Construction Manager (i.e., General Contractor) for the project. A total of 11 responses to the RFQ&E were received on November 18, 2016. Five firms were short listed and interviewed on December 20th. Milestone Engineering and Construction was selected to be the Construction Manager for the project on January 5, 2017.

Since January, the Construction Manager has prepared budget estimates for the project and the design team has made minor refinements to the project. A "guaranteed maximum price" for the project is scheduled to be submitted by the Construction Manager in early April. Pending final pricing and available budget, construction is scheduled to commence in May 2017, and the facility is scheduled to be substantially completed on June 1, 2018.

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

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

CITY COUNCIL

In April 2016, City staff provided a report and presentation to the City Council on the impact of invasive insect species within the City. 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 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 continue to work closely to protect the City's interests in this matter.

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: Final cleanup of the 4.04 acre former Penacook Mill/Amazon Realty site located at 35 Canal Street was completed in September 2014. In January 2015, the City issued a Request for Proposals for the purpose of engaging a commercial real estate broker to market the property. In March 2015, the City engaged the NAI Norwood Group of Bedford, NH, to market the property. To support marketing efforts, the City engaged a design team which prepared conceptual site plans depicting how the property could potentially be redeveloped. Following the completion of development concepts and a comprehensive marketing package, the property was put on the market in August 2015 with an asking price of \$540,000. On November 29, 2017, the Caleb Development Corporation submitted a proposal to acquire approximately 2.5 acres of the remaining former Allied Leather Tannery site for the sum of \$540,000 (a full price offer) from the City for the purpose of developing a 54-unit affordable housing project. The proposal has remained confidential during the ensuing months to allow the City sufficient time to complete due diligence, as well as negotiate a Purchase Option Agreement. The Purchase Option was submitted to City Council on April 10, 2017, and set for public hearing on May 8th. The remaining 1.5 +/- acres of the site will be retained by the City for a potential future riverfront park.

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 storefronts. The City contributed \$200,000 to the financing package through its Revolving Loan Program. Further, the City has supported the project with a RSA 79-E Tax Relief Incentive benefit (valued at \$315,000), and a license for installation of balconies over the City's adjacent streets. The City is in discussions with the developer regarding use of municipal parking to support the project. The project was completed in March 2017.

In June 2016, the Planning Board approved the site plan and subdivision for the Bienvenue project, which will convert the former Sacred Heart Church to 10 condominiums. This project has garnered significant interest, as its units will push the price point for downtown residential living in Concord. Completion is expected in June.

The City has also received interest from other parties seeking to acquire other older buildings in the downtown area for conversion to market rate apartments.

- d) North Central Corridor/Storrs Street Connection & South End Rail Yard: Using budget surplus associated with the recent cleanup of the former Tsunis property, the Engineering Services Division engaged a design consultant to commence the preliminary design process. The initial review of the commensurate I-93 Bow/Concord project alternatives, however, has illustrated that the City may be best served to delay the

CITY COUNCIL

Storrs Street extension project until the State has a firmer grasp on its preferred I-93 alternative for the area in between Exits 14 and 15. The State is aware of the City's preference to maximize developable land in this general area.

ONGOING INITIATIVE 1. SEWALLS FALLS BRIDGE

Construction was completed in the fall of 2016. A final wearing course and the adjacent Heritage Park area will be finished in 2017.

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

The City Council, at its September 2016 meeting, voted to no longer pursue the three lane conversion and instead make safety improvements via driveway access management and re-paving. Paving is expected to start in late June/early July and take four weeks. Work will be done overnight.

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

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

- In the fall of 2016, the Department worked with the newly formed NH Squash Association and St. Paul's School to offer new community sports leagues utilizing the indoor squash courts at St. Paul's School.
- 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 Skateboard Park.
- The Senior Citizen Program continues to expand, due, in part, to partnerships with the Concord Regional Visiting Nurses Association, the 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, Black Ice Pond Hockey, and Friends of White Park to offer several special events around the City.

The Concord Public Library partnered with local businesses to offer its first "How To Festival" in May 2016. The festival offered thirty 25-minute educational sessions for the public on a range of topics, including biking opportunities promoted by S&W Sports; scarf tying provided by Gondwana; and useful information about the City's trail system, to name just a few.

The Concord Public Library installed six "Little Free Libraries" in the community. "Little Free Libraries" are community spaces at which residents can read and exchange books for free without a library card. Simply take a book, pass it on to another reader, return it, or exchange it for a different one. The "Little Free Libraries" are located

CITY COUNCIL

at Rolfe Park, Rollins Park, White Park, Keach Park, the Oak Hill Trail, and the Marjory Swope Trail. There has been tremendous usage of the free materials in these libraries.

ONGOING INITIATIVE 4. CREATIVE ECONOMY WORK

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. The FY 2017 Budget provides matching funds for the survey and funding for the beginning of a downtown public arts program. Recently, artwork was installed on Main Street as part of what is hoped to be a continuing effort to foster art in our downtown.

ONGOING INITIATIVE 5. CONTINUE EXPANDED NEIGHBORHOOD STREET IMPROVEMENT PROGRAM

The FY 2017 paving project went out to bid in mid-October with a bid opening in November. The contract was awarded to GMI Asphalt. A pre-construction meeting has been held with work starting in late April, weather permitting.

This year's project includes pavement reclamation of the following streets: Carpenter Street; Country Club Lane; Eastman Street; Fairview Drive; Foxcross Circle; Oakmont Drive; Portsmouth Street, from Eastman Street to #30; and South Curtisville Road, from Portsmouth Street to Frost Road, except for the sections already completed by the Concord School District

The project also includes the final shim overlay on the following streets that were reclaimed 5-10 years ago: Cemetery Street; Ferrin Road; South Main Street, from Wilfred Street to Joffre Street; West Parish Road; and Wilson Avenue, from South Street to Norwich Street.

CITY COUNCIL

City Boards & Commissions

<u>Board/Commission</u>	<u># Active Members</u>
Ad-Hoc Events Committee	4
Airport Advisory Committee	8
Board of Assessors	3
Board of Ethics	6
Board of Revision of Assessment	3
Building Board of Appeals	6
Committee for Concord's Plan to End Homelessness	16
Community Development Advisory Committee	9
Conservation Commission	11
Conservation Commission – Trails Subcommittee	14
Demolition Review Committee	5
Design Review Committee	7
Economic Development Advisory Council	13
Energy & Environment Advisory Committee	12
Everett Arena Advisory Committee	10
Facilities Naming Committee	3
False Alarm Appeals Board	3
Finance Committee	15
Fiscal Policy Advisory Committee	6
Golf Course Advisory Committee	15
Gully Hill Conservation Easement Committee	5
Heritage Commission	9

CITY COUNCIL

<u>Board/Commission</u> (continued)	<u># Active Members</u>
Impact Fee Review Committee	4
Joint City/School Committee on Cooperation	13
Joint Task Force on Childhood Hunger	12
Library Board of Trustees	8
Licensing Board	3
Main Street Committee	5
Municipal Housing Commission	14
North End Opportunity Corridor TIF District Advisory Board	4
Northern Pass Committee	4
Parking Committee	4
Penacook Village TIF District Advisory Board	6
Personnel Appeals Board	3
Planning Board	12
Poles & Wires Committee	3
Public Safety Board	13
Recreation & Parks Advisory Committee	14
Rules Committee	5
Sears Block TIF District Advisory Committee	6
Solid Waste Advisory Committee	10
State-Capitol Region Planning Commission	10
Street Trees Committee	4
Tax Exemption Policy Committee	4
Taxicab Licensing Board	3

CITY COUNCIL

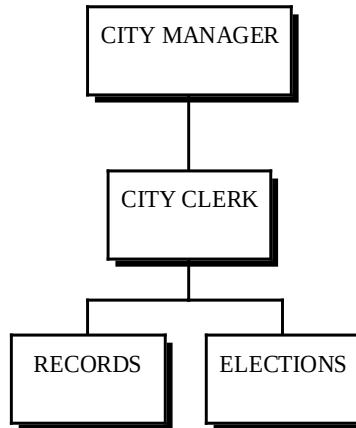
<u>Board/Commission</u> (continued)	<u># Active Members</u>
Technical Review Committee	4
Traffic Operations Committee	11
Transportation Policy Advisory Committee (TPAC)	9
TPAC – Cycling & Pedestrian Subcommittee	11
TPAC – Public Transportation Subcommittee	6
Trustees of Trust Funds	4
Upper Floor Development Committee	5
Upper Merrimack River Local Advisory Group	2
Utility Appeals Board	4
Zoning Board of Adjustment	8

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.

2018 OPERATING BUDGET

CITY CLERK

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Dog Licenses	\$31,502	\$24,341	\$30,000	\$32,000	\$31,000
Marriage Licenses	\$2,793	\$2,919	\$2,800	\$2,800	\$2,800
School District Payments	\$5,455	\$2,985	\$5,000	\$5,740	\$3,000
Recording Fees	\$4,880	\$5,265	\$6,000	\$3,500	\$4,000
Sundry Services	\$50,409	\$51,451	\$37,500	\$42,000	\$42,440
Miscellaneous	\$3,435	\$3,531	\$500	\$500	\$100
Total Revenue	\$98,473	\$90,491	\$81,800	\$86,540	\$83,340
Expense					
Compensation	\$260,118	\$285,154	\$293,991	\$296,245	\$282,392
Fringe Benefits	\$66,915	\$104,521	\$113,007	\$94,085	\$98,568
Outside Services	\$11,907	\$18,441	\$18,594	\$18,632	\$16,112
Supplies	\$15,608	\$14,215	\$17,225	\$17,180	\$11,495
Insurance	\$2,400	\$2,220	\$2,520	\$2,520	\$2,650
Total Expense	\$356,948	\$424,551	\$445,337	\$428,662	\$411,217

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Birth Certificates Issued	2,308	2,566	2,400	2,400
2. Marriage Certificates Issued	936	820	820	800
3. Death Certificates Issued	3,579	3,539	3,500	3,500
4. Divorce Records Issued	137	157	150	140
5. Marriage Licenses Issued	393	407	400	400
6. Marriage Ceremonies Performed	122	115	140	125
7. Dog Licenses Issued	5,405	4,272	5,050	5,100
8. Notice of Intent to Issue Summons	655	1,064	650	500
9. Voter Registrations Processed	1,540	2,733	3,300	300
10. Absentee Voters Serviced	1,348	1,303	2,678	150
11. Average Number of Ballots Cast	21,733	21,695	29,696	4,200

CITY CLERK

2018 GOALS

1. Continue to implement use of the automated agenda system by other boards and commissions within municipal government with a goal of getting all boards and commissions 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 general office and election procedure manuals that clearly define and provide guidance specific to the many duties that must be completed by staff within the City Clerk's Office.
5. Continue to investigate and implement potential electronic improvements to Election Day activities.

2017 GOALS STATUS

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.
9-Month Status: Planning Department staff has been trained and has implemented the City's automated agenda system for Planning Board agendas. Planning Board agendas have been automated through the Granicus agenda system since February 2017. Staff within the City Clerk's office hopes to implement the automated agenda system with other boards and commissions in the future.
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.
9-Month Status: Minimal progress has been made to date. Procedures for committees and staff members to use to ensure compliance with Right to Know laws and municipal policies will be finalized for review by City Administration prior to citywide implementation.
3. Continue to work with all departments on finalizing a citywide retention schedule for municipal documents in accordance with State law.
9-Month Status: Minimal progress has been made to date. State and/or Federal elections that were held during this fiscal year were the department's main focus; no meetings were scheduled for the City's Municipal Records Committee. The 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. Final committee recommendations will be submitted to Administration for review and approval.
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.
9-Month Status: Considerable progress has been made toward the completion of a vital records manual; it is anticipated that this manual will be complete prior to the end of FY 2017. Minimal progress has been made on the election and general office manuals, they remain office priorities.
5. Investigate and implement potential electronic improvements to Election Day activities.
9-Month Status: Staff closely monitors potential legislation that would allow implementation of significant process improvements relating to voter check-in and voter registration. Staff is hopeful changes will be made that allow electronic process improvements specific to Election Day activities.

2018 OPERATING BUDGET

GENERAL OVERHEAD

BUDGET DETAIL

Revenue

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Transfers					
Transfer in-Engineering Inspections Fund	\$400	\$1,892	\$1,830	\$1,830	\$1,870
Transfer In-Parking Fund	\$96,150	\$97,390	\$97,460	\$97,460	\$97,550
Transfer In-Airport Fund	\$32,360	\$32,340	\$33,670	\$33,670	\$31,431
Transfer In-CD Con Prop Mgmt Fund	\$47,560	\$55,600	\$48,800	\$48,800	\$45,000
Transfer In-Impact Fee Fund	\$131,794	\$131,790	\$45,000	\$45,000	\$57,890
Transfer In-NEOCTIF	\$33,090	\$34,744	\$36,480	\$36,480	\$38,300
Transfer In-Sears Block TIF	\$282,780	\$385,210	\$386,560	\$386,560	\$433,392
Transfer In-Penacook TIF	\$1,240	\$1,368	\$1,440	\$1,440	\$1,512
Transfer In-Golf Fund	\$74,950	\$76,440	\$76,260	\$76,260	\$76,350
Transfer In-Arena Fund	\$47,444	\$48,370	\$48,090	\$48,090	\$46,544
Transfer In-Water Fund	\$454,970	\$471,315	\$501,320	\$501,320	\$469,821
Transfer In-Wastewater Fund	\$560,361	\$570,825	\$599,405	\$599,405	\$597,310
Transfer In-Trust/Capital Reserve	\$111,611	\$30,000	\$30,000	\$30,000	\$0
Transfer In-Trust/Self Insurance	\$1,523	\$2,168	\$20,000	\$20,000	\$420,000
Sub Total	\$1,876,233	\$1,939,452	\$1,926,315	\$1,926,315	\$2,316,970
Special Programs					
Cable TV Franchise	\$799,876	\$839,214	\$918,460	\$918,460	\$918,460
Transfer In-Trust/Economic Dev	\$20,000	\$30,000	\$34,000	\$34,000	\$80,000
Sub Total	\$819,876	\$869,214	\$952,460	\$952,460	\$998,460
Risk and Insurance					
Insurance Distributions & Credits	\$163,786	\$529,979	\$80,000	\$0	\$0
NHRS subsidy for Retiree Health Ins	\$994,283	\$992,233	\$974,960	\$974,960	\$963,150
Retiree share of Health Ins	\$456,021	\$428,733	\$391,410	\$391,410	\$472,380
Sub Total	\$1,614,091	\$1,950,945	\$1,446,370	\$1,366,370	\$1,435,530
Comp Adjustment					
Transfer In-Trust/Self Insurance	\$148,000	\$183,000	\$0	\$0	\$0
Sub Total	\$148,000	\$183,000	\$0	\$0	\$0
Total Revenue	\$4,458,199	\$4,942,610	\$4,325,145	\$4,245,145	\$4,750,960

2018 OPERATING BUDGET

GENERAL OVERHEAD

Expense

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Transfers					
Transfer Out-CD Grant Admin Fund	\$0	\$1,194	\$0	\$0	\$0
Transfer Out - Capital Proj Fund	\$340,100	\$340,000	\$391,750	\$391,750	\$391,750
Transfer Out-Golf Course Fund	\$26,480	\$20,520	\$19,760	\$19,760	\$0
Transfer Out-Arena Fund	\$16,030	\$15,280	\$0	\$0	\$0
Transfer Out-Trust	\$1,300,081	\$2,471,757	\$1,652,892	\$1,624,472	\$898,595
Sub Total	\$1,682,691	\$2,848,750	\$2,064,402	\$2,035,982	\$1,290,345
Special Programs					
Intown Concord	\$20,000	\$30,000	\$30,000	\$30,000	\$30,000
Cable TV System	\$265,838	\$272,007	\$338,309	\$338,309	\$342,597
Holiday Celebrations	\$55,000	\$5,000	\$5,000	\$5,000	\$5,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Sub Total	\$365,838	\$332,007	\$398,309	\$398,309	\$402,597
Debt Service					
Principal on Bonds and Notes	\$4,015,667	\$4,117,232	\$3,990,730	\$3,990,730	\$4,530,640
Interest on Bonds and Notes	\$1,487,638	\$1,307,202	\$1,356,024	\$1,321,915	\$1,611,100
Bond Costs	\$66,266	\$50,313	\$50,000	\$64,000	\$65,000
Sub Total	\$5,569,571	\$5,474,746	\$5,396,754	\$5,376,645	\$6,206,740
Risk and Insurance					
Health Ins-Employee & Retiree	\$2,174,927	\$2,243,415	\$2,028,370	\$2,032,230	\$2,227,160
Prof & Tech Serv	\$0	\$0	\$5,000	\$5,000	\$5,000
Insurance Deductible and Reserve	\$2,396	\$2,168	\$15,000	\$15,000	\$15,000
Sub Total	\$2,177,323	\$2,245,582	\$2,048,370	\$2,052,230	\$2,247,160
Contingency					
City Council Contingency	\$0	\$0	\$20,000	\$0	\$20,000
Operational Contingency	\$0	\$0	\$100,000	\$0	\$100,000
Sub Total	\$0	\$0	\$120,000	\$0	\$120,000
Comp Adjustment					
Compensation Adjustment	\$0	\$0	\$434,920	\$0	\$406,435
Sub Total	\$0	\$0	\$434,920	\$0	\$406,435
Street Lighting					
Electricity	\$470,847	\$487,217	\$471,560	\$471,700	\$480,685
Sub Total	\$470,847	\$487,217	\$471,560	\$471,700	\$480,685

2018 OPERATING BUDGET

GENERAL OVERHEAD

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 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	\$165,350	\$165,350	\$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	\$10,000	\$0	\$0	\$0
New American Africans	\$0	\$5,000	\$5,000	\$5,000	\$5,000
First Congregational Church	\$10,000	\$0	\$0	\$0	\$0
Homeless Shelter at St. Peter's Church	\$0	\$30,000	\$30,000	\$30,000	\$0
Sub Total	\$281,780	\$316,780	\$346,780	\$346,780	\$316,780
Total Expense	\$10,548,050	\$11,705,082	\$11,281,095	\$10,681,646	\$11,470,742

GENERAL OVERHEAD

GENERAL OVERHEAD DESCRIPTIONS

TRANSFERS

Transfers (Revenue)

Reflects the transfer of funds from Enterprise and Special Revenue Funds for municipal overhead charges and other related costs between those funds and the General Fund. Also includes transfers from Trust Capital Reserves to cover selected General Fund expenditures. The FY18 transfer from Trust Capital Reserves reflects a \$400,000 increase in the Transfer from Self-Insurance Reserve to cover increased health insurance costs.

Transfers (Expense)

Reflects transfers to capital project funds for various projects; Golf Fund to support debt service through FY 2017; and Trust Funds, mainly for transfer of a portion of the Highway Block Grant revenues for paving purposes.

SPECIAL PROGRAMS

Intown Concord

Intown Concord manages a variety of downtown events (such as Market Days), provides grant funds to property owners for façade improvements, works with the City to maintain and grow businesses within the City's central business district, and advocates for a number of issues which are critical for the future vitality of Downtown Concord. This expense is offset by the Transfer In from the Economic Development Trust. Intown Concord is level funded for FY 2018.

Cable TV Franchise/System

The FY 2018 (Cable TV Franchise with Comcast) fee remained level from FY 2017. Funding for Concord TV for FY 2018 is in accordance with the contract funding formula and includes funding for the capital portion of the agreement.

Holiday Celebrations/Concord Veterans Council

This account provides for the cost of holiday decorations for Memorial Day and Veteran's Day observances in Concord and Penacook. The recommended funding amount for FY 2018 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 2018. 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. No revenue is anticipated to be received in FY 2018.

Health Ins-Employee & Retiree

Includes the full cost of health insurance for retired employees. Overall, 64.5% 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 – Belknap/Merrimack County Area Center

Agency requested \$25,000 for this fiscal year, which represents a 41.2% increase over FY 2017 funding. Level funding in the amount of \$17,710 is recommended for FY 2018.

Concord Area Transit (CAT)/Public Transportation

Agency requested \$166,000 for this fiscal year; \$16,000 for Senior Transportation, \$19,350 for Special Transportation (door to door service for disabled individuals), and \$130,650 for Public Transportation. This budget recommends total funding of \$165,350 for FY 2018; \$16,000 for Senior Transportation, \$19,350 for Special Transportation and \$130,000 for Public Transportation. Level funding in the amount of \$165,350 is recommended for FY 2018.

Penacook Community Center

Agency requested \$28,000 for this fiscal year, which represents no increase over FY 2017 funding. Level funding in the amount of \$28,000 is recommended for FY 2018. 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 2017 funding. Level funding in the amount of \$57,000 is recommended for FY 2018. Continued commitment to the serious and growing issue of homelessness in the community is recommended at this time.

Salvation Army/McKenna House

Agency requested \$35,000 for this fiscal year, which represents a 12.1% increase over FY 2017 funding. Level funding in the amount of \$31,220 is recommended for FY 2018. Continued commitment to the serious and growing issue of homelessness in the community is recommended at this time.

GENERAL OVERHEAD

Crisis Center of Central NH

Agency requested \$20,000 for this fiscal year, which represents a 60% increase over FY 2017 funding. Level funding in the amount of \$12,500 is recommended for FY 2018. Continued commitment to the serious issue of specialized housing for victims is recommended at this time.

Concord Coalition to End Homelessness

Agency requested \$30,000 for this fiscal year. Funding was not provided in FY 2017 and funding is not recommended for FY 2018.

New American Africans

Agency requested \$10,000 for this fiscal year, which represents a 100% increase over FY 2017. Level funding in the amount of \$5,000 is recommended for FY 2018.

First Congregational Church

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

Homeless Shelter at St. Peters Church

In FY 2017, \$30,000 was appropriated to open a winter homeless shelter at St. Peters Church for a second year, stop gap measure. No funding is recommended for FY 2018.

2018 OPERATING BUDGET

PUBLIC SAFETY

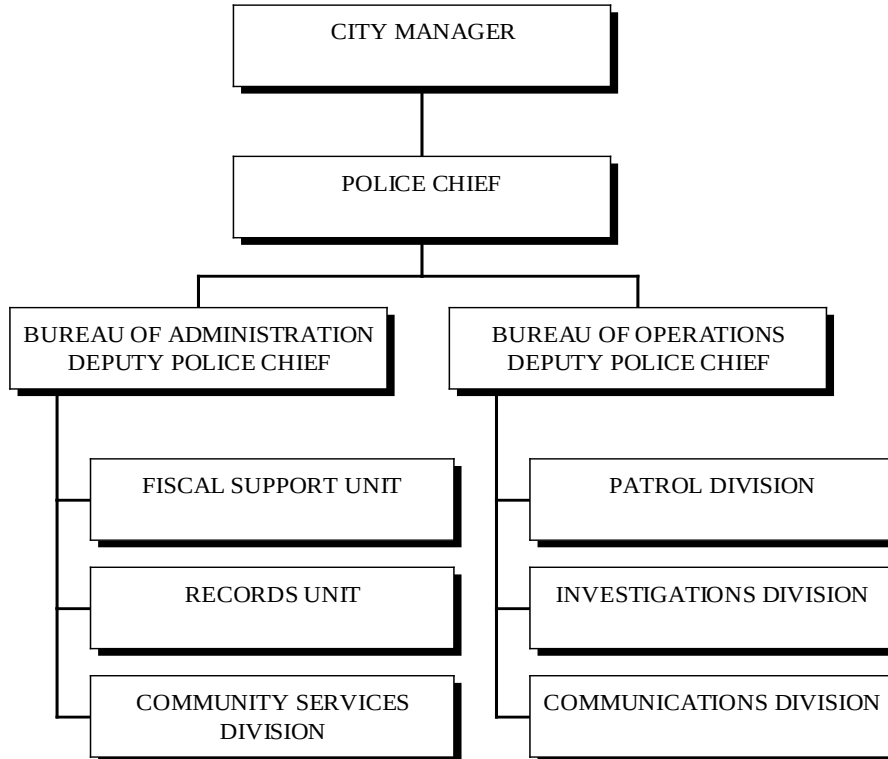
	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Police	\$696,646	\$691,148	\$696,792	\$491,360	\$608,000
Fire	\$2,655,150	\$2,819,245	\$2,578,971	\$2,631,308	\$2,596,744
Total Revenue	\$3,351,796	\$3,510,393	\$3,275,763	\$3,122,668	\$3,204,744
Expense					
Police	\$11,123,092	\$11,544,124	\$11,807,408	\$11,815,097	\$12,201,721
Fire	\$12,663,859	\$13,023,355	\$13,552,176	\$13,371,621	\$13,851,258
Total Expense	\$23,786,952	\$24,567,479	\$25,359,584	\$25,186,718	\$26,052,979

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.

2018 OPERATING BUDGET

POLICE

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
PD Licenses and Permits	\$6,655	\$8,236	\$8,000	\$7,000	\$3,000
Drug Forfeiture/Restitution	\$16,461	\$18,723	\$17,782	\$17,000	\$12,000
School District Payments	\$137,284	\$142,268	\$149,160	\$146,660	\$154,000
Reports, Prints and Copies	\$17,187	\$15,200	\$16,000	\$19,500	\$17,000
Cruiser Rental Fee	\$47,854	\$36,181	\$40,000	\$19,000	\$25,000
Police Patrol Services	\$6,260	\$4,759	\$4,650	\$7,500	\$5,800
Police Witness Fees	\$12,957	\$12,852	\$15,200	\$15,200	\$15,200
Special Police Duty Services	\$308,732	\$290,941	\$305,000	\$150,000	\$252,000
Non-Metered Parking Penalties	\$99,944	\$94,740	\$100,000	\$80,000	\$90,000
False Alarm Penalties	\$27,195	\$34,115	\$29,000	\$22,000	\$24,000
Miscellaneous	\$16,117	\$10,133	\$12,000	\$7,500	\$10,000
Transfer In-Trust/Capital Reserve	\$0	\$23,000	\$0	\$0	\$0
Total Revenue	\$696,646	\$691,148	\$696,792	\$491,360	\$608,000
Expense					
Compensation	\$6,874,657	\$7,164,893	\$7,211,411	\$7,429,420	\$7,311,166
Fringe Benefits	\$3,513,204	\$3,740,207	\$3,924,217	\$3,711,827	\$4,243,854
Outside Services	\$218,571	\$202,864	\$224,492	\$217,400	\$227,840
Supplies	\$215,154	\$162,998	\$187,300	\$182,800	\$180,800
Utilities	\$105,184	\$94,668	\$98,198	\$111,860	\$77,721
Insurance	\$147,695	\$155,494	\$161,790	\$161,790	\$157,130
Capital Outlay	\$48,628	\$23,000	\$0	\$0	\$3,210
Total Expense	\$11,123,092	\$11,544,124	\$11,807,408	\$11,815,097	\$12,201,721

2018 OPERATING BUDGET

POLICE

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Total Calls for Service	58,180	53,215	49,000	50,000
2. Total State Reportable Traffic Accidents	1,214	1,247	1,210	1,200
3. Total Traffic Fatalities	1	2	1	1
4. Total Traffic Summonses Issued	4,371	3,709	1,800	2,000
5. Total DWI Arrests	137	156	125	140
6. Total Domestic Violence Related Arrests	323	241	265	275
7. Drug Abuse Violations (Persons Arrested)	234	331	360	370
8. Total Part I Violent Crime Arrests	51	42	53	55
9. Total Custodial Arrests	2,926	2,746	2,400	2,500

2018 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. Utilize available grant funding through Project Granite Hammer and any other available sources to improve the Department's response to the illegal drug epidemic.
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.
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 strategies in dealing with individuals in mental health crisis. Coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit and provide appropriate training to Department personnel. Reassess the Department's Crisis Intervention Team and implement any changes necessary to improve the effectiveness of the team.

2017 GOALS STATUS

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.
9-Month Status: The Police Department takes an aggressive stance in combatting illegal drug issues 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 also has a representative participating on the Merrimack County Drug Court Team, which is working on implementing a Drug Court as part of the Merrimack County Superior Court.

POLICE

Additionally, during the fall of 2016, the Police Department received a grant award in the amount of \$75,000 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Hammer). These funds have been utilized by the Department to cover overtime costs to conduct illegal drug investigations in the City and surrounding towns. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city. Through the first three quarters of FY 2017, the Department made 217 arrests of individuals with illegal drug related charges.

The Department also maintains a prescription drug drop box in the lobby of the police department. This drug drop box allows people to drop off their unused or unwanted prescription medications that otherwise could be available for abuse or unauthorized consumption. During the first three quarters of FY 2017, over 410 pounds of prescription drugs have been turned in by members of the community.

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.

9-Month Status: Through the first three quarters of FY 2017, the Department has been involved in a number of initiatives designed to further the relationship with the community. The Department hosted several community meetings involving the New American communities and, in January, the Department partnered with the New Hampshire State Police, Manchester Police Department, and the Nashua Police Department to take part in a statewide community event involving the Congolese population to address concerns and questions they have about Law Enforcement in New Hampshire. The Department also stayed active in the community with the use of the Bicycle Unit and Motorcycle Unit until they were both suspended for the winter months. With the warmer weather approaching, these units will once again be deployed with a point of emphasis being on community interaction.

The Department participated in several “Lunch with a Cop” events and “Police Readers” throughout the schools in both the Concord School District and Merrimack Valley School District. The Department also conducted several DARE classes.

Through the first three quarters of FY 2017, the Department has put on three Rape Aggression Defense (RAD) programs, which are comprehensive self-defense courses for women and include 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.

Due to the recent trend of mass shootings occurring in businesses and schools throughout the country, the Department has been offering active shooter training seminars. The Department has participated in four active shooter trainings, with approximately 175 attendees through the first three quarters of FY 2017. The Department has organized several “Walk with a Cop” events designed to get seniors and others out walking on City walking paths and other parts of the City with police officers. The Department has also put on several internet safety talks in both the Concord and Merrimack Valley School Districts. The Department took part in and helped arrange guest speakers and local celebrities for the 2017 New Hampshire Youth Summit on Opioid Awareness. The Department is committed to participating in these types of initiatives and continuing to foster the relationship between the Department and the community.

POLICE

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.

9-Month Status: During the first three quarters of FY 2017, the Department conducted 6,120 motor vehicle stops, which resulted in the issuance of 1,464 citations and 5,148 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 New Hampshire Highway Safety Agency to conduct focused patrols on Loudon Road for aggressive driving, downtown for pedestrian and bicycle safety, as well as impaired driving patrols throughout the City. The Department was also able to purchase a new radar trailer utilizing funding provided by the NH Highway Safety Agency. This trailer will be deployed in areas of traffic safety concern throughout the City beginning this spring. Members of the Department actively participate in the City's Traffic Operations Committee and work collaboratively with other City Departments to appropriately address traffic safety concerns throughout the City. The Department will continue to pursue grant opportunities available by the NH Highway Safety Agency, as well as other entities, to augment the current traffic safety efforts by the Department.

Over the course of the first three quarters of FY 2017, the Department issued 818 citations for hazardous moving violations, as well as 2,853 written warnings for hazardous moving violations. The Department also arrested 89 impaired drivers. During the first three quarters of FY 2017, the Department has responded to 963 reportable traffic crashes, of which 165 involved injuries to a total of 210 individuals. During this time frame there was one fatal crash, as well as 14 crashes involving a pedestrian and 5 involving a bicyclist. The Department utilizes city-wide crash data in determining areas of the City to focus attention and address improper driving that may be occurring.

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.

9-Month Status: During the first three quarters of FY 2017, the Professional Development Unit has aggressively worked to recruit new employees to the Concord Police Department. Since the start of FY 2017, the Department has held a police dispatcher recruitment process for which 170 applications were received. At that time, the Department had three full-time openings in dispatch. All three of the openings were filled from that hiring process and Dispatch is currently operating at full capacity.

During the same time period, police officer staffing had dramatically fluctuated, mostly due to unforeseen events (retirements, transfers and a resignation). In keeping with staffing demands, the Department shifted to a continuous hiring process model. The Department currently advertises on Indeed, on Facebook, and on several electronic job boards at Criminal Justice colleges/universities throughout the region. This has led to two full recruitment processes being conducted in which 214 applications were reviewed. The Department has a third recruitment process underway with the written test still pending at this time.

During the first three quarters of FY 2017, the Department has hired a total of 9 police officers (three to be sworn in during the first week of April 2017). The Department currently has 7 sworn position vacancies. This amounts to police officer staffing levels being down approximately 8.1%. Unfortunately, the Department has seen a downward trend in the number of high quality candidates, which is reflected by the small percentage of applicants that are successful through the hiring process. Despite these challenges, the Concord Police Department is committed to hiring only the best employees that it can find and is hopeful to hire additional police officers from its active hiring process moving forward.

POLICE

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.

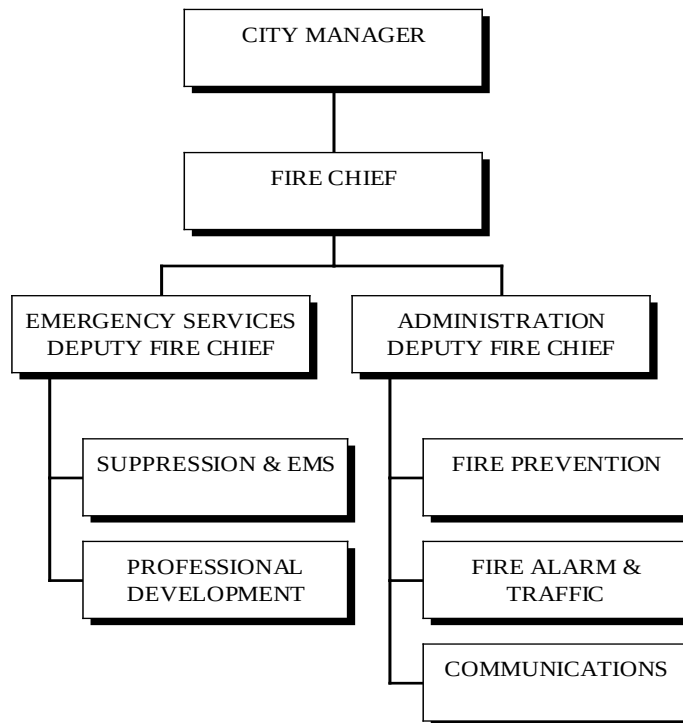
9-Month Status: Through the first three quarters of FY 2017, with the assistance of the Department's Problem Oriented Policing (POP) Unit, many of the homeless population and their locations were identified. The Department worked with the Homeless Coalition to come up with an action plan to assist those that are in desperate need of shelter as the weather began to turn. Due to staffing issues, the POP Unit was temporarily reassigned to help fill vacant Patrol positions. The Department worked with several community organizations to help open a temporary homeless shelter during the winter months. With the collaboration of 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 provided a police presence periodically during the hours the shelter was open, and also when it closed, to negate any issues with the neighborhood children awaiting their school bus in the morning. The Department also participated in the Concord Coalition to End Homelessness' fundraiser "Souperfest". The funds raised help to combat homeless issues.

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.

2018 OPERATING BUDGET

FIRE

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Misc Permits	\$52,444	\$50,883	\$48,000	\$50,000	\$50,000
POA Inspection Fees	\$18,485	\$18,810	\$18,260	\$18,260	\$18,810
School Inspection Fees	\$3,180	\$2,862	\$2,862	\$3,498	\$3,630
US Dep of Homeland Security/FEMA	\$0	\$0	\$0	\$19,058	\$0
Fire Service Aid	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Multiple Local Governments	\$480,141	\$498,496	\$500,000	\$507,300	\$500,000
Misc. State of NH	\$10,621	\$0	\$0	\$0	\$0
Alarm Panel Plug In/Out	\$5,551	\$5,673	\$5,490	\$5,490	\$5,490
Master Alarm Box Connection	\$197,697	\$199,442	\$198,960	\$202,185	\$202,017
Advanced Life Support Intercept	\$6,588	\$4,392	\$1,647	\$1,647	\$1,647
Ambulance Service Charge	\$1,624,491	\$1,812,724	\$1,595,000	\$1,595,000	\$1,600,000
Application Fee	\$21,484	\$20,862	\$19,032	\$20,740	\$21,450
Reports, Prints and Copies	\$1,513	\$1,293	\$1,500	\$1,500	\$1,500
Special Fire Duty Services	\$21,516	\$23,619	\$19,000	\$21,843	\$20,200
Land Lease or Rental	\$24,844	\$25,589	\$26,220	\$26,220	\$27,000
False Alarm Penalties	\$8,362	\$15,733	\$8,000	\$8,000	\$8,000
Miscellaneous	\$53,233	\$13,868	\$10,000	\$25,567	\$12,000
Total Revenue	\$2,655,150	\$2,819,245	\$2,578,971	\$2,631,308	\$2,596,744
Expense					
Compensation	\$7,264,370	\$7,425,781	\$7,777,913	\$7,686,770	\$7,789,392
Fringe Benefits	\$4,552,443	\$4,821,441	\$4,945,917	\$4,867,305	\$5,239,393
Outside Services	\$307,869	\$270,287	\$285,605	\$282,605	\$292,050
Supplies	\$284,368	\$258,539	\$284,504	\$288,701	\$286,603
Utilities	\$165,552	\$158,968	\$168,287	\$156,290	\$155,170
Insurance	\$79,450	\$80,530	\$80,450	\$80,450	\$79,150
Capital Outlay	\$9,807	\$7,808	\$9,500	\$9,500	\$9,500
Total Expense	\$12,663,859	\$13,023,355	\$13,552,176	\$13,371,621	\$13,851,258

2018 OPERATING BUDGET

FIRE

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Number of Emergency Responses	7,994	8,109	8,300	8,400
2. Number of Patients Transported	4,284	4,457	4,600	4,700
3. Percent of Emergency Phone Calls Answered <16 seconds	99.40%	99.47%	99.00%	99.00%
4. Percent of Emergency Response Times <5 minutes	67.80%	60.39%	60.00%	60.00%
5. Number of Inspections Completed	1,049	923	1,050	1,050
6. Number of Public Education Hours Delivered	68	58	70	70
7. Average Training Hours per Firefighter	124	102	120	120

2018 GOALS

1. Revise the Department's emergency medical services quality assurance process.
2. Develop and test a plan for sheltering residents in the event of a major disaster.
3. Implement a Lead Paramedic position to provide orientation and mentoring to new paramedics, as well as quality assurance and facilitating daily operations (supplies and equipment issues).
4. Develop a plan for the relocation of the Training Facility from its current site on Loudon Road to a more suitable location in the area of the Concord Airport.
5. Conduct an emergency operations center exercise for City and Fire Department staff.

2017 GOALS STATUS

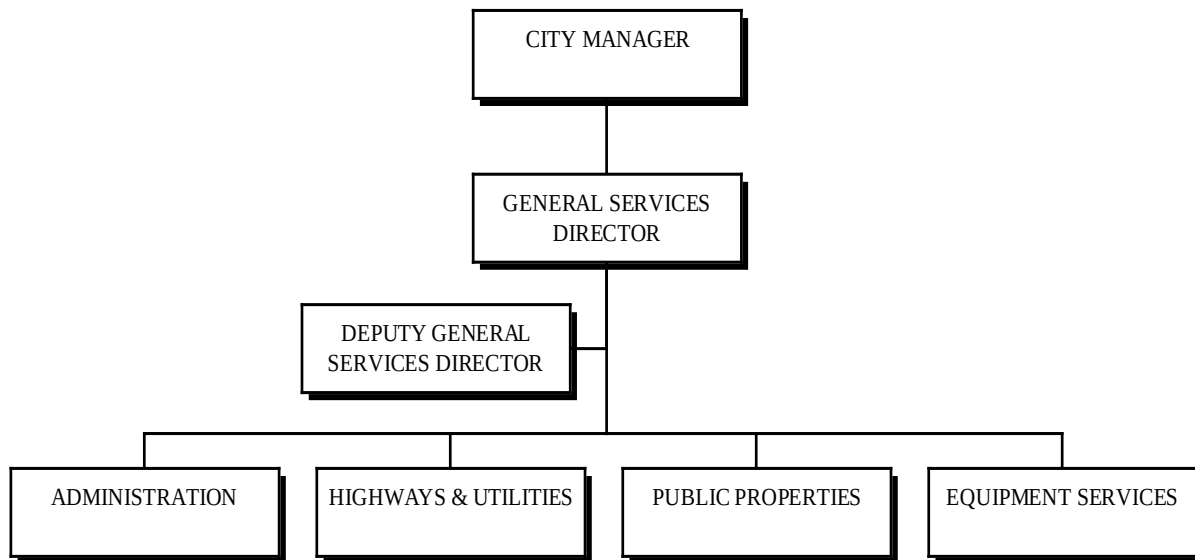
1. Revise the Hazard Mitigation Plan.
9-Month Status: The Hazard Mitigation Plan is being revised by a team consisting of representatives from the Police, Fire, General Services, and Community Development Departments (Planning and Engineering Divisions), as well as representatives from the Concord and Merrimack Valley School Districts. The Central NH Regional Planning Council provides technical support. The project is on track for a May 2017 completion date.
2. Conduct an emergency exercise on the use of the State's Emergency Notification System.
9-Month Status: This goal is complete. An emergency exercise was conducted on January 31, 2017 for Department Heads and part of the exercise focused on the activation of the emergency notification system.
3. Train all Suppression members in the capability and operation of the new Engine 7.
9-Month Status: This goal is not complete. The new Engine 7 will not be delivered until early in FY 2018.
4. Fully implement the Department reorganization plan.
9-Month Status: This goal is complete. A permanent Deputy Chief of Operations was appointed in July. An EMS Officer was appointed in October. The promotions of the Fire Marshal and Training Captain were finalized in December.
5. Train all members in the operation of a new watercraft.
9-Month Status: This goal is not complete. The watercraft will not be delivered until May of 2017.

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.

2018 OPERATING BUDGET

GENERAL SERVICES

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Salt Sales	\$35,984	\$12,514	\$30,000	\$30,000	\$30,000
Street Tree Sales	\$1,765	\$2,840	\$9,000	\$4,200	\$9,000
Inventory Mark-up	\$7,952	\$15,264	\$15,400	\$15,400	\$15,400
Professional Service Mark-up	\$0	\$385	\$0	\$0	\$0
Miscellaneous Services	\$0	\$25	\$0	\$0	\$0
Building Lease or Rental	\$59,700	\$61,500	\$63,400	\$63,400	\$65,300
Miscellaneous	\$5,095	\$6,921	\$6,873	\$4,500	\$3,000
Transfer in-Engineering Inspections Fund	\$0	\$2,444	\$1,400	\$500	\$500
Transfer In-Parking Fund	\$0	\$9,480	\$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	\$35,050	\$35,050	\$35,050	\$37,381
Transfer In-NEOCTIF	\$99,050	\$104,005	\$109,205	\$109,205	\$114,700
Transfer In-Sears Block TIF	\$0	\$0	\$26,000	\$26,000	\$36,490
Transfer In-Penacook TIF	\$0	\$5,250	\$5,250	\$5,250	\$5,513
Transfer In-Golf Fund	\$0	\$0	\$300	\$300	\$300
Transfer In-Arena Fund	\$0	\$16,260	\$16,260	\$16,260	\$19,253
Transfer In-Solid Waste Fund	\$0	\$3,600	\$3,600	\$3,600	\$3,600
Transfer In-Water Fund	\$0	\$168,336	\$176,500	\$176,500	\$216,057
Transfer In-Wastewater Fund	\$0	\$212,674	\$211,440	\$211,440	\$270,563
Transfer In-Trust/Capital Reserve	\$25,000	\$0	\$0	\$0	\$0
Total Revenue	\$292,746	\$714,748	\$777,358	\$769,285	\$894,737
Expense					
Compensation	\$3,405,317	\$3,288,116	\$3,564,228	\$3,435,610	\$3,700,593
Fringe Benefits	\$1,693,067	\$1,699,385	\$1,828,468	\$1,762,484	\$1,870,530
Outside Services	\$452,665	\$410,966	\$520,407	\$536,340	\$562,771
Supplies	\$1,537,293	\$1,380,086	\$1,465,761	\$1,474,623	\$1,471,109
Utilities	\$436,547	\$393,855	\$423,874	\$476,820	\$348,579
Insurance	\$171,854	\$191,620	\$183,470	\$183,470	\$180,520
Capital Outlay	\$34,574	\$9,810	\$10,000	\$15,000	\$30,000
Allocated Costs	(\$442,507)	\$0	\$0	\$0	\$0
Transfer Out	\$990,130	\$990,130	\$990,130	\$990,130	\$1,053,684
Total Expense	\$8,278,940	\$8,363,968	\$8,986,338	\$8,874,477	\$9,217,786

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

2018 OPERATING BUDGET

GENERAL SERVICES

SUPPLEMENTAL BUDGET INFORMATION

Downtown Services

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Expense					
Compensation	\$0	\$66,000	\$132,075	\$108,150	\$146,623
Fringe Benefits	\$0	\$30,643	\$68,181	\$42,210	\$51,289
Outside Services	\$0	\$1,206	\$1,000	\$2,900	\$12,566
Supplies	\$0	\$25,985	\$33,129	\$29,260	\$31,296
Total Expense	\$0	\$123,834	\$234,385	\$182,520	\$241,774

Snow & Ice Control

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Salt Sales	\$0	\$12,514	\$30,000	\$30,000	\$30,000
Transfer In-Parking Fund Snow Reim	\$0	\$58,200	\$58,200	\$58,200	\$58,200
Total Revenue	\$0	\$70,714	\$88,200	\$88,200	\$88,200
Expense					
Compensation	\$657,952	\$340,296	\$545,794	\$468,950	\$591,474
Fringe Benefits	\$198,212	\$163,595	\$204,751	\$192,624	\$211,401
Outside Services	\$69,076	\$15,414	\$59,691	\$74,730	\$74,690
Supplies	\$648,659	\$518,273	\$547,073	\$547,080	\$560,008
Total Expense	\$1,573,898	\$1,037,578	\$1,357,309	\$1,283,384	\$1,437,573

As of April 1, 2017, there have been 34 treatable snow and ice events and all have had associated overtime costs. Of the 34 events, 12 have occurred on weekends or holidays; therefore, the majority of events had crews working on straight time, allowing less work on overtime. Total snow to date is 88". An average year of snowfall is 67". Eleven of the 34 events involved freezing rain or sleet, causing a higher use of chemicals. The Department budgets for seven snow removals in an average year and, to date, has done nine snow removals from the downtown metered area.

GENERAL SERVICES

<u>SERVICE INDICATORS</u>	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Projected</u>
1. Number of new subscribers to Notify Me/ News Flash modules of City website	2,433	2,571	2,600	2,700
2. Number of press releases submitted to the media	120	182	190	200
3. Miles of streets resurfaced	3.1	13.3	10.5	4.7
4. Percentage of Citizen Request Tracker items closed	99.6%	99.3%	99.8%	99.5%
5. Number of employee certifications/re-certifications	5	5	8	5

2018 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.

2017 GOALS STATUS

1. Increase community engagement through regular use of social media pages.
9-Month Status: The Department continues to actively use Facebook, Twitter, and Google+ to engage the community on service related topics. Followers and engagement activity have increased significantly, especially with the aid of paid advertising. Social media is working as a tool to easily communicate with the public and has increased community conversations as well.
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.
9-Month Status: The Department continues to regularly update website pages to include new and seasonal information. The News Flash module is used in addition to press releases, newsletters, and brochures to promote useful public information. The Department shares information across as many platforms as possible to reach as many people possible. The public continues to follow our various news outlets to receive new information.
3. Complete the approved road paving Capital Improvement Project.
9-Month Status: The bid was opened in November and the contract has been awarded to GMI Asphalt. A pre-construction meeting was held on March 17, 2017, and the projected start date is April 10, 2017, weather permitting.
4. Enhance core services through managing work requests received via the online Citizen Request Tracker.
9-Month Status: Through the first three quarters of FY 2017, the Department has received over 1,200 citizen requests for service via the online Citizen Request Tracker module. During normal operations, 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.

GENERAL SERVICES

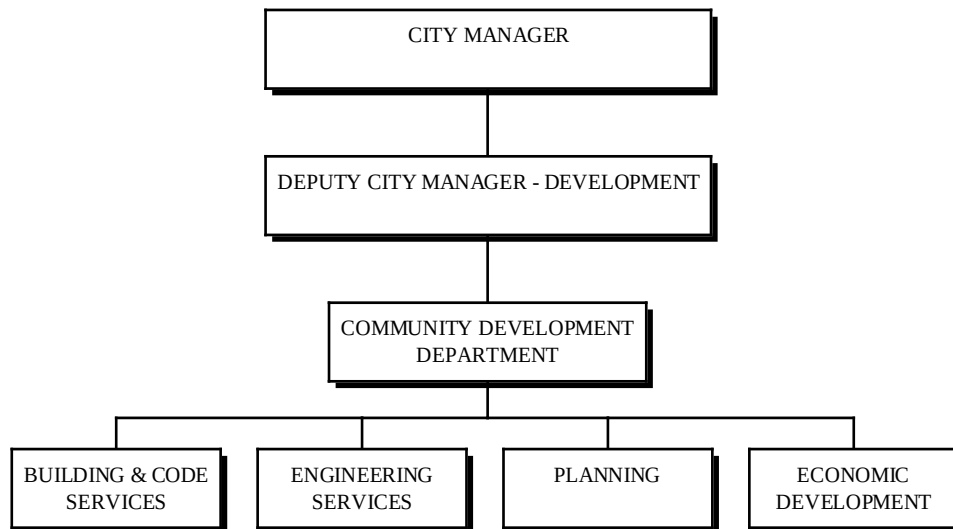
9-Month Status: General Services' staff has participated in numerous training and continuing education opportunities this year. Staff has attended more than 45 diverse training classes given by water, wastewater, solid waste, facilities and road construction professionals.

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.
5. Economic Development: Leads and coordinates City's business retention and recruitment efforts. Oversees/implements efforts to strategically plan for economic development. Works to implement and maintain a marketing/branding message for the City.

2018 OPERATING BUDGET

COMMUNITY DEVELOPMENT

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Building Permits	\$409,226	\$612,218	\$750,000	\$650,000	\$730,000
Electrical Permits	\$80,954	\$95,856	\$99,000	\$90,000	\$95,000
Mechanical Permits	\$90,379	\$122,831	\$93,500	\$130,000	\$120,000
Plumbing Permits	\$39,396	\$64,963	\$49,500	\$48,000	\$50,000
Sign Permits	\$10,394	\$17,931	\$12,500	\$14,000	\$14,000
Fire Protect Permits	\$3,640	\$2,370	\$3,000	\$2,000	\$2,000
Engineering Licenses	\$4,900	\$5,160	\$4,560	\$4,560	\$4,320
Engineering Pole License Recording Fees	\$70	\$100	\$50	\$50	\$50
Food Service Licenses	\$86,899	\$92,537	\$90,000	\$90,000	\$95,000
Amusement Center Licenses	\$478	\$570	\$660	\$570	\$600
Rooming House Licenses	\$4,222	\$4,324	\$4,200	\$4,300	\$4,350
Yard Sales Permits	\$1,160	\$1,135	\$1,200	\$1,200	\$1,200
Taxi Cab Licenses	\$3,250	\$3,850	\$3,500	\$3,200	\$3,200
Peddler Licenses	\$13,160	\$12,640	\$9,000	\$10,000	\$10,000
Amusement Device Licenses	\$6,235	\$6,640	\$6,000	\$6,300	\$6,800
Billiard and Bowling Licenses	\$270	\$312	\$270	\$312	\$312
Entertainment Licenses	\$9,575	\$10,772	\$9,500	\$7,500	\$7,000
Convalescent Home Licenses	\$1,335	\$1,361	\$1,400	\$1,400	\$1,400
Recycling Center Licenses	\$1,531	\$1,578	\$1,550	\$1,600	\$1,600
Solicitation Licenses	\$901	\$1,182	\$1,100	\$1,200	\$1,200
Taxi Drivers Licenses	\$6,225	\$6,525	\$6,000	\$4,000	\$4,000
Misc Licenses & Permits	\$1,945	\$1,574	\$1,300	\$1,300	\$1,300
Pawnbroker/Secondhand Dealer Licenses	\$2,000	\$1,750	\$2,000	\$1,500	\$1,500
Timber Sales	\$30,529	\$27,410	\$7,500	\$26,000	\$30,000
Application for Appeal	\$16,208	\$21,498	\$19,000	\$19,000	\$19,000
Review Fee-Site Plans	\$41,730	\$39,664	\$30,000	\$40,000	\$35,000
Review Fee-Subdivision	\$9,578	\$9,100	\$9,000	\$9,000	\$9,000
Reports, Prints and Copies	\$2,607	\$1,945	\$1,850	\$1,950	\$1,850
Miscellaneous Services	\$20,933	\$26,654	\$24,260	\$24,900	\$25,360
Miscellaneous	\$5,237	\$2,805	\$29,931	\$28,930	\$1,020
Transfer In-Impact Fee Fund	\$20,000	\$20,000	\$15,000	\$15,000	\$7,500
Transfer In-Water Fund	\$0	\$173,910	\$154,830	\$154,830	\$134,000
Transfer In-Wastewater Fund	\$0	\$132,350	\$140,860	\$140,860	\$161,370
Transfer In-Trust/Forest	\$0	\$1,067	\$51,500	\$53,700	\$20,000
Total Revenue	\$924,968	\$1,524,580	\$1,633,521	\$1,587,162	\$1,598,932

2018 OPERATING BUDGET

COMMUNITY DEVELOPMENT

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Expense					
Compensation	\$1,827,949	\$1,915,046	\$1,980,494	\$1,918,525	\$2,056,935
Fringe Benefits	\$735,471	\$798,428	\$821,394	\$766,351	\$885,033
Outside Services	\$209,053	\$142,542	\$243,824	\$239,730	\$236,166
Supplies	\$25,354	\$30,125	\$42,180	\$42,420	\$36,615
Utilities	\$470,847	\$0	\$0	\$0	\$0
Insurance	\$15,970	\$16,740	\$17,870	\$17,870	\$17,820
Allocated Costs	(\$286,500)	\$0	\$0	\$0	\$0
Transfer Out	\$12,084	\$0	\$0	\$0	\$0
Total Expense	\$2,539,381	\$2,902,880	\$3,105,762	\$2,984,896	\$3,232,569

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

COMMUNITY DEVELOPMENT

<u>SERVICE INDICATORS</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Estimated</u>	<u>2018</u> <u>Projected</u>
1. Development and Design Review Applications	51	51	45	50
2. Total Building and Zoning Permits Issued	2,088	2,222	2,200	2,200
3. Capital Projects Designed/Managed by Engineering	25	24	25	25
4. Acres of Protected Open Space	6,639	6,639	6,677	6,787
5. Acres of Harvested Forest Land	50	52	43	30
6. Number of Economic Dev Director business visits completed			30	100

2018 GOALS

1. Complete priority infrastructure projects including, but not limited to, the Exit 16 Roundabout.
2. Work with City Administration and the Economic Development Director to implement a new economic development program and marketing/branding initiatives.
3. Prepare amendments to the zoning ordinance and the City's land use regulations, as deemed necessary, to streamline and improve development and redevelopment potential and processes. Pursue form based code changes as budget allows.
4. Streamline Code permitting process based on recommendations from Ad-hoc Events Committee.

2017 GOALS STATUS

1. Complete priority infrastructure projects including, but not limited to, the Sewalls Falls Bridge, the Downtown Complete Streets Project, the Horseshoe Shoe Pond Watershed Study, and the Exit 16 Roundabout.
9-Month Status: The Sewalls Falls Bridge was substantively completed in November 2016. Final wearing course and the Heritage Park exhibit is anticipated to be completed in 2017. The Downtown Complete Streets Project (aka Main Street Project) was substantively finished in 2016. Although overhead wires were removed along South Main Street, some poles remain which will be removed in the spring of 2017. The various stakeholders in the Horseshoe Pond Watershed Study (relating to drainage concerns at the intersection of I-393 and North Main Street) met in late 2016 and are reviewing a proposed Memorandum of Understanding. The Exit 16 Roundabout is anticipated to start construction in the spring of 2017.
2. Work with City Administration to implement new economic development initiatives.
9-Month Status: Suzanne Pegg was selected as the City's new Economic Development Director. Ms. Pegg will start with the City on May 1, 2017.
3. Prepare amendments to the zoning ordinance, as deemed necessary, to streamline development and redevelopment potential and processes.
9-Month Status: The Planning Division forwarded several revisions to the ordinance this year that include changes to how impact fees are collected and the creation of a procedure to allow for the unmerging of lots voluntarily merged prior to 1995. Both of these changes are expected to ease the development process in the City. The Planning Division also recommended that the Planning Board not increase impact fees this year until an analysis of the City's impact fees could be conducted to ensure that the fees are adjusted properly and that the City remains competitive with other communities.

2018 OPERATING BUDGET

LEISURE SERVICES

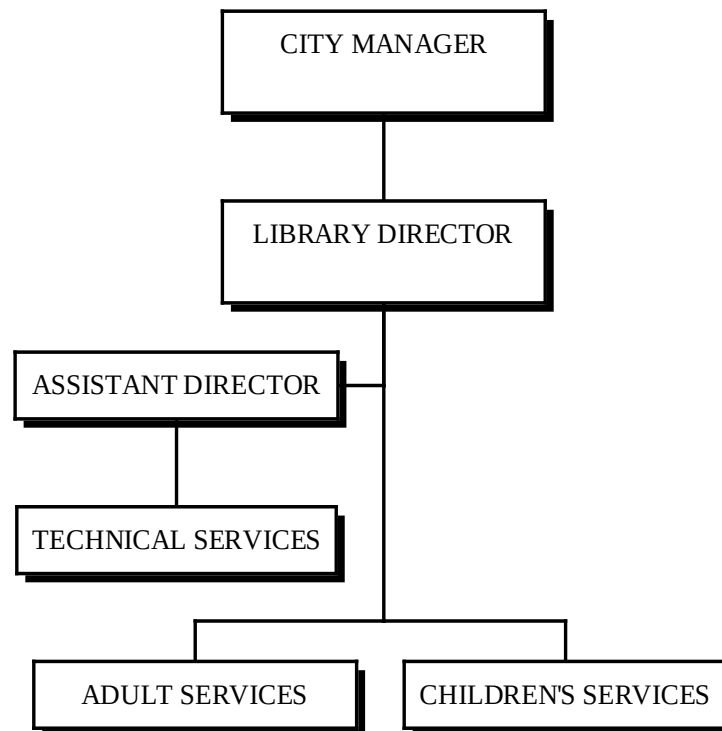
	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Library	\$236,162	\$236,279	\$234,800	\$231,800	\$233,300
Parks & Recreation	\$810,834	\$728,616	\$745,258	\$727,515	\$700,985
Total Revenue	\$1,046,996	\$964,895	\$980,058	\$959,315	\$934,285
Expense					
Library	\$1,597,145	\$1,632,555	\$1,726,616	\$1,696,056	\$1,728,394
Parks & Recreation	\$2,600,379	\$2,604,504	\$2,768,157	\$2,721,254	\$2,776,734
Total Expense	\$4,197,524	\$4,237,059	\$4,494,773	\$4,417,310	\$4,505,128

LIBRARY

MISSION

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

CONCORD PUBLIC LIBRARY ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

1. The Technical Services Division is responsible for all acquisitions, cataloging and bibliographic control of library collections; Integrated Library Systems (ILS) and online management; processing and repairing of materials; and obtaining interlibrary loan materials for patrons. The Assistant Director helps to manage the day to day operations of the Library and serves as the Interim Director when needed.
2. The Adult Services Division is responsible for all aspects of public service to adult and teen patrons including circulation, reference, technical troubleshooting for the public, readers' advisory, and programming.
3. The Children's Services Division is responsible for selecting all materials for the children's collection, and planning, promoting and providing all children's programming.

2018 OPERATING BUDGET

LIBRARY

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Non-Resident Library Fees	\$8,447	\$6,125	\$8,000	\$6,500	\$7,000
Fines For Overdue Books	\$33,720	\$35,511	\$33,000	\$31,000	\$32,000
Miscellaneous	\$7,696	\$8,343	\$7,500	\$8,000	\$8,000
Transfer In-Trust/Library	\$186,300	\$186,300	\$186,300	\$186,300	\$186,300
Total Revenue	\$236,162	\$236,279	\$234,800	\$231,800	\$233,300
Expense					
Compensation	\$863,287	\$910,502	\$971,561	\$948,910	\$999,487
Fringe Benefits	\$317,413	\$347,562	\$361,050	\$327,200	\$360,967
Outside Services	\$86,769	\$63,710	\$63,810	\$64,361	\$64,486
Supplies	\$214,909	\$204,815	\$222,375	\$222,375	\$222,218
Utilities	\$97,136	\$87,826	\$88,290	\$113,680	\$61,436
Insurance	\$17,630	\$18,140	\$19,530	\$19,530	\$19,800
Total Expense	\$1,597,145	\$1,632,555	\$1,726,616	\$1,696,056	\$1,728,394

	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
<u>SERVICE INDICATORS</u>				
1. Audio & eBook Downloads	20,869	25,761	27,000	28,000
2. Other Items Borrowed	263,168	289,462	275,000	280,000
3. Online Services – Catalog Searches	522,391	455,400	510,000	550,000
4. Online Services – Database Searches	603,780	611,636	700,000	720,000
5. Total Programs, Classes & Events	350	311	317	320
6. Attendance of Programs/Classes & Events	6,589	6,728	5,758	6,000
7. Research Assistance	88,465	91,026	70,000	75,000
8. Volunteer Hours	3,320	2,964	1,700	1,800
9. Interlibrary Loans - Lent	2,768	2,781	2,732	2,800
10. Interlibrary Loans – Borrowed	2,918	3,246	3,210	3,300
11. PC/Internet Use Hours	41,451	24,663	33,000	35,000
12. Chromebook Checkouts (started in FY2016)	-	4,673	4,500	4,500

2018 GOALS

1. Evaluate and implement “Welcome to the Library” marketing to new residents of Concord.
2. Provide more Science Technology Engineering Arts & Mathematics (STEAM) materials for patrons to utilize and design and offer regular STEAM programming.
3. Transition from 3D printer creation for patrons, to educating children how to create their own customized designs.
4. Market and attract new patrons to the library presence in the new community center.
5. Adapt resources in the new community center to fit interests of the Heights community.
6. Develop more community partnerships to enhance and promote our services (i.e. collaborate with local historical society to co-sponsor additional Humanities to Go events, staff become liaisons to important local organizations, etc.).
7. Transition to the new Integrated Library System (ILS) with minimal to no patron interruption in service.

LIBRARY

8. Educate the public on how to navigate the new ILS.

2017 GOALS STATUS

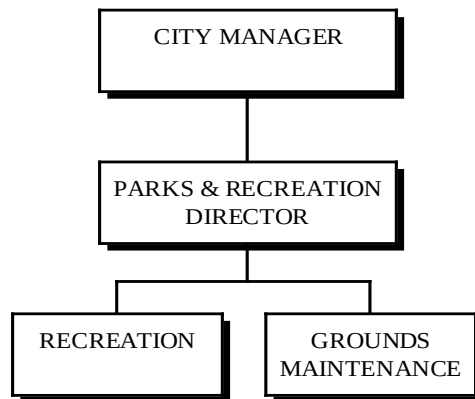
1. Evaluate long term hours of operation and implement potential switch from a three season schedule to a two season schedule.
9-Month Status: The Library is preparing for its first switch to a three month summer schedule on June 1, 2017 through Labor Day. Patrons will have a much easier time keeping track of the Library's hours with only two seasons to consider. The schedule change only affects Saturday and Sunday hours. Monday through Friday will remain the same all year. Summer marketing has begun to let patrons know of the upcoming changes. The new schedule will allow the Library to stay open seven days a week, through May, before changing to a 9:00 AM to 2:00 PM schedule on Saturdays and being closed on Sundays during the summer.
2. Purchase and install new ILS automated system, which includes training of staff.
9-Month Status: The Library has completed the RFP for the new ILS automated system and is currently reviewing the bids. The plan is to interview finalists in May and start the transition to a new ILS over the summer of 2017.
3. Market new ILS system to the public and begin to educate the public and advertise new features.
9-Month Status: Part of the evaluation of the bids is the education and training that the ILS vendors will provide to Library staff, as well as to patrons. Staff will need to be comfortable with the product in order to better educate and promote its features to the public.
4. Develop and implement a library card registration program in cooperation with local schools and their students.
9-Month Status: Library staff regularly visits local schools in the area to sign students up for library cards. By distributing library card registration forms off site at schools, staff can create temporary cards that simply expire if the students fail to come to the library to officially register for a card.
5. Send staff into the community to promote new library card registrations and promote the Library's social media.
9-Month Status: Staff have begun to promote Library services at more events in the community, such as at the Easter Eggstravaganza, Community Conversations with Concord TV, and Concord Reads events outside the Library. The Library has increased its social media presence through Twitter, Facebook, and Instagram.
6. Increase card holders by 7%.
9-Month Status: As of April 1, 2017, Library cardholders have increased by over 20% since July 1, 2016.
7. Evaluate 3D printer implementation as an educational and community building resource for the Library.
9-Month Status: The Library's first 3D printer has been operational in the Children's Department for a few months. Children with library cards can fill out a request form online to have a free 3D item printed with the color of their choosing. The patron is notified once the item is completed. This is the first phase of the Library's 3D programming.
8. Evaluate the potential of tablets being provided and loaned out to families and children.
9-Month Status: In March 2017, the Library began lending out Launch Pad Tablets for the first time to families. With the help of grant money, the Library was able to purchase a dozen tablets that each has a unique set of educational and interactive programs for children to utilize. Tablets may be checked out in the Children's Department for one week at a time.

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 (former Dame School).
5. Maintain all neighborhood parks and cemeteries.
6. Manage and maintain the Beaver Meadow Golf Course.
7. Oversee the fiscal operations of the Department.

2018 OPERATING BUDGET

PARKS & RECREATION

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Recreation Player Fee-Facilities	\$6,112	\$0	\$0	\$0	\$0
Recreation Player Fee-Parks	\$6,956	\$5,797	\$6,230	\$5,000	\$6,000
Interment	\$97,660	\$83,997	\$92,000	\$84,610	\$84,435
Cemetery Maintenance	\$2,416	\$2,405	\$3,500	\$1,740	\$2,000
Overtime & Supply Charges	\$9,711	\$8,484	\$8,320	\$7,150	\$8,200
Miscellaneous Services	\$191,943	\$172,042	\$182,380	\$172,690	\$159,950
Camps	\$121,790	\$112,261	\$127,550	\$111,050	\$110,970
Aquatics Program	\$27,216	\$22,489	\$23,850	\$32,910	\$30,150
Lighting Charge	\$3,567	\$5,795	\$4,800	\$3,000	\$4,000
Building Lease or Rental	\$131,587	\$107,821	\$96,900	\$102,500	\$90,600
Facility Lease or Rental	\$27,552	\$34,379	\$25,828	\$32,000	\$33,360
Court Ordered Payments-Cemeteries	\$93	\$106	\$0	\$110	\$0
Court Ordered Pymnts-Parks & Rec	\$0	\$0	\$0	\$35	\$0
Music Program Donations	\$546	\$971	\$1,100	\$500	\$1,000
Contribution-Purchase of Lots	\$23,136	\$25,836	\$18,000	\$20,710	\$20,820
Contribution-Purchase of Niches	\$0	\$0	\$2,000	\$2,000	\$2,000
Concession Income	\$3,286	\$4,119	\$4,300	\$2,820	\$4,000
Miscellaneous	\$36,275	\$38	\$0	\$190	\$0
Advertising Revenue	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500
Transfer In-Trust/Capital Reserve	\$0	\$20,000	\$0	\$0	\$0
Transfer In-Trust/Concord Calvary	\$15,000	\$15,000	\$15,000	\$15,000	\$13,000
Transfer In-Trust/Flowers	\$4,000	\$8,000	\$6,000	\$6,000	\$5,500
Transfer In-Trust/General Care	\$95,789	\$92,158	\$122,000	\$122,000	\$118,000
Transfer In-Trust/Shrubs	\$700	\$1,419	\$0	\$0	\$1,500
Total Revenue	\$810,834	\$728,616	\$745,258	\$727,515	\$700,985
Expense					
Compensation	\$1,410,085	\$1,427,274	\$1,537,694	\$1,518,296	\$1,631,925
Fringe Benefits	\$642,935	\$666,089	\$683,129	\$652,381	\$682,571
Outside Services	\$246,369	\$245,110	\$262,010	\$247,865	\$214,684
Supplies	\$222,619	\$187,908	\$194,154	\$208,862	\$187,768
Utilities	\$62,682	\$64,624	\$68,190	\$69,090	\$30,556
Insurance	\$12,130	\$12,920	\$17,280	\$18,160	\$17,630
Capital Outlay	\$3,558	\$579	\$5,700	\$6,600	\$11,600
Total Expense	\$2,600,379	\$2,604,504	\$2,768,157	\$2,721,254	\$2,776,734

PARKS & RECREATION

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Number of pool users	26,000	20,400	21,000	21,000
2. Number of program registrations	4,208	4,400	4,400	4,800
3. Number of facility reservations	3,910	4,000	4,000	4,400
4. Number of burials per year	215	202	210	210

2018 GOALS

1. Manage the successful planning, opening and operation of the new community center on the Heights.
2. Manage capital infrastructure projects, as approved by City Council in the FY 2018 budget.
3. Enhance recreation programs based on residents' interests and requests.
4. Work with community partners to increase the number of community-wide special events hosted in parks and recreation facilities.

2017 GOALS STATUS

1. Increase the number of children taking part in the summer Learn to Swim Program by 15%.
9-Month Status: In 2016 there were 717 participants, a 25% increase over 2015.
2. Enhance recreation programs based on residents' interests and requests.
9-Month Status: The Department added several new programs this past year, including a new session of NFL Flag Football and youth and family rock climbing classes. This past winter the Department partnered with David Chase, the boys' basketball coach at Concord High School, to have his players help coach our younger age group basketball players.
3. Work with community partners to increase the number of events hosted in parks and recreation facilities.
9-Month Status: The Department worked with the Black Ice Pond Hockey Association, Intown Concord, the Concord Rotary Club and many others for events in its facilities. The Department also updated all parks and recreation facilities on the City web site with pictures and information about holding events in parks and community centers.
4. In coordination with City Administration, undertake the implementation of the Heights Community Center plan, as approved by the City Council.
9-Month Status: Ongoing. The Department has been very active in the design of the new community center.
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.
9-Month Status: Ongoing. The committees held several meetings to develop recommendations, which were presented to City Council at their May 2017 meeting. Staff will continue to work with the committees to develop a timeline for improvements and cost estimates based on their recommendations.
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.
9-Month Status: Ongoing. To date the committees and staff have met several times to discuss needs of the area.

PARKS & RECREATION

7. Work with the Parks & Recreation Advisory Committee to review the costs related to lifeguard certification and the staffing of City pools.

9-Month Status: At their May 2017 meeting, the committee will be looking at the costs associated with employees who are hired to work at the City's outdoor pools.

8. Manage capital infrastructure projects, as approved by City Council in the FY 2017 budget.

9-Month Status: All projects are ongoing and should be completed by the end of this fiscal year. The one project that will continue into the next fiscal year is the final design of Terrill Park. The City hired VHB out of Bedford for final design of Terrill Park. The Parks and Recreation Advisory Committee approved a new concept at their February 2017 meeting. VHB and staff continue to develop the plan and required permits for project.

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.

2018 OPERATING BUDGET

HUMAN SERVICES

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Reimbursements	\$18,423	\$24,444	\$18,000	\$15,000	\$15,000
Total Revenue	\$18,423	\$24,444	\$18,000	\$15,000	\$15,000
Expense					
Compensation	\$257,477	\$267,393	\$274,743	\$286,980	\$250,308
Fringe Benefits	\$123,168	\$135,258	\$137,960	\$116,820	\$120,965
Outside Services	\$65,120	\$64,573	\$66,980	\$67,342	\$80,358
Supplies	\$768	\$770	\$1,200	\$1,100	\$1,200
Insurance	\$2,170	\$2,320	\$2,500	\$2,500	\$2,490
Miscellaneous	\$341,945	\$311,823	\$379,450	\$279,100	\$330,000
Total Expense	\$790,648	\$782,138	\$862,833	\$753,842	\$785,321

	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
<u>SERVICE INDICATORS</u>				
1. Appointments/Emergencies	1,896	1,789	1,700	1,600
2. Homeless & Homeless at Risk Served	244	286	225	225
3. Applications for Assistance Issued	618	542	575	550
4. Walk-ins	1,296	1,389	1,200	1,100
5. Initial Case Interviews	538	512	525	500
6. Percent of Total Aid Budget in Rental Assistance	90.7%	90.0%	90.0%	90.0%

2018 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

2017 GOALS STATUS

1. Ensure that staff continues to participate in all training relevant to effectively working with low income families and individuals, and continually updates and expands knowledge of local resources.
9-Month Status: Staff members received internal training from community organizations such as Catholic Charities, United Way, Riverbend, New Start, Job Corps, Families in Transition, and Hearts of Kindness. Staff attends all training presented by the NH Local Welfare Administrators Association, including conferences in November and in June where information specific to local welfare is provided. A staff member also attended the utility companies' workshop. Attendance at these trainings is on a rotating basis and all information is shared with co-workers. Each fulltime staff member attends a community meeting.
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.
9-Month Status: The NH Local Welfare Administrators Association focused on SB 7, relative to eligibility for Food Stamps. SB 7 would eliminate "expanded categorical eligibility" for Food Stamps. This program allows families with children to apply for Food Stamps using a higher income limit and without an asset limit. The main concern is the potential impact on municipal assistance if some of the proposed changes were implemented. SB 7 is reviewing the waivers for work requirements, limits on income, and compliance with child support requirements against the absent parent. The Family Assistance Advisory Council (FAAC) also focused on SB 7 and the impact it will have on municipalities and local food banks.
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.
9-Month Status: Ascentria's fiscal year began in October and they had projected receiving 270 refugees to be resettled evenly between Concord and Nashua. In their first quarter, Concord received 70 refugees from Congo, Bhutan and Rohingya. In January, President Trump signed an Executive Order decreasing the amount of refugees permitted into the country. This has greatly impacted Ascentria's projections and revenue.
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.
9-Month Status: This is an ongoing process. All staff members recently reviewed and provided input on all of the office forms, financial assistance guidelines, applications, and operating procedures. Staff also compared the forms to the most current Model Local Welfare Guidelines and consulted with other municipalities.
5. Participate in the Medicaid Waiver 1115 initiative in the Capital area as it evolves in order to support the goal of transforming the delivery of behavioral health care through integration of services.
9-Month Status: The Medicaid Waiver 1115 Steering Committee and Re-entry workgroup meets monthly. The Committee gives a report of all of the projects: Behavioral Health Workforce Development, Health Information Technology, Integration, Medicated Assisted Treatment, Re-entry, and Enhanced Care Coordination. Collectively they are working on creating standards for sharing data, recruitment of staff, integration, training, and core competencies. The Re-entry workgroup focuses on justice-involved adults and youth with substance use disorders and/or significant behavioral health issues. The goal is to reduce re-offenses by preparing inmates with the necessary tools and support for a successful transition from jail to the community.
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.
9-Month Status: The majority of the Housing First rental assistance vouchers have been filled. The challenge has been finding affordable and available apartments that will accept clients with poor rental and criminal backgrounds. The cold weather shelter opened at St. Peter's Church at the beginning of January and closed at the end of March. The Concord Coalition to End Homelessness is in the process of purchasing the Homeless Resource Center and building a permanent low barrier cold weather shelter.

2018 OPERATING BUDGET

SPECIAL REVENUE FUNDS

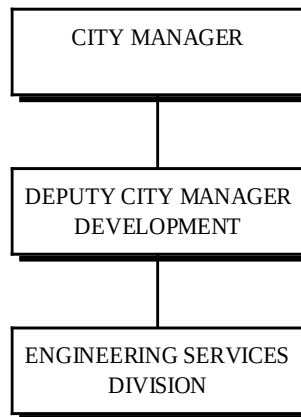
	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Project Inspection	\$260,518	\$307,363	\$289,750	\$296,020	\$300,750
Parking	\$2,120,847	\$2,064,924	\$1,929,326	\$1,952,386	\$1,918,854
Airport	\$357,495	\$345,956	\$351,233	\$344,072	\$351,177
Conservation Property	\$65,713	\$68,000	\$130,588	\$81,380	\$130,436
Total Revenue	\$2,804,573	\$2,786,242	\$2,700,897	\$2,673,858	\$2,701,217
Expense					
Project Inspection	\$258,547	\$333,626	\$286,759	\$290,897	\$298,340
Parking	\$2,047,774	\$2,144,168	\$2,097,142	\$2,049,242	\$2,101,884
Airport	\$446,193	\$340,101	\$414,773	\$413,063	\$415,615
Conservation Property	\$71,440	\$78,556	\$130,588	\$130,180	\$130,436
Total Expense	\$2,823,955	\$2,896,450	\$2,929,262	\$2,883,382	\$2,946,275

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.

2018 OPERATING BUDGET

PROJECT INSPECTION FUND

PROJECT INSPECTION FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$289,750	\$296,020	\$300,750
Expense	\$286,759	\$290,897	\$298,340
Net Income (Loss)		\$5,123	\$2,410
Beginning Working Capital		\$73,775	\$78,898
Ending Working Capital		\$78,898	\$81,308

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Engineering Permits	\$120,858	\$101,137	\$105,000	\$105,000	\$106,000
Miscellaneous Services	\$138,889	\$200,414	\$184,200	\$190,320	\$194,200
Investment Income	\$417	\$649	\$400	\$600	\$400
Finance Charges	\$355	\$193	\$150	\$100	\$150
Insurance Distributions & Credits	\$0	\$4,970	\$0	\$0	\$0
Total Revenue	\$260,518	\$307,363	\$289,750	\$296,020	\$300,750
Expense					
Compensation	\$160,840	\$187,454	\$170,951	\$186,300	\$176,361
Fringe Benefits	\$87,701	\$104,440	\$102,198	\$93,877	\$110,471
Outside Services	\$4,233	\$1,372	\$3,480	\$2,800	\$3,348
Supplies	\$4,244	\$4,754	\$5,340	\$4,030	\$4,080
Insurance	\$1,130	\$1,430	\$1,560	\$1,560	\$1,710
Capital Outlay	\$0	\$29,839	\$0	\$0	\$0
Transfer Out	\$400	\$4,336	\$3,230	\$2,330	\$2,370
Total Expense	\$258,547	\$333,626	\$286,759	\$290,897	\$298,340

PROJECT INSPECTION FUND

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
Private Development Projects Inspected by Staff	45	38	42	42

2018 GOALS

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

2017 GOALS STATUS

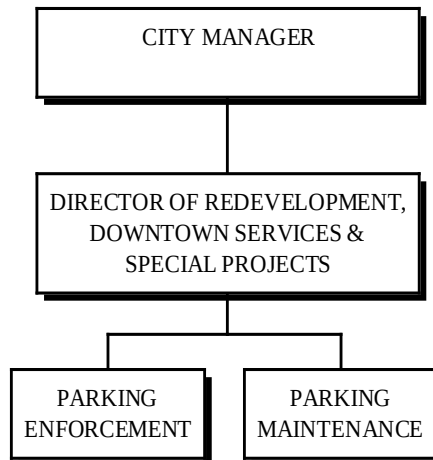
1. Continue to utilize the Project Inspection Fund and streamline reporting documentation depicting actual program costs vs. revenue.
9-Month Status: Ongoing.

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.

2018 OPERATING BUDGET

PARKING FUND

PARKING FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$1,929,326	\$1,952,386	\$1,918,854
Expense	\$2,097,142	\$2,049,242	\$2,101,884
Net Income (Loss)		(\$96,856)	(\$183,030)
Beginning Working Capital		\$126,600	\$29,744
Ending Working Capital		\$29,744	(\$153,286)

RESERVE

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

2018 OPERATING BUDGET

PARKING FUND

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Metered Parking	\$735,149	\$710,232	\$687,450	\$701,540	\$716,935
Metered Parking-Cards	\$90,895	\$86,491	\$88,000	\$85,500	\$85,500
Investment Income	\$233	\$174	\$250	\$250	\$250
Parking Rental	\$550,196	\$542,105	\$565,659	\$544,729	\$554,239
Finance Charges	\$2,408	\$2,509	\$500	\$1,800	\$500
Metered Parking Penalties	\$328,134	\$309,554	\$312,000	\$343,100	\$345,800
Insurance Distributions & Credits	\$0	\$5,778	\$0	\$0	\$0
Contribution In Aid	\$10,343	\$10,500	\$10,500	\$10,500	\$10,500
Miscellaneous	\$0	\$504	\$0	\$0	\$0
Transfer In-Cap Proj-Sears Block	\$746	\$0	\$0	\$0	\$0
Transfer In-Cap Proj (2008 on)	\$0	\$6,188	\$0	\$0	\$0
Transfer In-Sears Block TIF	\$270,000	\$258,145	\$206,167	\$206,167	\$205,130
Transfer In-Trust Fund	\$2,744	\$2,744	\$0	\$0	\$0
Transfer in-Trust/Durgin	\$130,000	\$130,000	\$58,800	\$58,800	\$0
Total Revenue	\$2,120,847	\$2,064,924	\$1,929,326	\$1,952,386	\$1,918,854
Expense					
Compensation	\$363,575	\$384,831	\$407,718	\$395,260	\$422,067
Fringe Benefits	\$177,137	\$185,927	\$193,905	\$185,931	\$206,582
Outside Services	\$195,133	\$229,171	\$275,950	\$275,192	\$278,925
Supplies	\$47,557	\$39,218	\$40,655	\$31,080	\$39,265
Utilities	\$55,081	\$59,801	\$56,790	\$52,905	\$51,230
Insurance	\$21,600	\$22,540	\$25,790	\$25,790	\$26,250
Debt Service	\$876,146	\$862,490	\$764,840	\$764,828	\$769,610
Miscellaneous	\$134,214	\$130,020	\$142,854	\$129,616	\$132,225
Allocated Costs	\$9,480	\$0	\$0	\$0	\$0
Transfer Out	\$167,850	\$230,170	\$188,640	\$188,640	\$175,730
Total Expense	\$2,047,774	\$2,144,168	\$2,097,142	\$2,049,242	\$2,101,884

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

2018 OPERATING BUDGET

PARKING FUND

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Overtime Parking Meter Citations	18,373	18,524	18,220	17,650
2. Time Zone Citations	1,201	1,471	1,275	1,300
3. Meter Feeding Citations	4	10	6	10
4. Winter Parking Ban Citations	204	82	254	100
5. Booted Vehicles	39	26	34	35
6. Credit Card Transactions at Kiosks	215,051	218,203	225,000	225,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	823	1,212	1,554	1,850
8. Customer Payment Plans Created	39	26	28	30
9. Violations Appealed to Court	54	31	40	40

2018 GOALS

1. Adopt and implement the Strategic Parking Plan.
2. Update service indicators as appropriate to measure anticipated outcomes of Strategic Plan recommendations.
3. Commence repairs and improvements for the School Street (Durgin Block) Parking Garage (CIP #432).

2017 GOALS STATUS

1. Adopt and implement the Strategic Parking Plan.
9-Month Status: The Strategic Parking Plan was presented to the Parking Committee on June 27, 2016. Since June, the Parking Committee has held two public forums; one on August 18th and one on September 8th. In addition, the Committee has held approximately 12 workshop meetings since June 2016 to review the recommendations of the study, and potential modifications thereof. The Parking Committee last met on March 16, 2017 to review revised policy recommendations, as well as the accompanying financial pro forma. Pending the outcome of its April meeting, the Parking Committee has tentative plans to hold a public forum to present the final recommendations in May 2017. Following the forum, the Committee plans to meet again to further hone its recommendations based upon public input. The Committee tentatively plans to present its final recommendations, together with accompanying resolutions and appropriation resolutions (if required), to the City Council in June or July 2017.
2. Undertake repairs for the School Street (Durgin Block) Parking Garage (CIP #432), as identified within the 2012 Needs Assessment Report.
9-Month Status: The City completed a Facility Needs Assessment of the School Street Parking Garage in 2012. That report identified that the 467-space garage, which opened in 1985, requires significant repairs and improvements. The City Council appropriated funds for design and repair in FY 2013 (\$1.4M) and in FY 2017 (\$3.2M). Repairs were delayed due to parking impacts associated with the Downtown Complete Streets Project, as well as the diminished financial capacity of the Parking Fund. A contract for design of repairs and improvements was issued on October 25, 2016. The project is scheduled to go out to bid in April 2017. Pending available budget, work will begin in May or June. The project is scheduled for completion by December 1, 2018. The project will result in the temporary loss of meter and parking citation revenues due to periodic temporary closure of parking spaces during repairs.

PARKING FUND

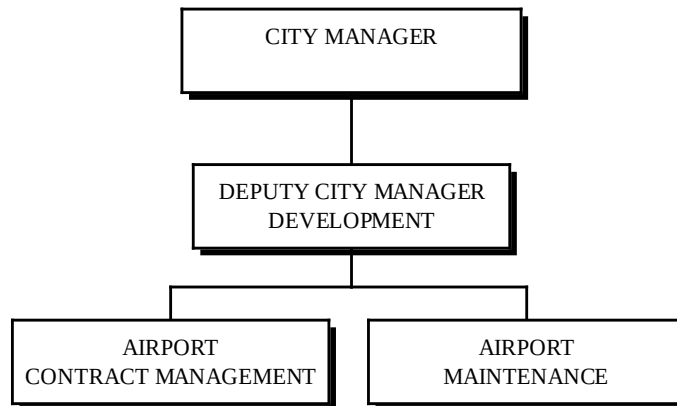
3. Upgrade the older, 2G modem Cale Kiosks with 3G modems, as 2G will no longer be supported by cellular service providers.
9-Month Status: Changes in cellular technology required the City to convert 74 of its 85 kiosk units from 2G to 3G modems in order to maintain the ability to process credit card transactions. The project was completed in March 2017.
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.
9-Month Status: The Remi Block Redevelopment Project was completed in March 2017. The project features 20 market rate apartments and 3 commercial storefronts. The building owner currently leases 7 parking spaces from the City at the Dixon Avenue Surface Lot. It was initially anticipated that the owner would need to lease spaces at the City's Storrs Street Parking Lot beneath the Loudon Road overpass. However, the building owner secured an additional 20 spaces at a surface parking lot owned by a third party.

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.

2018 OPERATING BUDGET

AIRPORT FUND

AIRPORT FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$351,233	\$344,072	\$351,177
Expense	\$414,773	\$413,063	\$415,615
Net Income (Loss)		(\$68,991)	(\$64,438)
Beginning Working Capital		\$540,185	\$471,194
Ending Working Capital		\$471,194	\$406,756

RESERVE

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

2018 OPERATING BUDGET

AIRPORT FUND

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Airport Operators Grant	\$1,108	\$1,715	\$1,700	\$1,355	\$1,300
Fuel Flow Mark-up	\$27,050	\$33,269	\$34,340	\$31,000	\$34,000
Investment Income	\$875	\$1,575	\$1,300	\$1,800	\$1,800
Building Lease or Rental	\$328,461	\$306,635	\$309,917	\$309,917	\$314,077
Insurance Distributions & Credits	\$0	\$1,988	\$0	\$0	\$0
Miscellaneous	\$0	\$775	\$0	\$0	\$0
Budgetary Use of Fund Balance	\$0	\$0	\$3,976	\$0	\$0
Total Revenue	\$357,495	\$345,956	\$351,233	\$344,072	\$351,177
Expense					
Compensation	\$86,070	\$71,461	\$77,166	\$83,210	\$80,049
Fringe Benefits	\$33,397	\$32,366	\$36,644	\$34,597	\$37,946
Outside Services	\$87,946	\$48,245	\$68,886	\$68,880	\$62,610
Supplies	\$33,446	\$15,138	\$43,190	\$39,190	\$43,438
Utilities	\$23,328	\$23,177	\$23,911	\$22,210	\$21,600
Insurance	\$7,430	\$7,700	\$6,930	\$6,930	\$6,565
Debt Service	\$20,244	\$37,064	\$33,850	\$33,850	\$33,640
Miscellaneous	\$44,150	\$44,365	\$45,500	\$45,500	\$45,955
Allocated Costs	\$7,449	\$0	\$0	\$0	\$0
Transfer Out	\$102,733	\$60,585	\$78,696	\$78,696	\$83,812
Total Expense	\$446,193	\$340,101	\$414,773	\$413,063	\$415,615

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

AIRPORT FUND

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
Number of based planes	76	82	82	87

2018 GOALS

1. Construct Phase 1 of Taxiway A rehabilitation.

2017 GOALS STATUS

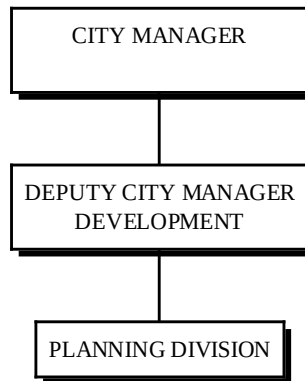
1. Provide airport services to the community.
9-Month Status: The General Services Department, Community Development Department, and the Airport Manager continue to work closely to keep the airport maintained, safe and open.
2. Design rehabilitation of Taxiway A.
9-Month Status: Proceeding.

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.

2018 OPERATING BUDGET

CONSERVATION PROPERTY FUND

CONSERVATION PROPERTY FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$130,588	\$81,380	\$130,436
Expense	\$130,588	\$130,180	\$130,436
Net Income (Loss)		(\$48,800)	\$0
Beginning Working Capital		\$93,893	\$45,093
Use of Fund Balance		\$48,800	\$45,000
Ending Working Capital		\$45,093	\$93

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Land Lease or Rental	\$65,713	\$68,000	\$69,077	\$69,000	\$69,100
Budgetary Use of Fund Balance	\$0	\$0	\$48,800	\$0	\$45,000
Transfer In-Trust/Conservation	\$0	\$0	\$12,711	\$12,380	\$16,336
Total Revenue	\$65,713	\$68,000	\$130,588	\$81,380	\$130,436
Expense					
Compensation	\$861	\$1,613	\$1,681	\$1,330	\$4,515
Fringe Benefits	\$452	\$587	\$607	\$550	\$1,421
Outside Services	\$9,177	\$12,883	\$56,500	\$56,500	\$56,500
Supplies	\$6,400	\$7,873	\$23,000	\$23,000	\$23,000
Transfer Out	\$54,550	\$55,600	\$48,800	\$48,800	\$45,000
Total Expense	\$71,440	\$78,556	\$130,588	\$130,180	\$130,436

2018 OPERATING BUDGET

ENTERPRISE FUNDS

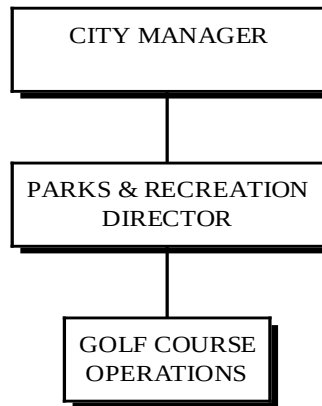
	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Golf	\$929,228	\$1,020,600	\$1,096,040	\$1,089,305	\$1,125,800
Arena	\$597,186	\$639,236	\$601,735	\$596,402	\$601,535
Solid Waste	\$3,745,056	\$3,649,273	\$3,934,262	\$3,978,221	\$4,173,350
Water	\$5,819,045	\$6,041,692	\$5,881,955	\$6,060,725	\$5,948,960
Wastewater	\$7,216,363	\$7,468,989	\$7,281,673	\$7,332,262	\$7,453,662
Total Revenue	\$18,306,877	\$18,819,791	\$18,795,665	\$19,056,915	\$19,303,307
Expense					
Golf	\$937,189	\$1,012,344	\$1,094,826	\$1,090,968	\$1,107,217
Arena	\$548,229	\$640,326	\$599,509	\$575,927	\$615,458
Solid Waste	\$3,839,860	\$3,784,219	\$4,011,954	\$3,978,061	\$4,139,917
Water	\$5,593,460	\$5,885,367	\$6,164,417	\$6,030,430	\$6,239,108
Wastewater	\$6,909,565	\$7,107,814	\$7,574,444	\$7,539,885	\$7,922,660
Total Expense	\$17,828,303	\$18,430,068	\$19,445,150	\$19,215,271	\$20,024,360

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.

2018 OPERATING BUDGET

GOLF COURSE FUND

GOLF FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$1,096,040	\$1,089,305	\$1,125,800
Expense	\$1,094,826	\$1,090,968	\$1,107,217
Net Income (Loss)		(\$1,663)	\$18,583
Beginning Working Capital		\$31,427	\$29,764
Ending Working Capital		\$29,764	\$48,347

RESERVE

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

2018 OPERATING BUDGET

GOLF COURSE FUND

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Interest Costs and Penalties	(\$13)	\$103	\$0	\$35	\$0
Camps	\$32,667	\$16,776	\$37,100	\$23,030	\$37,690
Seasonal Passes	\$211,094	\$219,552	\$231,080	\$237,230	\$256,000
Daily Fees	\$332,766	\$354,426	\$345,000	\$346,000	\$345,000
Cart Rental	\$123,202	\$144,458	\$150,000	\$155,500	\$155,000
Handicapping	\$6,661	\$6,829	\$7,000	\$6,390	\$7,000
Driving Range	\$53,381	\$52,601	\$58,000	\$45,740	\$55,000
League & Tournament Fees	\$15,125	\$17,610	\$10,000	\$10,000	\$10,000
Golf Simulator Revenue	\$0	\$29,595	\$56,000	\$64,500	\$66,000
Pro Shop Sales	\$104,329	\$118,938	\$135,000	\$126,430	\$135,000
Pro Shop Sales-Rentals & Other	\$1,617	\$951	\$1,000	\$780	\$1,000
Investment Income	\$26	\$116	\$100	\$110	\$110
Insurance Distributions & Credits	\$0	\$5,054	\$0	\$0	\$0
Concession Income	\$21,514	\$32,000	\$42,000	\$35,000	\$42,000
Miscellaneous	\$379	\$1,072	\$4,000	\$1,800	\$1,000
Advertising Revenue	\$0	\$0	\$0	\$17,000	\$15,000
Transfer In-General Fund	\$26,480	\$20,520	\$19,760	\$19,760	\$0
Total Revenue	\$929,228	\$1,020,600	\$1,096,040	\$1,089,305	\$1,125,800
Expense					
Compensation	\$351,219	\$376,949	\$406,760	\$391,280	\$423,265
Fringe Benefits	\$83,679	\$130,015	\$153,642	\$155,520	\$158,634
Outside Services	\$115,548	\$120,305	\$99,318	\$98,840	\$97,802
Supplies	\$203,563	\$199,818	\$215,676	\$210,580	\$217,353
Utilities	\$40,779	\$53,652	\$43,410	\$56,280	\$50,758
Insurance	\$3,120	\$3,253	\$3,360	\$3,360	\$4,190
Debt Service	\$49,227	\$48,518	\$88,600	\$88,598	\$75,565
Miscellaneous	\$12,104	\$394	\$0	\$3,500	\$0
Transfer Out	\$77,950	\$79,440	\$84,060	\$83,010	\$79,650
Total Expense	\$937,189	\$1,012,344	\$1,094,826	\$1,090,968	\$1,107,217

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 73% of the Fund's revenue. Historical data is used to forecast these revenues. Pro Shop Sales is the next largest revenue stream at approximately 12%. This is a new revenue source for the Fund and revenue projections are under development.

2018 OPERATING BUDGET

GOLF COURSE FUND

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Number of Season Memberships	271	229	229	229
2. Number of rounds played	27,502	27,500	27,500	27,500
3. Number of unique web site visitors	25,715	32,053	34,000	35,000

2018 GOALS

1. Continue to expand the use of the facility as a year round destination.
2. Increase and maintain the level of use of the new golf simulators.
3. Increase the number of youth taking part in learn to play programs by 15%.

2017 GOALS STATUS

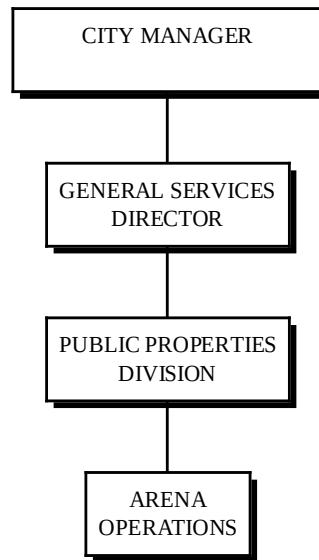
1. Create an integrated marketing campaign for course operations.
9-Month Status: The course now has the ability to coordinate marketing with several different media at once. With its robust web site, the course can send out an email for events or course news to several thousand subscribers and to social media at the same time. The course also coordinates newspaper ads and radio ads based on events and the season.
2. Rebrand course lessons and camp programs to Academy Programs.
9-Month Status: All camps and lessons have been rebranded to the Academy Program. This spring, the course entered into a relationship with the First Tee of New Hampshire to help grow the number of youth learning and playing golf. Starting in May 2017, the course will be starting a PGA Jr. Team Program.
3. Continue to expand the use of the facility as a year round destination.
9-Month Status: Cross country skiing and ice skating continued to grow with cooperative weather.
4. Increase and maintain level of use of new golf simulators.
9-Month Status: Achieved. Fiscal year revenue exceeded the middle of March. The course added several new indoor tournaments and winter leagues, resulting in an increase in participants from the previous year.
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.
9-Month Status: Completed.

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.

2018 OPERATING BUDGET

ARENA FUND

ARENA FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$601,735	\$596,402	\$601,535
Expense	\$599,509	\$575,927	\$615,458
Net Income (Loss)		\$20,475	(\$13,923)
Beginning Working Capital		\$189,324	\$209,799
Ending Working Capital		\$209,799	\$195,876

RESERVE

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

2018 OPERATING BUDGET

ARENA FUND

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Investment Income	\$394	\$539	\$400	\$600	\$400
Facility Lease or Rental	\$61,493	\$70,738	\$80,395	\$74,870	\$75,885
Ice Rental	\$433,115	\$449,636	\$436,840	\$428,882	\$433,000
Parking Rental	\$520	\$0	\$0	\$0	\$0
Finance Charges	\$503	\$518	\$100	\$350	\$250
Insurance Distributions & Credits	\$0	\$4,362	\$0	\$0	\$0
Concession Income	\$50,037	\$54,258	\$52,000	\$58,000	\$59,000
Sale of Surplus Property	\$0	\$112	\$0	\$0	\$0
Miscellaneous	\$1,969	\$956	\$0	\$1,200	\$0
Advertising Revenue	\$33,125	\$32,125	\$32,000	\$32,500	\$33,000
Transfer In-General Fund	\$16,030	\$15,280	\$0	\$0	\$0
Transfer In-Arena Capital Fund	\$0	\$10,712	\$0	\$0	\$0
Total Revenue	\$597,186	\$639,236	\$601,735	\$596,402	\$601,535
Expense					
Compensation	\$169,849	\$194,809	\$223,099	\$203,170	\$226,953
Fringe Benefits	\$63,047	\$79,762	\$81,598	\$80,090	\$84,940
Outside Services	\$30,471	\$23,353	\$27,455	\$29,595	\$27,685
Supplies	\$37,661	\$39,238	\$42,305	\$42,220	\$42,885
Utilities	\$92,929	\$90,452	\$93,622	\$89,420	\$83,958
Insurance	\$7,037	\$7,648	\$8,090	\$8,090	\$8,440
Debt Service	\$93,223	\$93,704	\$52,700	\$52,702	\$55,010
Allocated Costs	\$16,259	\$0	\$0	\$0	\$0
Transfer Out	\$37,753	\$111,360	\$70,640	\$70,640	\$85,587
Total Expense	\$548,229	\$640,326	\$599,509	\$575,927	\$615,458

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.

2018 OPERATING BUDGET

ARENA FUND

	2015	2016	2017	2018
<u>SERVICE INDICATORS</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Total Ice Rental Hours	1,562	1,597	1,523	1,550
2. Show Rental Revenue	\$43,585	\$44,045	\$39,170	\$41,055
3. Public Ice Skating Attendance	8,077	9,040	8,435	9,000
4. Recreational Hockey Stick / Puck Attendance	927	931	802	850

2018 GOALS

1. Continue to develop additional revenue sources, such as continued development of the roller skating program. Explore the possibility of taking the Pro Shop operation in house versus operation by an outside vendor.
2. Provide a firm financial foundation by maximizing revenue through increased public attendance and minimizing expenses by refining the energy management program and exploring possible solar options.
3. Continue to work with the Parks & Recreation Advisory Committee, the Arena Advisory Committee, and City staff from the Parks & Recreation and Community Development Departments on the plan for future operations, investment, and management of Kiwanis Park and the Everett Arena Property.
4. Install automated louvers that are tied in to the arena's exhaust fans to improve summer building cooling.

2017 GOALS STATUS

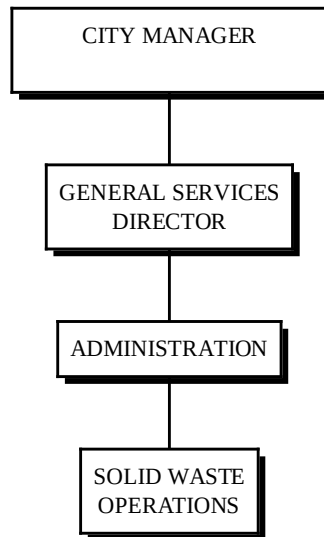
1. Explore increasing ice revenue by investigating curling opportunities.
9-Month Status: Due to the earliest start time being 10:00 PM this program is not feasible at this time.
2. Develop additional revenue by exploring other off-ice activities, such as expanding the roller skating program.
9-Month Status: In progress. Information has been sent to summer camps.
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.
9-Month Status: Public skating and stick practice attendance finished slightly below FY 2016. This is attributed to more snow this winter allowing for more choices of recreational activities. The LED project is scheduled for review by City Council in April and May, and, if approved, the project will be executed in May/June.
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.
9-Month Status: The Arena Advisory Committee and General Services' staff have had a series of meetings with the Recreation and Parks Advisory Committee and Parks & Recreation staff, and are in the process of formulating a plan to present for the future development of Kiwanis Park.

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.

2018 OPERATING BUDGET

SOLID WASTE FUND

SOLID WASTE FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$3,934,262	\$3,978,221	\$4,173,350
Expense	\$4,011,954	\$3,978,061	\$4,139,917
Net Income (Loss)		\$160	\$33,433
Beginning Working Capital		\$471,503	\$471,663
Ending Working Capital		\$471,663	\$505,096

2018 OPERATING BUDGET

SOLID WASTE FUND

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Waste Haulers Permit	\$1,200	\$400	\$700	\$600	\$700
Household Waste	\$7,673	\$5,541	\$5,541	\$6,395	\$5,541
School District Payments	\$52,038	\$52,013	\$65,025	\$65,025	\$65,025
Miscellaneous Services	\$12,601	\$11,910	\$0	\$0	\$0
Commercial Disposal	\$1,087,821	\$1,036,204	\$1,119,175	\$1,087,200	\$1,177,160
DTSWRD-Dwntwn Sol Waste Rem Dstr	\$221,528	\$229,146	\$230,526	\$230,526	\$237,390
Contaminated Loads	\$510	\$364	\$1,500	\$200	\$500
PAYT Bags	\$943,505	\$905,805	\$1,023,750	\$1,100,740	\$1,137,500
PAYT Containers	\$302,105	\$296,277	\$369,325	\$369,325	\$368,000
Cart Collection Program	\$17,547	\$17,600	\$17,880	\$17,390	\$17,040
Motor Vehicle Waste Disposal	\$93,630	\$94,865	\$94,000	\$94,000	\$94,000
Finance Charges	\$1,202	\$894	\$1,100	\$1,300	\$1,200
Insurance Distributions & Credits	\$0	\$4,403	\$0	\$0	\$0
Miscellaneous	\$1,343	\$1,729	\$720	\$500	\$720
Transfer In-General Fund	\$990,130	\$990,130	\$990,130	\$990,130	\$1,053,684
Transfer In-Golf Fund	\$0	\$0	\$3,000	\$3,000	\$3,000
Transfer In-Arena Fund	\$0	\$0	\$3,790	\$3,790	\$3,790
Transfer In-Solid Waste Cap Fund	\$0	\$1,993	\$0	\$0	\$0
Transfer In-Water Fund	\$0	\$0	\$4,350	\$4,350	\$4,350
Transfer In-Wastewater Fund	\$0	\$0	\$3,750	\$3,750	\$3,750
Transfer In-Trust/Svms	\$12,222	\$0	\$0	\$0	\$0
Total Revenue	\$3,745,056	\$3,649,273	\$3,934,262	\$3,978,221	\$4,173,350
Expense					
Compensation	\$217,705	\$195,226	\$203,334	\$189,490	\$210,067
Fringe Benefits	\$103,986	\$101,946	\$104,590	\$98,581	\$107,094
Outside Services	\$3,474,738	\$3,446,352	\$3,650,430	\$3,640,190	\$3,773,394
Utilities	\$9,228	\$7,072	\$10,700	\$6,880	\$7,040
Insurance	\$140	\$140	\$0	\$0	\$0
Debt Service	\$30,462	\$29,882	\$29,300	\$29,320	\$28,722
Allocated Costs	\$3,600	\$0	\$0	\$0	\$0
Transfer Out	\$0	\$3,600	\$13,600	\$13,600	\$13,600
Total Expense	\$3,839,860	\$3,784,219	\$4,011,954	\$3,978,061	\$4,139,917

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

2018 OPERATING BUDGET

SOLID WASTE FUND

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Number of tons diverted from traditional disposal	8,015	6,554	6,600	6,800
2. Percentage of Citizen Request Tracker items resolved	99%	99%	99%	99%
3. Number of households serviced during annual Household Hazardous Waste Collection	523	720	604	650

2018 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.

2017 GOALS STATUS

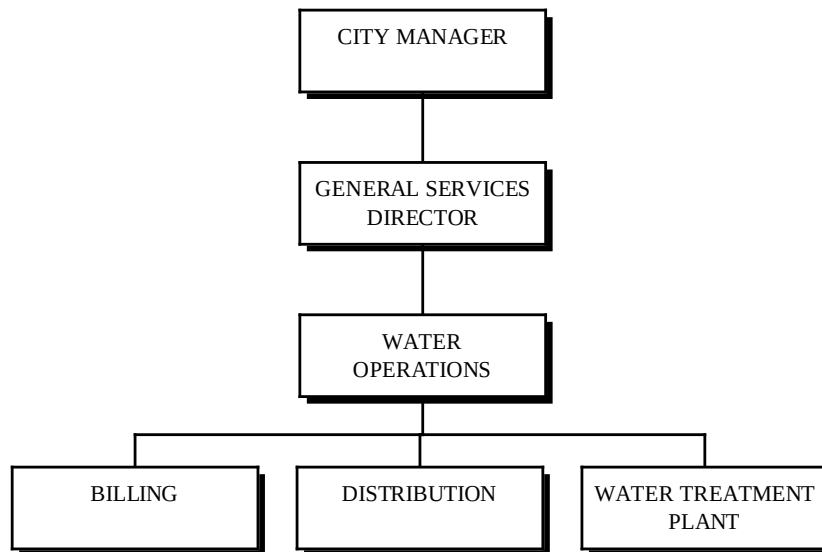
1. Positively engage the public by continuing to develop relationships with condo/management companies in regards to the City's single stream container program.
9-Month Status: Staff continues to work with condo/management companies in an effort to optimize waste management programs through recycling 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.

2018 OPERATING BUDGET

WATER FUND

WATER FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$5,881,955	\$6,060,725	\$5,948,960
Expense	\$6,164,417	\$6,030,430	\$6,239,108
Net Income (Loss)		\$30,295	(\$290,148)
Beginning Working Capital		\$3,004,901	\$3,035,196
Ending Working Capital		\$3,035,196	\$2,745,048

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.

2018 OPERATING BUDGET

WATER FUND

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Interest Costs and Penalties	\$26,545	\$27,011	\$26,500	\$29,000	\$27,500
Testing Services	\$3,866	\$3,140	\$2,500	\$1,500	\$2,500
Commercial Sales	\$4,315,483	\$4,461,984	\$4,393,440	\$4,550,000	\$4,468,020
Private Fire Service	\$117,384	\$126,008	\$117,000	\$106,500	\$110,000
Water Availability	\$1,184,661	\$1,180,326	\$1,187,000	\$1,164,480	\$1,170,000
Sundry Services	\$17,469	\$23,304	\$17,000	\$17,750	\$18,000
Labor Services-Water	\$9,845	\$9,656	\$7,500	\$16,000	\$10,000
Misc. Recollectible	\$529	\$17,884	\$0	\$3,000	\$0
Cross Connection	\$69,800	\$69,440	\$65,000	\$65,000	\$65,000
Investment Income	\$6,162	\$16,966	\$6,000	\$18,000	\$12,000
Finance Charges	(\$70)	\$0	\$100	\$200	\$150
Insurance Distributions & Credits	\$0	\$21,029	\$0	\$0	\$0
Investment Fee	\$19,728	\$32,890	\$20,000	\$45,000	\$20,000
NHRS subsidy for Retiree Health Ins	\$34,117	\$32,535	\$31,995	\$31,995	\$30,480
Retiree share of Health Ins	\$3,814	\$5,510	\$6,120	\$6,500	\$12,810
Sale of Surplus Property	\$5,359	\$7,639	\$0	\$800	\$0
Miscellaneous	\$4,351	\$6,373	\$1,800	\$5,000	\$2,500
Total Revenue	\$5,819,045	\$6,041,692	\$5,881,955	\$6,060,725	\$5,948,960
Expense					
Compensation	\$1,095,193	\$1,138,504	\$1,231,160	\$1,106,030	\$1,273,838
Fringe Benefits	\$631,062	\$659,054	\$694,725	\$625,110	\$738,564
Outside Services	\$152,487	\$112,211	\$168,240	\$169,850	\$164,693
Supplies	\$383,464	\$385,183	\$437,452	\$443,605	\$428,985
Utilities	\$203,163	\$280,928	\$250,860	\$291,490	\$248,610
Insurance	\$38,080	\$42,540	\$47,840	\$47,840	\$48,110
Capital Outlay	\$77,680	\$70,097	\$115,000	\$95,000	\$119,000
Debt Service	\$1,845,981	\$1,912,809	\$1,947,700	\$1,956,795	\$1,956,830
Miscellaneous	\$22,004	\$4,190	\$6,000	\$4,270	\$6,000
Allocated Costs	\$350,047	\$0	\$0	\$0	\$0
Transfer Out	\$832,098	\$1,279,851	\$1,265,440	\$1,290,440	\$1,254,478
(Gain) Loss on Refunding	(\$37,800)	\$0	\$0	\$0	\$0
Total Expense	\$5,593,460	\$5,885,367	\$6,164,417	\$6,030,430	\$6,239,108

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

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.

2018 OPERATING BUDGET

WATER FUND

	2015	2016	2017	2018
<u>SERVICE INDICATORS</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Residential per capita gallons used per day	51	75	75	75
2. Percentage of turbidity readings below 0.1 NTUs	94%	97%	98%	98%

2018 GOALS

1. Complete Rate Study
2. Apply for Level 3 AWWA Partnership for safe water.

2017 GOALS STATUS

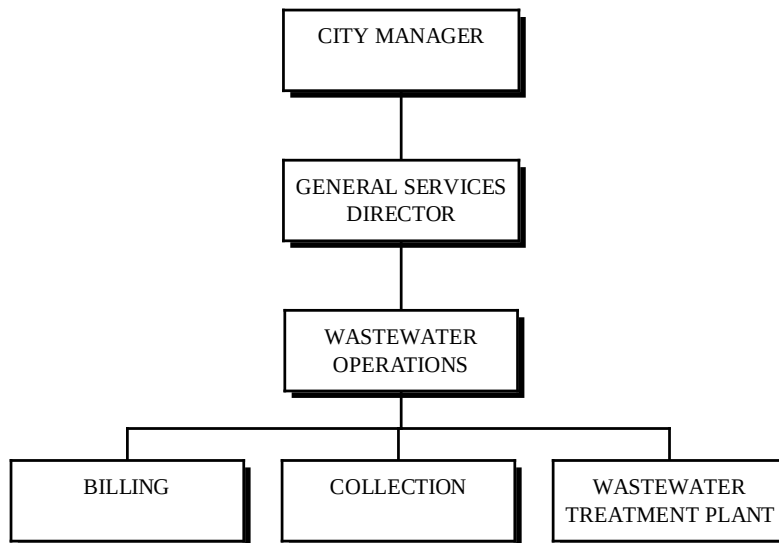
1. Increase community awareness about water conservation.
9-Month Status: Ongoing. Due to dry conditions during this fiscal year, the State classified Merrimack County as experiencing moderate drought conditions. The Department used social media platforms, the City website and Variable Message Board signs advising the public to use water wisely. The Department also developed rainfall comparison graphs, making the drought more visual for its customers and reasserting the need to conserve water.
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 of FY 2017. The NH Department of Environmental Services 2015 Rate Survey was completed in early 2016, in which 103 utilities participated. Concord was ranked 21st with 1 being the lowest.
3. Continue with the application process for Partnership for Safe Water.
9-Month Status: Data has been submitted to AWWA Partnership and Level 2 has been maintained. The application for Level 3 will be submitted in early 2018.

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

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$7,281,673	\$7,332,262	\$7,453,662
Expense	\$7,574,444	\$7,539,885	\$7,922,660
Net Income (Loss)		(\$207,623)	(\$468,998)
Beginning Working Capital		\$3,794,649	\$3,801,030
Current Portion of State Grant		\$214,004	\$0
Ending Working Capital		\$3,801,030	\$3,332,032

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.

2018 OPERATING BUDGET

WASTEWATER FUND

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Interest Costs and Penalties	\$30,586	\$31,150	\$30,000	\$30,500	\$30,500
Misc Permits	\$2,245	\$1,360	\$1,500	\$1,800	\$1,500
Share of Debt Service	\$74,851	\$48,762	\$275,578	\$61,570	\$267,182
Testing Services	\$2,104	\$1,540	\$1,800	\$1,800	\$1,800
Sewer Service	\$6,358,451	\$6,493,307	\$6,293,000	\$6,550,000	\$6,514,840
Sewer Service-Boscawen	\$171,372	\$218,237	\$165,000	\$195,672	\$165,000
Sewer Service-Bow	\$38,068	\$64,881	\$40,000	\$64,020	\$60,000
Leachate Processing	\$258,197	\$320,972	\$260,000	\$218,000	\$225,000
Labor Services-Wastewater	\$2,610	\$6,961	\$3,000	\$1,500	\$1,500
Septage Processing	\$146,553	\$103,404	\$107,000	\$60,000	\$45,000
Sludge Disposal	\$21,438	\$27,538	\$17,500	\$28,000	\$28,000
Investment Income	\$5,744	\$20,347	\$6,000	\$25,000	\$25,000
Land Lease or Rental	\$0	\$5,334	\$1,830	\$1,400	\$3,400
Finance Charges	\$1,148	\$1,415	\$1,000	\$1,150	\$1,150
Insurance Distributions & Credits	\$0	\$22,120	\$0	\$0	\$0
Investment Fee	\$51,827	\$52,448	\$40,000	\$51,500	\$40,000
NHRS subsidy for Retiree Health Ins	\$34,117	\$32,535	\$31,995	\$29,500	\$30,480
Retiree share of Health Ins	\$3,814	\$5,510	\$6,120	\$9,750	\$12,810
Sale of Surplus Property	\$7,178	\$5,830	\$0	\$0	\$0
Miscellaneous	\$6,059	\$5,340	\$350	\$1,100	\$500
Total Revenue	\$7,216,363	\$7,468,989	\$7,281,673	\$7,332,262	\$7,453,662
Expense					
Compensation	\$1,369,401	\$1,397,247	\$1,442,987	\$1,384,390	\$1,464,555
Fringe Benefits	\$805,846	\$836,473	\$843,499	\$798,924	\$821,685
Outside Services	\$424,781	\$394,370	\$543,405	\$553,790	\$570,427
Supplies	\$434,372	\$424,605	\$454,261	\$459,926	\$457,656
Utilities	\$561,376	\$561,455	\$553,867	\$561,510	\$545,040
Insurance	\$61,054	\$66,629	\$69,560	\$69,560	\$69,640
Capital Outlay	\$40,101	\$45,787	\$56,000	\$115,000	\$58,000
Debt Service	\$2,223,803	\$2,168,065	\$2,427,250	\$2,400,490	\$2,672,414
Miscellaneous	\$16,744	\$2,686	\$0	\$1,580	\$0
Allocated Costs	\$279,785	\$0	\$0	\$0	\$0
Transfer Out	\$726,488	\$1,210,497	\$1,183,615	\$1,194,715	\$1,263,243
(Gain) Loss on Refunding	(\$34,186)	\$0	\$0	\$0	\$0
Total Expense	\$6,909,565	\$7,107,814	\$7,574,444	\$7,539,885	\$7,922,660

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.

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Number of wastewater odor complaints addressed	1	0	2	2
2. Percentage of Class A materials produced	99.5%	99.9%	97.9%	*90.0%
3. Percentage of Class B materials produced	0.5%	0.1%	0.7%	2.0%
4. Unclassified Material	0.0%	0.0%	1.4%	8.0%

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

2018 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.

2017 GOALS STATUS

1. Meet the community's expectation for odor control.
9-Month Status: There have been two odor complaints through the third quarter of FY 2017.
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 of FY 2017.
3. Continue to be a leader in bio-solids management.
9-Month Status: Over 97.5% of Class A biosolids have been produced through the third quarter of FY 2017.

TIF DISTRICTS & CIP SUMMARY

BUDGET SUMMARY

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Capital Projects	\$10,680,620	\$20,047,222	\$17,483,308	\$17,483,308	\$13,283,674
N End Opportunity Corridor TIF	\$647,509	\$463,281	\$474,854	\$497,658	\$493,156
Sears Block TIF District	\$859,388	\$741,353	\$753,272	\$776,730	\$1,076,103
Penacook Village TIF District	\$56,454	\$56,351	\$57,328	\$58,458	\$59,365
Total Revenue	\$12,243,971	\$21,308,207	\$18,768,762	\$18,816,154	\$14,912,298
Expense					
Capital Projects	\$10,680,620	\$20,047,222	\$17,483,308	\$17,483,308	\$13,283,674
N End Opportunity Corridor TIF	\$491,705	\$341,053	\$210,815	\$206,715	\$213,480
Sears Block TIF District	\$801,521	\$926,767	\$882,077	\$891,062	\$978,809
Penacook Village TIF District	\$22,211	\$48,988	\$59,470	\$51,720	\$54,430
Total Expense	\$11,996,057	\$21,364,030	\$18,635,670	\$18,632,805	\$14,530,393

TIF DISTRICTS & CIP SUMMARY

TAX INCREMENT FINANCE (TIF) DISTRICTS

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

Combined, these TIF Districts encompass approximately 137 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 \$90,946,850 in new assessed value generated by several real estate development projects (FY 2018 estimate).

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

- 1) The **North End Opportunity Corridor Tax Increment Finance District (NEOCTIF)** was established on March 23, 1998, and most recently amended on April 14, 2014. This district was established to facilitate cleanup and redevelopment of the former Concord Lumber property and surrounding parcels in the vicinity of Horseshoe Pond and Exit 15 on Interstate 93. Since 1998, the City's total capital investment in the NEOCTIF District has been \$7,796,200, including \$1.05 million for the acquisition of the Tsunis Holdings property and related expenses. To date, this investment has yielded \$51,079,200 in new private development (FY 2018 estimate). 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 most recently 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 \$38,122,050 in new private development (FY 2018 estimate). This figure includes incremental assessed value associated with the Smile Building at 49 South Main Street, as well as the commercial portion of the Endicott Hotel, due to the expiration of RSA 79-E Community Tax Relief Incentive benefits which expired on April 1, 2017. Presently, the SBTIF District encompasses approximately 21 acres.
- 3) The **Penacook Village Tax Increment Finance District (PVTIF)** was established on June 14, 2010, and most recently amended on June 9, 2014. This district was established to facilitate cleanup and redevelopment of the former Allied Leather Tannery Site and surrounding properties in Penacook Village. 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 \$1,745,600 in new private development (FY 2018 estimate). Presently, the PVTIF District encompasses approximately 47.1 acres.

TIF DISTRICTS & CIP SUMMARY

NEOCTIF FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$474,854	\$497,658	\$493,156
Expense	\$210,815	\$206,715	\$213,480
Net Income (Loss)		\$290,943	\$279,676
Beginning Working Capital		\$733,552	\$1,024,495
Ending Working Capital		\$1,024,495	\$1,304,171

NEOCTIF FUND DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Property Taxes-NEOCTIF	\$646,416	\$460,960	\$473,854	\$494,118	\$490,156
Investment Income	\$1,093	\$2,321	\$1,000	\$3,540	\$3,000
Total Revenue	\$647,509	\$463,281	\$474,854	\$497,658	\$493,156
Expense					
Outside Services	\$0	\$1,320	\$18,100	\$14,000	\$19,000
Debt Service	\$359,565	\$200,984	\$47,030	\$47,030	\$41,480
Transfer Out	\$132,140	\$138,749	\$145,685	\$145,685	\$153,000
Total Expense	\$491,705	\$341,053	\$210,815	\$206,715	\$213,480

TIF DISTRICTS & CIP SUMMARY

NORTH END OPPORTUNITY CORRIDOR TAX INCREMENT FINANCE DISTRICT (continued)

The FY 2018 projected total incremental assessed value of new development constructed within the NEOCTIF District since its establishment in 1998 is \$51,079,200.

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 2018, the City will allocate \$33,712,272 (or 66% of total incremental assessed valuation) to be used in determining the amount needed to be raised through taxation, thereby retaining \$17,366,928 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. As part of the FY 2017 Budget, the City appropriated \$400,000 for CIP #18 Storrs Street Extension North. However, these funds were not appropriated pending subsequent amendment of the NEOCTIF District's Development Program and Financing Plan as required by RSA 162-K. However, the anticipated amendments were not brought forward during FY 2017, as City Administration determined it would be premature to proceed with final design of Storrs Street Extension North (CIP #18) given ongoing efforts by the State of New Hampshire concerning future widening of Interstate 93 and potential impacts associated therewith for CIP #18. The FY 2018 CIP tentatively includes \$6,000,000 in FY 2020 for final design and construction of the new roadway; all to be supported by the funds generated by the TIF District. Timing of funding for CIP #18 remains subject to final design of the I-93 Bow / Concord Widening Project by the State of New Hampshire.

TIF DISTRICTS & CIP SUMMARY

SBTIF FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$753,272	\$776,730	\$1,076,103
Expense	\$882,077	\$891,062	\$978,809
Net Income (Loss)		(\$114,332)	\$97,294
Beginning Working Capital		\$208,037	\$93,705
Ending Working Capital		\$93,705	\$190,999

SBTIF BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Property Taxes-Sears Block TIF	\$851,757	\$738,208	\$752,972	\$776,610	\$1,075,903
Investment Income	\$609	\$781	\$300	\$120	\$200
Finance Charges	\$7,021	\$2,365	\$0	\$0	\$0
Total Revenue	\$859,388	\$741,353	\$753,272	\$776,730	\$1,076,103
Expense					
Outside Services	\$2,425	\$2,425	\$9,550	\$9,550	\$10,030
Debt Service	\$246,316	\$250,987	\$253,800	\$262,785	\$293,767
Transfer Out	\$552,780	\$673,355	\$618,727	\$618,727	\$675,012
Total Expense	\$801,521	\$926,767	\$882,077	\$891,062	\$978,809

TIF DISTRICTS & CIP SUMMARY

SEARS BLOCK TAX INCREMENT FINANCE DISTRICT (continued)

The FY 2018 projected total incremental assessed value of new development constructed within the Sears Block TIF (SBTIF) District since its establishment in 2003 is \$38,122,050.

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, including new assessed value recently realized by the District due to the expiration of RSA 79-E Community Revitalization Tax Relief Incentive abatements for the SMILE Building at 49 South Main Street, as well as commercial portions of the Endicott Hotel Redevelopment Project at 1-5 South Main Street, as both developments have received RSA 79-E Community Revitalization Tax Relief Abatements. RSA 79-E abatements for the residential portion of the Endicott Hotel will expire on 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 as “asterisked funds” for masonry repairs for the Storrs Street (formerly Capital Commons) Parking Garage.

The FY 2018 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 2018, the SBTIF will transfer \$229,412 for current and past debt service associated with the \$2,281,500 General Fund supported bond issued for the Capital Commons Project in 2007. Also, \$183,345 shall be transferred to the General Fund to support the \$2.5 million bond for the Complete Streets Project (CIP #460). In addition, \$20,635 will be transferred to the General Fund to defray costs for administration of the SBTIF.

The SBTIF will also transfer \$205,130 to the Parking Fund in FY 2018. 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 \$197,370 in FY 2018.

During FY 2017, the SBTIF began supporting a portion of a new full-time maintenance position for the Downtown Services Team. This practice will continue in FY 2018 and beyond. The TIF will support this position in the amount of \$36,490 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 2018.

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

When 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, \$1.71 million in bond debt for installation of underground utilities within a section of South Main Street, and \$2.5 million in bonded debt for the construction of CIP #460 Downtown Complete Streets Project. It is anticipated the District will terminate on or about FY 2035.

TIF DISTRICTS & CIP SUMMARY

PVTIF FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$57,328	\$58,458	\$59,365
Expense	\$59,470	\$51,720	\$54,430
Net Income (Loss)		\$6,738	\$4,935
Beginning Working Capital		\$77,131	\$83,869
Ending Working Capital		\$83,869	\$88,804

PVTIF BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Property Taxes-Penacook TIF	\$56,352	\$56,126	\$57,248	\$58,198	\$59,165
Investment Income	\$102	\$225	\$80	\$260	\$200
Total Revenue	\$56,454	\$56,351	\$57,328	\$58,458	\$59,365
Expense					
Outside Services	\$0	\$6,570	\$17,700	\$9,950	\$12,825
Debt Service	\$20,971	\$35,800	\$35,080	\$35,080	\$34,580
Transfer Out	\$1,240	\$6,618	\$6,690	\$6,690	\$7,025
Total Expense	\$22,211	\$48,988	\$59,470	\$51,720	\$54,430

TIF DISTRICTS & CIP SUMMARY

PENACOOK VILLAGE TAX INCREMENT FINANCE DISTRICT (continued)

The FY 2018 projected total incremental assessed value of new real estate development within the Penacook Village TIF (PVTIF) District, since its enactment in 2010, is \$1,745,600. This amount is largely associated with 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 2018 budget only appropriates funding for those projects scheduled for the upcoming fiscal year. Specifically, cash outlays and transfers from the General Fund, various reserve funds, as well as enterprise funds are appropriated as part of the City's annual budget adoption process. The bonded capital budget resolution appropriates most bonded projects 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. Such projects will be presented for future City Council approval when confirmation for outside funding has been received. In other cases, asterisked projects are still preliminary in nature or are subject to ongoing discussions or negotiations with regulators or other third parties. In addition, projects supported by Tax Increment Financing are also asterisked due to statutorily mandated public hearing processes for appropriations, which shall occur separately from the budget adoption process. Funding commitments for the ensuing "out years" of the CIP (FY 2019 – 2027) will be reviewed as part of the budget adoption process for those respective fiscal years.

The proposed CIP runs from FY 2018 to FY 2027 and totals \$324,431,223 all funding sources combined.

SELECTION AND PRIORITIZATION OF CAPITAL PROJECTS

The proposed CIP for FY 2018 totals \$17,285,674. This amount includes capital outlay and several projects that have been omitted from the capital resolution. Omitted projects include: CIP #361 Hooksett Turnpike Bridge Replacement, CIP #498 Birchdale Road Bridge Replacement, CIP #51 White Park, CIP #571 I-393 Horseshoe Pond Drainage Improvements, CIP #582 Manor Road / Abbott Road Roundabout, CIP #468 Reconstruct Airport Taxiway A and Itinerant Ramp, and CIP #75 General Airport Repairs. Excluding capital outlay and these projects, the net amount to be appropriated for the FY 2018 CIP is \$13,048,674.

In keeping with past practice, all capital projects proposed for FY 2018 were reviewed and recommended for funding if they satisfied one or more of the following criteria:

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

TIF DISTRICTS & CIP SUMMARY

APPROPRIATIONS BY FUNDING SOURCE

	2018 Budget
Arena / G.O. Bonds	\$20,000
General / Capital Close-out	\$190,463
General / G.O. Bonds	\$4,598,000
Golf / Capital Close-out	\$20,794
Golf / G.O. Bonds	\$123,000
Sewer / Capital Close-out	\$60,963
Sewer / G.O. Bonds	\$3,449,000
Trans From Airport / Capital Transfer	\$15,000
Trans From Arena / Capital Transfer	\$16,000
Trans From General / Capital Transfer	\$391,750
Trans From Sewer / Capital Transfer	\$70,250
Trans From Solid Waste / Capital Transfer	\$10,000
Trans From Trust / Equip Replace Reserve	\$137,750
Trans From Trust / Highway Reserve	\$1,690,000
Trans From Water / Capital Transfer	\$210,250
Water / Capital Close-out	\$341,454
Water / G.O. Bonds	\$1,939,000
Sub Total	\$13,283,674

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

2018 OPERATING BUDGET

TIF DISTRICTS & CIP SUMMARY

APPROPRIATIONS BY DEPARTMENT

Finance Purchasing

		2018
Appropriations		Budget
130	Multi-Function Photocopy Machines	\$30,000
Sub Total		\$30,000

Information Technology

		2018
Appropriations		Budget
2	Information Technology Hardware & Software Replacement	\$218,000
Sub Total		\$218,000

Police - Operations

		2018
Appropriations		Budget
368	Police Department Communications Equipment	\$420,000
484	Police Station Improvements	\$20,000
522	Patrol Rifle Replacements	\$20,000
575	Police Vehicle & Equipment Replacement	\$179,913
598	TASER Replacement	\$45,000
Sub Total		\$684,913

Fire

		2018
Appropriations		Budget
4	Fire Department Vehicle Replacement	\$570,000
230	Opticom Replacement	\$15,000
252	Fire Station Improvements	\$100,000
305	Fire Department Communications Equipment	\$30,000
376	Fire Department Hose & Equipment Replacement	\$20,000
560	Fire Training Facility	\$599,250
561	Fire Alarm Infrastructure Replacement	\$40,000
573	Fire Department Personnel Protective Equipment	\$20,000
Sub Total		\$1,394,250

2018 OPERATING BUDGET

TIF DISTRICTS & CIP SUMMARY

APPROPRIATIONS BY DEPARTMENT

GS-Highway / Utilities

Appropriations	2018 Budget
78 Annual Highway Improvement Program	\$1,675,000
121 Vehicle & Equipment Replacement Program	\$942,300
Sub Total	\$2,617,300

GS-Public Properties

Appropriations	2018 Budget
63 City Wide Recreation Facility Improvements	\$535,000
64 Arena Improvements	\$36,000
65 City Hall Renovations	\$15,000
75 General Airport Repairs	\$15,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	\$550,000
551 Library Maintenance	\$50,000
576 General Facility Repairs	\$40,000
Sub Total	\$1,241,000

GS-Sewer

Appropriations	2018 Budget
89 Hall Street Waste Water Treatment Plant Odor Control	\$60,000
104 Hall Street Waste Water Treatment Plant Improvements	\$2,025,963
275 Sewer Pump Station Improvements	\$305,000
466 Penacook Waste Water Treatment Plant Improvements	\$560,000
Sub Total	\$2,950,963

GS-Water

Appropriations	2018 Budget
88 Water Plant Improvements	\$390,000
124 Water System SCADA Improvements	\$30,000
244 Water Meter Replacement Program	\$160,000
321 Water System Master Plan & Implementation	\$60,000
347 Water Storage Tank Repairs	\$100,000
372 Water System Pump Station Improvements	\$250,000
Sub Total	\$990,000

GS-Solid Waste

Appropriations	2018 Budget
447 Landfill Soil Vapor Extraction Systems	\$10,000
Sub Total	\$10,000

TIF DISTRICTS & CIP SUMMARY

APPROPRIATIONS BY DEPARTMENT

CD-Community Planning

Appropriations	2018 Budget
599 Zoning Update	\$100,000
Sub Total	\$100,000

CD-Engineering Services

Appropriations	2018 Budget
83 Storm Water Improvements	\$540,000
85 Water Main Replacement	\$1,291,454
91 Sewer Main Rehabilitation and Construction	\$260,000
283 Traffic Signals and Traffic Operations Improvements	\$20,000
297 Geographic Information Systems (GIS)	\$134,000
Sub Total	\$2,245,454

Rec-Grounds

Appropriations	2018 Budget
52 Keach Park	\$25,000
56 Rollins Park	\$160,000
107 Golf Course Club House and Maintenance Buildings	\$16,000
235 Golf Course Grounds Improvements	\$205,794
530 Golf Course Equipment	\$60,000
557 Memorial Field	\$250,000
569 Parks and Cemeteries Small Turf Equipment	\$35,000
587 Cemetery Improvements	\$50,000
Sub Total	\$801,794
Total	\$13,283,674

CAPITAL IMPROVEMENT PROGRAM 2018-2027

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

CAPITAL IMPROVEMENT PROGRAM 2018-2027

PROJECT #	TITLE	DEPARTMENT
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
276	Facility Needs Assessment & Renovation Plan	GS-Public Properties
283	Traffic Signals and Traffic Operations Improvements	CD-Engineering Services
297	Geographic Information Systems (GIS)	CD-Engineering Services
305	Fire Department Communications Equipment	Fire
321	Water System Master Plan & Implementation	GS-Water
323	Combined Operations & Maintenance Facility (COMF) Improvements	GS-Public Properties
335	Thermal Imaging Cameras	Fire
345	Water Supply Well Field Maintenance	GS-Water
347	Water Storage Tank Repairs	GS-Water
358	Garrison Park	Rec-Grounds
359	Merrill Park	Rec-Grounds
360	Kimball Park	Rec-Grounds
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
466	Penacook Waste Water Treatment Plant Improvements	GS-Sewer
468	Reconstruct Taxiway A & Itinerant Ramp	CD-Engineering Services

CAPITAL IMPROVEMENT PROGRAM 2018-2027

PROJECT #	TITLE	DEPARTMENT
471	Airport Fuel Farm	CD-Engineering Services
477	Library Equipment Replacement	Library
482	Water System Asset Management	GS-Water
484	Police Station Improvements	Police - Operations
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
522	Patrol Rifle Replacements	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
571	I-393/Horseshoe Pond Drainage Improvements	CD-Engineering Services
572	Airport Master Plan	CD-Engineering Services
573	Fire Department Personnel Protective Equipment	Fire
575	Police Vehicle & Equipment Replacement	Police - Operations
576	General Facility Repairs	GS-Public Properties

CAPITAL IMPROVEMENT PROGRAM 2018-2027

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	Downtown Corridor Streetscape Improvement Project	CD-Engineering Services
590	Downtown Civic District Sidewalk Replacement	CD-Engineering Services
594	New Central Fire Station	Fire
595	Parking Meters	Police - Operations
596	Surface Lots	Police - Operations
598	TASER Replacement	Police - Operations
599	Zoning Update	CD-Community Planning
601	Design Guidelines Update	CD-Community Planning
602	Iron Works Road Bridge Replacement Project	CD-Engineering Services
603	Washington Street Bridge Replacement Project	CD-Engineering Services

City of Concord, New Hampshire

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

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Base Value for Debt Limits (1)	\$ 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	\$ 4,001,809,256
Legal Debt Limits (% of Base Value)										
General - 1.75% thru 1998, 3% 1999 on (2)	\$ 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	\$ 120,054,278
Water - 10% (2)	\$ 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	\$ 400,180,926
Issued Debt at June 30										
Total Issued Debt at June 30	\$ 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	\$ 81,679,007
Less Water Fund	(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)	(14,595,612)
Less Sewer Fund (3)	(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)	(16,861,971)
Less Tax Increment Debt (3)	(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)	(7,206,400)
Less Landfill Debt (3)	(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	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	14,827,958
Less Golf Fund	-	-	-	-	(80,000)	(80,000)	(80,000)	(60,000)	(93,000)	(60,000)
Less Arena Fund	-	-	-	-	(475,000)	-	-	-	-	-
Less Solid Waste Fund	-	-	-	-	-	-	-	-	-	-
Less Water Fund	(1,150,000)	(3,017,000)	(1,130,500)	(697,000)	(175,000)	(150,000)	-	-	(136)	(36,500)
Less Sewer Fund (3)	(117,672)	(2,570,672)	(1,390,672)	(392,672)	(552,672)	(2,168,172)	-	-	-	(36,500)
Less Tax Increment Debt (3)	-	-	-	(285,000)	(285,000)	-	-	-	-	-
Total Debt Subject to general limit	\$ 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	\$ 57,709,982
Legal Debt Margin										
General	\$ 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	62,344,296
Water Fund	\$ 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	385,548,813
% of Legal Debt Limits Used										
General	27.9%	27.3%	26.6%	28.1%	29.1%	31.5%	32.3%	38.9%	38.4%	48.1%
Water Fund	2.7%	2.3%	2.7%	2.8%	3.1%	3.2%	3.3%	3.1%	3.3%	3.6%

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				
2016	\$ 49,142,637	\$ 32,536,370	\$ 81,679,007	\$ 1,916	6.38%	2.12%
2015	48,874,693	27,679,766	76,554,459	1,804	5.94%	2.03%
2014	44,125,550	28,035,460	72,161,010	1,701	5.65%	2.11%
2013	40,430,476	28,732,324	69,162,800	1,615	5.51%	2.00%
2012	40,161,251	27,072,972	67,234,223	1,569	5.50%	2.03%
2011	40,031,119	26,601,474	66,632,593	1,557	5.45%	1.74%
2010	38,882,692	27,547,146	66,429,838	1,503	6.84%	1.64%
2009	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%

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						
2016	\$ 2,168,810,800	\$ 1,539,035,833	\$ 178,446,300	\$ 3,886,292,933	\$ 32,958,740	\$ 3,853,334,193	\$ 24.36	\$ 4,033,984,178	96.3%
2015	2,101,417,750	1,534,639,311	161,176,300	3,797,233,361	33,688,716	3,763,544,645	23.58	3,942,193,209	96.3%
2014	2,074,759,050	1,584,155,007	167,511,600	3,826,425,657	33,299,807	3,793,125,850	22.59	4,074,453,253	93.9%
2013	2,087,208,900	1,614,705,822	166,101,300	3,868,016,022	35,915,240	3,832,100,782	21.61	3,899,194,377	99.2%
2012	2,139,560,300	1,419,233,200	165,340,900	3,724,134,400	37,130,879	3,687,003,521	21.70	3,708,962,523	100.4%
2011	2,299,881,800	1,424,486,800	152,774,300	3,877,142,900	42,168,733	3,834,974,167	20.35	3,871,416,766	100.1%
2010	2,508,467,100	1,434,618,400	152,792,400	4,095,877,900	42,345,930	4,053,531,970	18.98	4,044,243,693	101.3%
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%

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									
	2007	2008	2009	2010	2011 ⁽¹⁾	2012	2013	2014	2015	2016
General Fund										
Reserved	\$ 2,270,638	\$ 1,300,105	\$ 1,169,269	\$ 966,768	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved	3,453,608	4,447,779	5,302,478	7,025,545	-	-	-	-	-	-
Nonspendable	-	-	-	-	181,815	152,871	152,871	152,871	152,871	168,027
Restricted	-	-	-	-	-	-	-	-	-	-
Committed	-	-	-	-	4,316,925	4,938,869	4,729,164	3,416,913	3,265,799	4,106,177
Assigned	-	-	-	-	1,355,353	894,000	935,000	750,000	960,000	930,000
Unassigned	-	-	-	-	6,736,075	8,168,250	9,079,250	9,879,330	10,171,068	10,735,579
Total General Fund	<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>	<u>\$ 15,939,783</u>
Other Governmental Funds										
Reserved	\$ 8,686,203	\$ 13,154,406	\$ 11,784,460	\$ 10,652,150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved:										
Special Revenue Funds	8,651,431	9,077,496	7,675,674	8,124,307	-	-	-	-	-	-
Capital Project Funds	14,906,493	5,017,047	4,261,481	3,500,587	-	-	-	-	-	-
Debt Service	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	11,465,110
Restricted	-	-	-	-	4,214,191	2,803,781	3,148,961	9,539,642	11,848,567	11,105,618
Committed	-	-	-	-	10,842,872	9,916,209	7,765,227	5,109,805	6,977,411	5,439,600
Assigned	-	-	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	(915)	(1,290)	-	(1,329,031)	(726,422)	(2,091,373)
Total Other Funds	<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>	<u>\$ 25,918,955</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 2018
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close Out	Outlay	Transfer	Donations	State Federal	Trust Other
<u>General</u>									
2	Information Technology Hardware & Software Replacement	183,500	0	0	0	183,500	0	0	0
4	Fire Department Vehicle Replacement	570,000	570,000	0	0	0	0	0	0
51	White Park *	200,000	100,000	0	0	0	100,000	0	0
52	Keach Park	25,000	25,000	0	0	0	0	0	0
56	Rollins Park	160,000	160,000	0	0	0	0	0	0
63	City Wide Recreation Facility Improvements	535,000	535,000	0	0	0	0	0	0
65	City Hall Renovations	15,000	15,000	0	0	0	0	0	0
78	Annual Highway Improvement Program	1,675,000	0	0	0	0	0	0	1,675,000
83	Storm Water Improvements	490,000	490,000	0	0	0	0	0	0
121	Vehicle & Equipment Replacement Program	752,300	498,000	152,300	0	0	0	0	102,000
130	Multi-Function Photocopy Machines	30,000	0	0	0	30,000	0	0	0
230	Opticom Replacement	15,000	0	0	0	0	0	0	15,000
235	Golf Course Grounds Improvements	138,000	138,000	0	0	0	0	0	0
252	Fire Station Improvements	100,000	100,000	0	0	0	0	0	0
283	Traffic Signals and Traffic Operations Improvements	20,000	20,000	0	0	0	0	0	0

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**FISCAL YEAR 2018
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

	Total	Bond	Close Out	Outlay	Transfer	Donations	State Federal	Trust Other
297 Geographic Information Systems (GIS)	128,000	125,000	0	0	3,000	0	0	0
305 Fire Department Communications Equipment	30,000	30,000	0	0	0	0	0	0
323 Combined Operations & Maintenance Facility (COMF) Improvements	252,000	252,000	0	0	0	0	0	0
361 Hooksett Turnpike Bridge Replacement *	900,000	180,000	0	0	0	0	720,000	0
368 Police Department Communications Equipment	420,000	420,000	0	0	0	0	0	0
376 Fire Department Hose & Equipment Replacement	20,000	0	0	0	20,000	0	0	0
484 Police Station Improvements	20,000	20,000	0	0	0	0	0	0
498 Birchdale Road Bridge Replacement *	900,000	180,000	0	0	0	0	720,000	0
512 Emergency Vehicle Repairs	10,000	0	0	10,000	0	0	0	0
522 Patrol Rifle Replacements	20,000	20,000	0	0	0	0	0	0
551 Library Maintenance	50,000	50,000	0	0	0	0	0	0
557 Memorial Field	250,000	250,000	0	0	0	0	0	0
560 Fire Training Facility	599,250	570,000	29,250	0	0	0	0	0
561 Fire Alarm Infrastructure Replacement	40,000	40,000	0	0	0	0	0	0
569 Parks and Cemeteries Small Turf Equipment	35,000	35,000	0	0	0	0	0	0
571 I-393/Horseshoe Pond Drainage Improvements *	100,000	100,000	0	0	0	0	0	0

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2018
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

	Total	Bond	Close Out	Outlay	Transfer	Donations	State Federal	Trust Other
573 Fire Department Personnel Protective Equipment	20,000	0	0	0	20,000	0	0	0
575 Police Vehicle & Equipment Replacement	179,913	0	8,913	0	135,250	0	0	35,750
576 General Facility Repairs	40,000	40,000	0	0	0	0	0	0
582 Manor Road/Abbott Road Roundabout Intersection Improvement Project *	450,000	0	0	0	0	450,000	0	0
587 Cemetery Improvements	50,000	50,000	0	0	0	0	0	0
598 TASER Replacement	45,000	45,000	0	0	0	0	0	0
599 Zoning Update	100,000	100,000	0	0	0	0	0	0
Subtotal General	9,567,963	5,158,000	190,463	10,000	391,750	550,000	1,440,000	1,827,750
Less *	2,550,000	560,000	0	0	0	550,000	1,440,000	0
Total General	7,017,963	4,598,000	190,463	10,000	391,750	0	0	1,827,750
<u>Parking</u>								
2 Information Technology Hardware & Software Replacement	0	0	0	0	0	0	0	0
Subtotal Parking	0	0	0	0	0	0	0	0
Less *	0	0	0	0	0	0	0	0
Total Parking	0	0	0	0	0	0	0	0
<u>Airport</u>								
75 General Airport Repairs	15,000	0	0	0	15,000	0	0	0
75 General Airport Repairs *	40,000	20,000	0	0	0	20,000	0	0

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**FISCAL YEAR 2018
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

	Total	Bond	Close Out	Outlay	Transfer	Donations	State Federal	Trust Other
468 Reconstruct Taxiway A & Itinerant Ramp *	1,460,000	73,000	0	0	0	0	1,387,000	0
Subtotal Airport	1,515,000	93,000	0	0	15,000	20,000	1,387,000	0
Less *	1,500,000	93,000	0	0	0	20,000	1,387,000	0
Total Airport	15,000	0	0	0	15,000	0	0	0
<u>Golf</u>								
2 Information Technology Hardware & Software Replacement	0	0	0	0	0	0	0	0
107 Golf Course Club House and Maintenance Buildings	16,000	16,000	0	0	0	0	0	0
235 Golf Course Grounds Improvements	67,794	47,000	20,794	0	0	0	0	0
530 Golf Course Equipment	60,000	60,000	0	0	0	0	0	0
Subtotal Golf	143,794	123,000	20,794	0	0	0	0	0
Less *	0	0	0	0	0	0	0	0
Total Golf	143,794	123,000	20,794	0	0	0	0	0
<u>Arena</u>								
2 Information Technology Hardware & Software Replacement	0	0	0	0	0	0	0	0
64 Arena Improvements	36,000	20,000	0	0	16,000	0	0	0
Subtotal Arena	36,000	20,000	0	0	16,000	0	0	0
Less *	0	0	0	0	0	0	0	0
Total Arena	36,000	20,000	0	0	16,000	0	0	0

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**FISCAL YEAR 2018
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

	Total	Bond	Close Out	Outlay	Transfer	Donations	State Federal	Trust Other
<u>Solid Waste</u>								
447 Landfill Soil Vapor Extraction Systems	10,000	0	0	0	10,000	0	0	0
Subtotal Solid Waste	10,000	0	0	0	10,000	0	0	0
Less *	0	0	0	0	0	0	0	0
Total Solid Waste	10,000	0	0	0	10,000	0	0	0
<u>Water</u>								
2 Information Technology Hardware & Software Replacement	17,250	0	0	0	17,250	0	0	0
85 Water Main Replacement	1,291,454	950,000	341,454	0	0	0	0	0
88 Water Plant Improvements	390,000	390,000	0	0	0	0	0	0
121 Vehicle & Equipment Replacement Program	40,000	40,000	0	0	0	0	0	0
124 Water System SCADA Improvements	30,000	0	0	0	30,000	0	0	0
244 Water Meter Replacement Program	160,000	0	0	0	160,000	0	0	0
254 Water System Emergency/Unanticipated Equipment Replacement	56,000	0	0	56,000	0	0	0	0
297 Geographic Information Systems (GIS)	3,000	0	0	0	3,000	0	0	0
321 Water System Master Plan & Implementation	60,000	60,000	0	0	0	0	0	0
323 Combined Operations & Maintenance Facility (COMF) Improvements	149,000	149,000	0	0	0	0	0	0
347 Water Storage Tank Repairs	100,000	100,000	0	0	0	0	0	0

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**FISCAL YEAR 2018
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close Out	Outlay	Transfer	Donations	State Federal	Trust Other
372	Water System Pump Station Improvements	250,000	250,000	0	0	0	0	0	0
448	Hydrant and Valve Replacement Program	63,000	0	0	63,000	0	0	0	0
	Subtotal Water	2,609,704	1,939,000	341,454	119,000	210,250	0	0	0
	Less *	0	0	0	0	0	0	0	0
	Total Water	2,609,704	1,939,000	341,454	119,000	210,250	0	0	0
<u>Sewer</u>									
2	Information Technology Hardware & Software Replacement	17,250	0	0	0	17,250	0	0	0
83	Storm Water Improvements	50,000	50,000	0	0	0	0	0	0
89	Hall Street Waste Water Treatment Plant Odor Control	60,000	60,000	0	0	0	0	0	0
91	Sewer Main Rehabilitation and Construction	260,000	210,000	0	0	50,000	0	0	0
104	Hall Street Waste Water Treatment Plant Improvements	2,025,963	1,965,000	60,963	0	0	0	0	0
121	Vehicle & Equipment Replacement Program	150,000	150,000	0	0	0	0	0	0
245	Emergency Sewage Treatment Plant Repairs	58,000	0	0	58,000	0	0	0	0
275	Sewer Pump Station Improvements	305,000	305,000	0	0	0	0	0	0
297	Geographic Information Systems (GIS)	3,000	0	0	0	3,000	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	149,000	149,000	0	0	0	0	0	0

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**FISCAL YEAR 2018
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

	Total	Bond	Close Out	Outlay	Transfer	Donations	State Federal	Trust Other
466 Penacook Waste Water Treatment Plant Improvements	560,000	560,000	0	0	0	0	0	0
Subtotal Sewer	3,638,213	3,449,000	60,963	58,000	70,250	0	0	0
Less *	0	0	0	0	0	0	0	0
Total Sewer	3,638,213	3,449,000	60,963	58,000	70,250	0	0	0
Subtotal	17,520,674	10,782,000	613,674	187,000	713,250	570,000	2,827,000	1,827,750
Less *	4,050,000	653,000	0	0	0	570,000	2,827,000	0
Grand Total	13,470,674	10,129,000	613,674	187,000	713,250	0	0	1,827,750

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
SUMMARY LISTING**

Type	General	Parking	Arena	Cemetery	Golf	Airport	Water	Sewer	Solid Waste	Other	Total
Capital Close-out	190,463	0	0	0	36,438	0	341,454	60,963	0	0	629,318
Capital Outlay	100,000	0	0	0	0	0	1,391,000	667,500	0	0	2,158,500
Capital Transfer	5,228,250	293,825	36,000	0	25,000	419,384	1,722,250	842,250	40,000	0	8,606,959
Donations	8,311,900	0	0	0	0	20,000	0	0	0	0	8,331,900
Equip Replace Reserve	137,750	0	0	0	0	0	0	0	0	0	137,750
Federal	0	0	0	0	0	0	0	0	0	26,043,900	26,043,900
G.O. Bonds	109,618,400	6,775,000	1,045,000	0	1,603,000	703,556	58,573,500	51,054,500	170,000	0	229,542,956
Highway Reserve	21,250,000	0	0	0	0	0	0	0	0	0	21,250,000
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 Traf Dist 1	200,000	0	0	0	0	0	0	0	0	0	200,000
Impact Fees Traf Dist 3	150,000	0	0	0	0	0	0	0	0	0	150,000
Impact Fees Traf Dist 4	160,000	0	0	0	0	0	0	0	0	0	160,000
Mountain Green Reserve	0	0	0	0	0	0	0	370,000	0	0	370,000
State	0	0	0	0	0	0	0	0	0	16,034,940	16,034,940
Tax Increment Financing	0	0	0	0	0	0	0	0	0	11,865,000	11,865,000
Trust	0	0	0	0	0	0	0	0	0	50,000	50,000
Total	145,471,763	7,068,825	1,081,000	0	1,664,438	1,142,940	62,028,204	52,995,213	210,000	53,993,840	325,656,223

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>General /G.O. Bonds</u>											
4 Fire Department Vehicle Replacement	570,000	605,000	490,000	350,000	625,000	1,775,000	700,000	800,000	1,335,000	1,215,000	8,465,000
560 Fire Training Facility	570,000	0	0	0	0	0	0	0	0	0	570,000
63 City Wide Recreation Facility Improvements	535,000	145,000	195,000	450,000	142,000	300,000	350,000	375,000	200,000	200,000	2,892,000
121 Vehicle & Equipment Replacement Program	498,000	682,000	715,000	702,000	723,000	720,000	705,000	685,000	765,000	790,000	6,985,000
83 Storm Water Improvements	490,000	800,000	650,000	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,500,000	1,500,000	10,690,000
368 Police Department Communications Equipment	420,000	0	0	0	0	0	0	0	0	0	420,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	252,000	315,000	240,000	260,000	80,000	50,000	30,000	100,000	0	0	1,327,000
557 Memorial Field	250,000	30,000	1,135,000	120,000	0	0	0	0	0	0	1,535,000
361 Hooksett Turnpike Bridge Replacement	180,000 *	0	0	0	0	0	0	0	0	0	180,000
498 Birchdale Road Bridge Replacement	180,000 *	0	0	0	0	0	0	0	0	0	180,000
56 Rollins Park	160,000	160,000	0	0	100,000	0	75,000	75,000	450,000	350,000	1,370,000
235 Golf Course Grounds Improvements	138,000	270,000	0	0	0	0	0	0	0	0	408,000
297 Geographic Information Systems (GIS)	125,000	0	150,000	0	0	0	0	0	0	0	275,000
51 White Park	100,000 *	30,000	60,000	125,000	125,000	0	0	0	0	0	440,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
252 Fire Station Improvements	100,000	125,000	71,500	0	0	350,000	35,000	0	0	0	681,500
571 I-393/Horseshoe Pond Drainage Improvements	100,000 *	0	0	0	0	0	0	0	0	0	100,000
599 Zoning Update	100,000	100,000	0	0	0	0	0	0	0	0	200,000
551 Library Maintenance	50,000	30,000	70,000	125,000	155,000	130,000	130,000	100,000	300,000	0	1,090,000
587 Cemetery Improvements	50,000	55,000	55,000	120,000	60,000	160,000	30,000	75,000	350,000	35,000	990,000
598 TASER Replacement	45,000	40,000	0	0	0	0	0	0	0	0	85,000
561 Fire Alarm Infrastructure Replacement	40,000	135,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	575,000
576 General Facility	40,000	0	0	0	0	0	0	0	0	0	40,000
569 Parks and Cemeteries Small Turf Equipment	35,000	66,000	11,000	19,000	49,000	53,000	0	0	0	0	233,000
305 Fire Department Communications Equipment	30,000	0	0	0	0	0	0	0	0	700,000	730,000
52 Keach Park	25,000	75,000	475,000	0	0	0	0	620,000	0	0	1,195,000
283 Traffic Signals and Traffic Operations Improvements	20,000	30,000	30,000	200,000	25,000	25,000	225,000	25,000	25,000	200,000	805,000
484 Police Station Improvements	20,000	180,000	0	0	0	0	0	0	0	0	200,000
522 Patrol Rifle Replacements	20,000	25,000	0	0	0	0	0	0	0	0	45,000
65 City Hall Renovations	15,000	85,000	265,000	120,000	30,000	100,000	10,000	200,000	250,000	200,000	1,275,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
17 Sidewalk, Bikeway and Streetscape Improvements	0	0	233,500	0	225,000	0	250,000	0	275,000	0	983,500
18 Storrs Street Extension, North & South	0	0	0	0	0	0	250,000	2,500,000	0	0	2,750,000
31 Broadway / West Street Intersection (McKee Square) Signalization	0	0	0	0	0	0	0	0	1,125,000	0	1,125,000
34 North Main Street / Storrs Street Intersection Signalization	0	0	250,000	0	0	0	0	0	0	0	250,000
36 Manchester Street / Route 3 South	0	0	0	0	3,550,000	0	0	0	0	0	3,550,000
40 Langley Parkway	0	350,000	2,860,400	6,795,000	0	0	0	0	0	0	10,005,400
54 Russell Martin Park	0	0	0	0	450,000	675,000	0	0	0	0	1,125,000
55 Rolfe Park	0	150,000	0	0	75,000	0	0	0	0	0	225,000
59 Terrill Park	0	900,000	1,245,000	980,000	0	0	0	0	0	0	3,125,000
60 Kiwanis (Waterfront) Park	0	120,000	0	0	0	1,000,000	0	0	0	0	1,120,000
64 Arena Improvements	0	1,025,000	0	0	0	0	0	0	0	0	1,025,000
68 Library	0	0	0	0	2,250,000	0	0	0	0	1,440,000	3,690,000
276 Facility Needs Assessment & Renovation Plan	0	175,000	0	0	0	0	0	0	0	0	175,000
335 Thermal Imaging Cameras	0	0	0	0	0	0	0	60,000	0	0	60,000
358 Garrison Park	0	0	0	175,000	0	65,000	0	0	0	0	240,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
359 Merrill Park	0	0	60,000	0	0	0	0	120,000	0	0	180,000
360 Kimball Park	0	0	0	0	125,000	0	0	0	0	0	125,000
370 Police Department Ballistic Vest Replacement Program	0	0	0	75,000	0	0	0	0	80,000	0	155,000
375 Fire Department Boats	0	0	0	0	30,000	0	0	0	0	0	30,000
380 Neighborhood Safety Improvements	0	0	0	0	40,000	0	0	0	0	0	40,000
381 Landfill Closure and Maintenance	0	0	0	0	0	0	0	0	8,120,000	0	8,120,000
460 Downtown Complete Streets Improvement Project	0	0	100,000	0	0	0	0	0	0	0	100,000
490 Police Department Records Management Microfilm Conversion	0	30,000	35,000	35,000	35,000	35,000	35,000	35,000	0	0	240,000
502 Whitney Road Extension	0	0	0	0	0	0	0	3,000,000	0	0	3,000,000
515 Golf Course Winter Recreation Improvements	0	0	53,000	0	0	0	0	0	0	0	53,000
518 Bridge and Dam Maintenance / Repairs	0	250,000	0	0	0	0	0	0	0	0	250,000
519 Manchester Street/Old Turnpike Road Intersection Improvements	0	0	0	0	0	0	0	415,000	0	0	415,000
520 Intersection Safety Improvements	0	50,000	0	0	0	0	0	100,000	150,000	0	300,000
521 Police Firearms Range Improvements	0	160,000	0	0	0	0	0	0	0	0	160,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
525 Telephone System Replacement Program	0	30,000	0	0	0	0	0	0	0	0	30,000
527 Cardiac Monitor & AED Replacement Program	0	0	0	0	0	0	500,000	0	0	0	500,000
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	425,000	0	0	425,000
543 Merrimack River Greenway Trail Project	0	0	0	0	0	0	0	1,100,000	0	0	1,100,000
563 Master Plan Update	0	0	0	200,000	0	0	0	0	0	0	200,000
567 Penacook Riverfront Parks	0	0	0	0	185,000	0	0	0	0	0	185,000
570 Pleasant/Warren/Fruit Intersection Improvements	0	0	0	0	0	0	0	900,000	0	0	900,000
573 Fire Department Personnel Protective Equipment	0	0	0	30,000	0	0	0	750,000	30,000	0	810,000
575 Police Vehicle & Equipment Replacement	0	0	150,000	0	0	0	0	0	0	0	150,000
579 Downtown Squares	0	25,000	0	60,000	0	0	0	0	0	600,000	685,000
583 East Concord Fire Station	0	0	0	0	0	0	0	0	5,000,000	0	5,000,000
584 Replacement of CAT Transit Bus Vehicles	0	30,000	0	0	0	0	0	0	0	0	30,000
588 Loudon Road Bridge Improvement Project	0	0	0	0	2,100,000	0	0	0	0	0	2,100,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
589 Downtown Corridor Streetscape Improvement Project	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	630,000	4,170,000
590 Downtown Civic District Sidewalk Replacement	0	0	750,000	0	0	0	0	0	0	0	750,000
594 New Central Fire Station	0	0	0	0	0	0	0	0	0	5,000,000	5,000,000
602 Iron Works Road Bridge Replacement Project	0	0	0	0	0	0	0	0	400,000	0	400,000
603 Washington Street Bridge Replacement Project	0	0	0	0	0	0	0	0	0	400,000	400,000
Total General /G.O. Bonds	5,158,000	7,278,000	10,849,400	12,611,000	13,079,000	7,533,000	5,075,000	14,120,000	20,605,000	13,310,000	109,618,400
<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>											
2 Information Technology Hardware & Software Replacement	183,500	166,500	112,500	143,750	183,500	166,500	112,500	143,750	183,500	166,500	1,562,500
575 Police Vehicle & Equipment Replacement	135,250	150,000	220,000	160,000	170,000	170,000	180,000	180,000	190,000	190,000	1,745,250
130 Multi-Function Photocopy Machines	30,000	21,000	28,000	7,000	39,000	65,000	22,000	35,000	8,000	41,000	296,000

***Excluded from Budget Appropriation**

R-6/26/2017

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
376 Fire Department Hose & Equipment Replacement	20,000	30,000	0	30,000	0	30,000	0	30,000	0	0	140,000
573 Fire Department Personnel Protective Equipment	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	0	260,000
297 Geographic Information Systems (GIS)	3,000	144,000	3,000	3,500	3,500	73,500	3,500	3,500	3,500	3,500	244,500
51 White Park	0	0	0	0	0	0	0	0	10,000	0	10,000
52 Keach Park	0	0	0	0	40,000	0	0	0	0	0	40,000
56 Rollins Park	0	0	0	0	25,000	0	0	0	0	0	25,000
57 Gustaf H. Lehtinen Park/Hero's Bridge	0	50,000	0	0	0	0	0	0	0	0	50,000
335 Thermal Imaging Cameras	0	30,000	30,000	0	0	0	0	0	0	0	60,000
375 Fire Department Boats	0	0	0	0	0	0	0	30,000	0	0	30,000
477 Library Equipment Replacement	0	10,000	0	0	30,000	60,000	0	0	0	0	100,000
521 Police Firearms Range Improvements	0	0	0	20,000	0	0	0	0	0	0	20,000
528 Pocket Parks	0	20,000	0	0	0	0	0	0	0	0	20,000
550 Roundabout Maintenance	0	50,000	0	50,000	0	0	0	75,000	0	0	175,000
551 Library Maintenance	0	0	0	0	0	10,000	0	0	0	0	10,000
555 Handgun Replacement	0	0	0	0	0	0	0	0	0	50,000	50,000
561 Fire Alarm Infrastructure Replacement	0	10,000	0	0	0	0	0	0	0	0	10,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
576 General Facility	0	30,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000	290,000
599 Zoning Update	0	0	0	0	60,000	0	0	0	0	0	60,000
601 Design Guidelines Update	0	0	0	0	30,000	0	0	0	0	0	30,000
Total General /Capital Transfer	391,750	741,500	453,500	474,250	641,000	635,000	383,000	562,250	460,000	486,000	5,228,250

General /Capital Close-out

121 Vehicle & Equipment Replacement Program	152,300	0	0	0	0	0	0	0	0	0	152,300
560 Fire Training Facility	29,250	0	0	0	0	0	0	0	0	0	29,250
575 Police Vehicle & Equipment Replacement	8,913	0	0	0	0	0	0	0	0	0	8,913
Total General /Capital Close-out	190,463	0	0	0	0	0	0	0	0	0	190,463

General /Highway Reserve

78 Annual Highway Improvement Program	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	0	20,845,000
230 Opticom Replacement	15,000	0	15,000	0	15,000	0	15,000	0	20,000	0	80,000
518 Bridge and Dam Maintenance / Repairs	0	75,000	75,000	75,000	100,000	0	0	0	0	0	325,000
Total General /Highway Reserve	1,690,000	1,925,000	2,140,000	2,290,000	2,490,000	2,550,000	2,725,000	2,710,000	2,730,000	0	21,250,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>General /Equip Replace Reserve</u>											
121 Vehicle & Equipment Replacement Program	102,000	0	0	0	0	0	0	0	0	0	102,000
575 Police Vehicle & Equipment Replacement	35,750	0	0	0	0	0	0	0	0	0	35,750
Total General /Equip Replace Reserve	137,750	0	0	0	0	0	0	0	0	0	137,750
<u>General /Donations</u>											
582 Manor Road/Abbott Road Roundabout Intersection Improvement Project	450,000 *	0	0	0	0	0	0	0	0	0	450,000
51 White Park	100,000 *	0	0	0	0	0	0	0	0	0	100,000
17 Sidewalk, Bikeway and Streetscape Improvements	0	0	16,500	0	0	0	0	0	0	0	16,500
30 Hoit Road / Whitney Road Intersection Signalization	0	0	0	0	0	0	0	2,050,000	0	0	2,050,000
40 Langley Parkway	0	350,000	2,860,400	0	0	0	0	0	0	0	3,210,400
59 Terrill Park	0	800,000	0	0	0	0	0	0	0	0	800,000
68 Library	0	0	0	0	0	0	0	0	0	160,000	160,000
380 Neighborhood Safety Improvements	0	0	0	0	25,000	0	0	0	0	0	25,000
543 Merrimack River Greenway Trail Project	0	200,000	0	0	200,000	0	0	1,100,000	0	0	1,500,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Total General /Donations	550,000	1,350,000	2,876,900	0	225,000	0	0	3,150,000	0	160,000	8,311,900
<u>Other /Tax Increment Financing</u>											
18 Storrs Street Extension, North & South	0	0	6,000,000	0	0	0	0	0	0	0	6,000,000
97 Low Avenue Improvements	0	0	0	0	0	0	400,000	4,000,000	0	0	4,400,000
567 Penacook Riverfront Parks	0	0	1,200,000	0	0	0	0	0	0	0	1,200,000
596 Surface Lots	0	0	0	0	0	0	0	265,000	0	0	265,000
Total Other /Tax Increment Financing	0	0	7,200,000	0	0	0	400,000	4,265,000	0	0	11,865,000
<u>Other /Trust</u>											
275 Sewer Pump Station Improvements	0	0	0	0	0	0	0	0	50,000	0	50,000
Total Other /Trust	0	0	0	0	0	0	0	0	50,000	0	50,000
<u>Other /Federal</u>											
468 Reconstruct Taxiway A & Itinerant Ramp	1,314,000 *	1,053,000	0	0	0	0	0	0	150,000	1,000,000	3,517,000
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	0	427,500	0	0	427,500
72 Runway Pavement Improvements	0	0	0	0	0	500,000	2,660,000	2,660,000	0	900,000	6,720,000

***Excluded from Budget Appropriation**

R-6/26/2017

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	211,500	0	0	0	0	0	0	337,500	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	0	0	0	500,000	500,000
492 Runway Protection Zone Obstruction Removal	0	0	0	205,200	205,200	0	0	0	0	0	410,400
506 Historical Surveys	0	35,000	0	0	0	0	0	0	0	0	35,000
534 Tie Down Rehabilitation and Expansion	0	0	0	0	0	0	0	150,000	675,000	1,080,000	1,905,000
572 Airport Master Plan	0	0	0	0	0	190,000	0	0	0	0	190,000
584 Replacement of CAT Transit Bus Vehicles	0	240,000	0	0	0	0	0	0	0	0	240,000
588 Loudon Road Bridge Improvement Project	0	0	0	0	8,400,000	0	0	0	0	0	8,400,000
Total Other /Federal	1,314,000	1,328,000	211,500	205,200	8,605,200	690,000	2,660,000	3,237,500	825,000	6,967,500	26,043,900
<u>Other /State</u>											
361 Hooksett Turnpike Bridge Replacement	720,000 *	0	0	0	0	0	0	0	0	0	720,000
498 Birchdale Road Bridge Replacement	720,000 *	0	0	0	0	0	0	0	0	0	720,000
468 Reconstruct Taxiway A & Itinerant Ramp	73,000 *	58,500	0	0	0	0	0	0	8,334	55,556	195,390

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	0	23,750	0	0	23,750
72 Runway Pavement Improvements	0	0	0	0	0	27,778	147,778	147,778	0	50,000	373,334
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	11,750	0	0	0	0	0	0	18,750	30,500
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	0	0	0	27,778	27,778
492 Runway Protection Zone Obstruction Removal	0	0	0	11,400	11,400	0	0	0	0	0	22,800
534 Tie Down Rehabilitation and Expansion	0	0	0	0	0	0	0	8,334	37,500	60,000	105,834
543 Merrimack River Greenway Trail Project	0	800,000	0	0	800,000	0	0	8,800,000	0	0	10,400,000
572 Airport Master Plan	0	0	0	0	0	10,554	0	0	0	0	10,554
584 Replacement of CAT Transit Bus Vehicles	0	30,000	0	0	0	0	0	0	0	0	30,000
602 Iron Works Road Bridge Replacement Project	0	0	0	0	0	0	0	0	1,600,000	0	1,600,000
603 Washington Street Bridge Replacement Project	0	0	0	0	0	0	0	0	0	1,600,000	1,600,000
Total Other /State	1,513,000	888,500	11,750	11,400	811,400	38,332	147,778	8,979,862	1,645,834	1,987,084	16,034,940

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>Parking /G.O. Bonds</u>											
403 Parking Division Vehicle Replacement Program	0	50,000	45,000	45,000	0	0	0	0	0	0	140,000
432 North State Street Parking Garage (Formerly Firehouse Block)	0	50,000	65,000	0	0	2,700,000	0	0	0	0	2,815,000
433 School Street Parking Garage (Formerly Durgin Block)	0	0	60,000	0	0	0	220,000	0	0	0	280,000
529 Storrs Street Parking Garage (Formerly Capital Commons)	0	600,000	0	0	0	0	350,000	0	0	875,000	1,825,000
595 Parking Meters	0	40,000	190,000	300,000	240,000	0	0	0	0	0	770,000
596 Surface Lots	0	0	305,000	420,000	0	0	0	50,000	170,000	0	945,000
Total Parking /G.O. Bonds	0	740,000	665,000	765,000	240,000	2,700,000	570,000	50,000	170,000	875,000	6,775,000
<u>Parking /Capital Transfer</u>											
432 North State Street Parking Garage (Formerly Firehouse Block)	0	21,800	0	15,675	0	0	0	18,150	0	19,600	75,225
433 School Street Parking Garage (Formerly Durgin Block)	0	0	0	23,500	0	25,900	0	28,700	0	31,400	109,500
529 Storrs Street Parking Garage (Formerly Capital Commons)	0	0	0	22,750	0	24,850	0	27,500	0	0	75,100

***Excluded from Budget Appropriation**

R-6/26/2017

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
595 Parking Meters	0	5,000	5,000	0	7,000	0	8,000	0	9,000	0	34,000
Total Parking /Capital Transfer	0	26,800	5,000	61,925	7,000	50,750	8,000	74,350	9,000	51,000	293,825
 <u>Arena /G.O. Bonds</u>											
64 Arena Improvements	20,000	75,000	0	100,000	100,000	0	650,000	100,000	0	0	1,045,000
Total Arena /G.O. Bonds	20,000	75,000	0	100,000	100,000	0	650,000	100,000	0	0	1,045,000
 <u>Arena /Capital Transfer</u>											
64 Arena Improvements	16,000	0	0	20,000	0	0	0	0	0	0	36,000
Total Arena /Capital Transfer	16,000	0	0	20,000	0	0	0	0	0	0	36,000
 <u>Golf /G.O. Bonds</u>											
530 Golf Course Equipment	60,000	0	160,000	60,000	0	30,000	0	0	0	0	310,000
235 Golf Course Grounds Improvements	47,000	1,015,000	10,000	10,000	50,000	0	0	0	0	0	1,132,000
107 Golf Course Club House and Maintenance Buildings	16,000	0	0	0	45,000	0	0	0	0	100,000	161,000
Total Golf /G.O. Bonds	123,000	1,015,000	170,000	70,000	95,000	30,000	0	0	0	100,000	1,603,000
 <u>Golf /Capital Transfer</u>											
107 Golf Course Club House and Maintenance Buildings	0	0	0	0	25,000	0	0	0	0	0	25,000
Total Golf /Capital Transfer	0	0	0	0	25,000	0	0	0	0	0	25,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>Golf /Capital Close-out</u>											
235 Golf Course Grounds Improvements	20,794	15,644	0	0	0	0	0	0	0	0	36,438
Total Golf /Capital Close-out	20,794	15,644	0	0	0	0	0	0	0	0	36,438
<u>Airport /G.O. Bonds</u>											
468 Reconstruct Taxiway A & Itinerant Ramp	73,000 *	0	0	0	0	0	0	0	0	0	73,000
75 General Airport Repairs	20,000 *	0	0	0	60,000	0	30,000	0	0	0	110,000
72 Runway Pavement Improvements	0	0	0	0	0	0	147,778	147,778	0	50,000	345,556
383 New Airport Terminal Building	0	0	0	0	0	0	0	0	0	175,000	175,000
Total Airport /G.O. Bonds	93,000	0	0	0	60,000	0	177,778	147,778	0	225,000	703,556
<u>Airport /Capital Transfer</u>											
75 General Airport Repairs	15,000	10,000	0	15,000	0	25,000	0	10,000	10,000	10,000	95,000
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	0	23,750	0	0	23,750
72 Runway Pavement Improvements	0	0	0	0	0	27,778	0	0	0	0	27,778
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	11,750	0	0	0	0	0	0	18,750	30,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
468 Reconstruct Taxiway A & Itinerant Ramp	0	58,500	0	0	0	0	0	0	8,334	8,556	75,390
471 Airport Fuel Farm	0	0	0	0	0	0	0	0	0	27,778	27,778
492 Runway Protection Zone Obstruction Removal	0	0	0	11,400	11,400	0	0	0	0	0	22,800
534 Tie Down Rehabilitation and Expansion	0	0	0	0	0	0	0	8,334	37,500	60,000	105,834
572 Airport Master Plan	0	0	0	0	0	10,554	0	0	0	0	10,554
Total Airport /Capital Transfer	15,000	68,500	11,750	26,400	11,400	63,332	0	42,084	55,834	125,084	419,384

Airport /Donations

75 General Airport Repairs	20,000 *	0	0	0	0	0	0	0	0	0	20,000
Total Airport /Donations	20,000	0	0	0	0	0	0	0	0	0	20,000

Water /G.O. Bonds

85 Water Main Replacement	950,000	650,000	675,000	900,000	790,000	825,000	0	0	0	0	4,790,000
88 Water Plant Improvements	390,000	100,000	1,000,000	250,000	100,000	0	100,000	230,000	150,000	36,600,000	38,920,000
372 Water System Pump Station Improvements	250,000	100,000	0	0	0	0	1,200,000	0	0	0	1,550,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	149,000	147,500	95,000	95,000	40,000	25,000	15,000	50,000	0	0	616,500
347 Water Storage Tank Repairs	100,000	0	0	0	50,000	0	75,000	40,000	150,000	4,055,000	4,470,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
321 Water System Master Plan & Implementation	60,000	0	90,000	0	50,000	0	0	0	40,000	0	240,000
121 Vehicle & Equipment Replacement Program	40,000	157,000	95,000	290,000	160,000	0	100,000	110,000	60,000	60,000	1,072,000
36 Manchester Street / Route 3 South	0	0	0	0	110,000	0	0	0	0	0	110,000
84 Water Main Cleaning & Lining	0	0	0	0	0	0	0	0	250,000	0	250,000
86 Water Main Construction	0	0	1,500,000	0	1,000,000	0	0	0	0	0	2,500,000
114 Penacook Lake Dam and Spillway Rehabilitation	0	0	0	0	0	0	0	175,000	2,000,000	0	2,175,000
345 Water Supply Well Field Maintenance	0	0	0	0	0	0	150,000	0	1,500,000	0	1,650,000
451 Leak Detection	0	0	0	50,000	0	0	0	0	0	0	50,000
482 Water System Asset Management	0	90,000	0	0	0	0	0	90,000	0	0	180,000
Total Water /G.O. Bonds	1,939,000	1,244,500	3,455,000	1,585,000	2,300,000	850,000	1,640,000	695,000	4,150,000	40,715,000	58,573,500
<u>Water /Capital Outlay</u>											
448 Hydrant and Valve Replacement Program	63,000	63,000	63,000	65,000	68,000	72,000	77,000	85,000	89,000	95,000	740,000
254 Water System Emergency/Unanticipated Equipment Replacement	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	75,000	651,000
Total Water /Capital Outlay	119,000	121,000	123,000	127,000	132,000	138,000	145,000	155,000	161,000	170,000	1,391,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>Water /Capital Transfer</u>											
244 Water Meter Replacement Program	160,000	125,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	175,000	1,335,000
124 Water System SCADA Improvements	30,000	0	30,000	0	30,000	0	30,000	0	30,000	0	150,000
2 Information Technology Hardware & Software Replacement	17,250	27,750	18,750	15,625	17,250	27,750	18,750	15,625	17,250	27,750	203,750
297 Geographic Information Systems (GIS)	3,000	3,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	33,500
Total Water /Capital Transfer	210,250	155,750	151,750	119,125	175,750	156,250	177,250	169,125	200,750	206,250	1,722,250
<u>Water /Capital Close-out</u>											
85 Water Main Replacement	341,454	0	0	0	0	0	0	0	0	0	341,454
Total Water /Capital Close-out	341,454	0	0	0	0	0	0	0	0	0	341,454
<u>Sewer /G.O. Bonds</u>											
104 Hall Street Waste Water Treatment Plant Improvements	1,965,000	1,750,000	1,685,000	2,505,000	5,170,000	1,620,000	1,700,000	17,425,000	75,000	675,000	34,570,000
466 Penacook Waste Water Treatment Plant Improvements	560,000	200,000	160,000	55,000	1,222,500	600,000	180,000	775,000	250,000	2,100,000	6,102,500
275 Sewer Pump Station Improvements	305,000	75,000	57,500	50,000	730,000	105,000	90,000	130,000	0	0	1,542,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
91 Sewer Main Rehabilitation and Construction	210,000	175,000	0	510,000	0	225,000	400,000	0	0	0	1,520,000
121 Vehicle & Equipment Replacement Program	150,000	156,000	185,000	190,000	160,000	450,000	342,000	75,000	160,000	100,000	1,968,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	149,000	147,500	95,000	95,000	40,000	25,000	15,000	50,000	0	0	616,500
89 Hall Street Waste Water Treatment Plant Odor Control	60,000	500,000	0	0	175,000	2,800,000	100,000	0	0	275,000	3,910,000
83 Storm Water Improvements	50,000	0	0	0	0	0	0	0	0	0	50,000
36 Manchester Street / Route 3 South	0	0	0	0	170,000	0	0	0	0	0	170,000
410 Sewer Video Inspection Equipment	0	0	0	0	80,000	0	0	0	0	0	80,000
502 Whitney Road Extension	0	0	0	0	0	0	0	525,000	0	0	525,000
Total Sewer /G.O. Bonds	3,449,000	3,003,500	2,182,500	3,405,000	7,747,500	5,825,000	2,827,000	18,980,000	485,000	3,150,000	51,054,500
<u>Sewer /Capital Outlay</u>											
245 Emergency Sewage Treatment Plant Repairs	58,000	59,500	61,500	63,500	65,500	67,500	70,000	71,500	74,000	76,500	667,500
Total Sewer /Capital Outlay	58,000	59,500	61,500	63,500	65,500	67,500	70,000	71,500	74,000	76,500	667,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>Sewer /Capital Transfer</u>											
91 Sewer Main Rehabilitation and Construction	50,000	40,000	60,000	40,000	60,000	122,000	40,000	40,000	40,000	0	492,000
2 Information Technology Hardware & Software Replacement	17,250	27,750	18,750	15,625	17,250	27,750	18,750	15,625	17,250	27,750	203,750
297 Geographic Information Systems (GIS)	3,000	3,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	33,500
104 Hall Street Waste Water Treatment Plant Improvements	0	0	0	0	0	15,000	0	0	0	0	15,000
410 Sewer Video Inspection Equipment	0	18,000	0	0	0	0	0	0	0	20,000	38,000
466 Penacook Waste Water Treatment Plant Improvements	0	25,000	0	15,000	20,000	0	0	0	0	0	60,000
Total Sewer /Capital Transfer	70,250	113,750	81,750	74,125	100,750	168,250	62,250	59,125	60,750	51,250	842,250
<u>Sewer /Capital Close-out</u>											
104 Hall Street Waste Water Treatment Plant Improvements	60,963	0	0	0	0	0	0	0	0	0	60,963
Total Sewer /Capital Close-out	60,963	0	0	0	0	0	0	0	0	0	60,963

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>Sewer /Mountain Green Reserve</u>											
275 Sewer Pump Station Improvements	0	0	0	20,000	50,000	300,000	0	0	0	0	370,000
Total Sewer /Mountain Green Reserve	0	0	0	20,000	50,000	300,000	0	0	0	0	370,000
<u>Solid Waste /Capital Transfer</u>											
447 Landfill Soil Vapor Extraction Systems	10,000	10,000	0	0	0	0	0	0	10,000	10,000	40,000
Total Solid Waste /Capital Transfer	10,000	10,000	0	0	0	0	0	0	10,000	10,000	40,000
<u>Solid Waste /G.O. Bonds</u>											
447 Landfill Soil Vapor Extraction Systems	0	0	0	125,000	45,000	0	0	0	0	0	170,000
Total Solid Waste /G.O. Bonds	0	0	0	125,000	45,000	0	0	0	0	0	170,000
<u>General /Impact Fees Rec Dist 1</u>											
515 Golf Course Winter Recreation Improvements	0	0	0	0	0	0	0	0	0	25,000	25,000
Total General /Impact Fees Rec Dist 1	0	0	0	0	0	0	0	0	0	25,000	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

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Total General /Impact Fees Rec Dist 2	0	0	0	0	0	0	100,000	0	0	0	100,000
<u>General /Impact Fees Traf Dist 1</u>											
30 Hoit Road / Whitney Road Intersection Signalization	0	0	0	0	0	0	0	200,000	0	0	200,000
Total General /Impact Fees Traf Dist 1	0	0	0	0	0	0	0	200,000	0	0	200,000
<u>General /Impact Fees Traf Dist 3</u>											
31 Broadway / West Street Intersection (McKee Square) Signalization	0	0	0	0	0	0	0	150,000	0	0	150,000
Total General /Impact Fees Traf Dist 3	0	0	0	0	0	0	0	150,000	0	0	150,000
<u>General /Impact Fees Traf Dist 4</u>											
519 Manchester Street/Old Turnpike Road Intersection Improvements	0	0	0	0	0	0	0	85,000	0	0	85,000
541 Regional Drive/Chenell Drive Intersection Improvements	0	0	0	0	0	0	75,000	0	0	0	75,000
Total General /Impact Fees Traf Dist 4	0	0	0	0	0	0	75,000	85,000	0	0	160,000
Grand Total	17,520,674	20,169,944	30,660,300	22,163,925	37,016,500	21,805,414	17,903,056	58,013,574	31,702,168	68,700,668	325,656,223

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>Airport</u>											
71 Runway Protection Zones: Property Acquisition											
Airport Capital Transfer	0	0	0	0	0	0	0	23,750	0	0	23,750
Other Federal	0	0	0	0	0	0	0	427,500	0	0	427,500
Other State	0	0	0	0	0	0	0	23,750	0	0	23,750
Subtotal	0	0	0	0	0	0	0	475,000	0	0	475,000
72 Runway Pavement Improvements											
Airport Capital Transfer	0	0	0	0	0	27,778	0	0	0	0	27,778
Airport G.O. Bonds	0	0	0	0	0	0	147,778	147,778	0	50,000	345,556
Other Federal	0	0	0	0	0	500,000	2,660,000	2,660,000	0	900,000	6,720,000
Other State	0	0	0	0	0	27,778	147,778	147,778	0	50,000	373,334
Subtotal	0	0	0	0	0	555,556	2,955,556	2,955,556	0	1,000,000	7,466,668
75 General Airport Repairs											
Airport Capital Transfer	15,000	10,000	0	15,000	0	25,000	0	10,000	10,000	10,000	95,000
Airport Donations	20,000 *	0	0	0	0	0	0	0	0	0	20,000
Airport G.O. Bonds	20,000 *	0	0	0	60,000	0	30,000	0	0	0	110,000
Subtotal	55,000	10,000	0	15,000	60,000	25,000	30,000	10,000	10,000	10,000	225,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility											
Airport Capital Transfer	0	0	11,750	0	0	0	0	0	0	18,750	30,500
Other Federal	0	0	211,500	0	0	0	0	0	0	337,500	549,000
Other State	0	0	11,750	0	0	0	0	0	0	18,750	30,500
Subtotal	0	0	235,000	0	0	0	0	0	0	375,000	610,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	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	0	58,500	0	0	0	0	0	0	8,334	8,556	75,390
Airport G.O. Bonds	73,000 *	0	0	0	0	0	0	0	0	0	73,000
Other Federal	1,314,000 *	1,053,000	0	0	0	0	0	0	150,000	1,000,000	3,517,000
Other State	73,000 *	58,500	0	0	0	0	0	0	8,334	55,556	195,390
Subtotal	1,460,000	1,170,000	0	0	0	0	0	0	166,668	1,064,112	3,860,780
471 Airport Fuel Farm											
Airport Capital Transfer	0	0	0	0	0	0	0	0	0	27,778	27,778
Other Federal	0	0	0	0	0	0	0	0	0	500,000	500,000
Other State	0	0	0	0	0	0	0	0	0	27,778	27,778
Subtotal	0	0	0	0	0	0	0	0	0	555,556	555,556
492 Runway Protection Zone Obstruction Removal											
Airport Capital Transfer	0	0	0	11,400	11,400	0	0	0	0	0	22,800
Other Federal	0	0	0	205,200	205,200	0	0	0	0	0	410,400
Other State	0	0	0	11,400	11,400	0	0	0	0	0	22,800
Subtotal	0	0	0	228,000	228,000	0	0	0	0	0	456,000

***Excluded from Budget Appropriation**

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CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
534 Tie Down Rehabilitation and Expansion											
Airport Capital Transfer	0	0	0	0	0	0	0	8,334	37,500	60,000	105,834
Other Federal	0	0	0	0	0	0	0	150,000	675,000	1,080,000	1,905,000
Other State	0	0	0	0	0	0	0	8,334	37,500	60,000	105,834
Subtotal	0	0	0	0	0	0	0	166,668	750,000	1,200,000	2,116,668
572 Airport Master Plan											
Airport Capital Transfer	0	0	0	0	0	10,554	0	0	0	0	10,554
Other Federal	0	0	0	0	0	190,000	0	0	0	0	190,000
Other State	0	0	0	0	0	10,554	0	0	0	0	10,554
Subtotal	0	0	0	0	0	211,108	0	0	0	0	211,108
Total Airport	1,515,000	1,180,000	235,000	243,000	288,000	791,664	2,985,556	3,607,224	926,668	7,704,668	19,476,780
<u>Arena</u>											
64 Arena Improvements											
Arena Capital Transfer	16,000	0	0	20,000	0	0	0	0	0	0	36,000
Arena G.O. Bonds	20,000	75,000	0	100,000	100,000	0	650,000	100,000	0	0	1,045,000
General G.O. Bonds	0	1,025,000	0	0	0	0	0	0	0	0	1,025,000
Subtotal	36,000	1,100,000	0	120,000	100,000	0	650,000	100,000	0	0	2,106,000
Total Arena	36,000	1,100,000	0	120,000	100,000	0	650,000	100,000	0	0	2,106,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>Bridges</u>											
361 Hooksett Turnpike Bridge Replacement											
General G.O. Bonds	180,000 *	0	0	0	0	0	0	0	0	0	180,000
Other State	720,000 *	0	0	0	0	0	0	0	0	0	720,000
Subtotal	900,000	0	0	0	0	0	0	0	0	0	900,000
498 Birchdale Road Bridge Replacement											
General G.O. Bonds	180,000 *	0	0	0	0	0	0	0	0	0	180,000
Other State	720,000 *	0	0	0	0	0	0	0	0	0	720,000
Subtotal	900,000	0	0	0	0	0	0	0	0	0	900,000
518 Bridge and Dam Maintenance / Repairs											
General G.O. Bonds	0	250,000	0	0	0	0	0	0	0	0	250,000
General Highway Reserve	0	75,000	75,000	75,000	100,000	0	0	0	0	0	325,000
Subtotal	0	325,000	75,000	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	2,100,000	0	0	0	0	0	2,100,000
Other Federal	0	0	0	0	8,400,000	0	0	0	0	0	8,400,000
Subtotal	0	0	0	0	10,500,000	0	0	0	0	0	10,500,000
602 Iron Works Road Bridge Replacement Project											
General G.O. Bonds	0	0	0	0	0	0	0	0	400,000	0	400,000
Other State	0	0	0	0	0	0	0	0	1,600,000	0	1,600,000
Subtotal	0	0	0	0	0	0	0	0	2,000,000	0	2,000,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
603 Washington Street Bridge Replacement Project											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	400,000	400,000
Other State	0	0	0	0	0	0	0	0	0	1,600,000	1,600,000
Subtotal	0	0	0	0	0	0	0	0	0	2,000,000	2,000,000
Total Bridges	1,800,000	325,000	75,000	75,000	10,600,000	0	0	0	2,000,000	2,000,000	16,875,000
<u>Cemeteries</u>											
587 Cemetery Improvements											
General G.O. Bonds	50,000	55,000	55,000	120,000	60,000	160,000	30,000	75,000	350,000	35,000	990,000
Subtotal	50,000	55,000	55,000	120,000	60,000	160,000	30,000	75,000	350,000	35,000	990,000
Total Cemeteries	50,000	55,000	55,000	120,000	60,000	160,000	30,000	75,000	350,000	35,000	990,000
<u>Community Planning/Implementation</u>											
506 Historical Surveys											
Other Federal	0	35,000	0	0	0	0	0	0	0	0	35,000
Subtotal	0	35,000	0	0	0	0	0	0	0	0	35,000
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
599 Zoning Update											
General Capital Transfer	0	0	0	0	60,000	0	0	0	0	0	60,000
General G.O. Bonds	100,000	100,000	0	0	0	0	0	0	0	0	200,000
Subtotal	100,000	100,000	0	0	60,000	0	0	0	0	0	260,000

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CITY OF CONCORD, NEW HAMPSHIRE

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
601 Design Guidelines Update											
General Capital Transfer	0	0	0	0	30,000	0	0	0	0	0	30,000
Subtotal	0	0	0	0	30,000	0	0	0	0	0	30,000
Total Community Planning/Implementation	100,000	135,000	0	200,000	90,000	0	0	0	0	0	525,000
<u>Downtown</u>											
97 Low Avenue Improvements											
Other Tax Increment Financing	0	0	0	0	0	0	400,000	4,000,000	0	0	4,400,000
Subtotal	0	0	0	0	0	0	400,000	4,000,000	0	0	4,400,000
579 Downtown Squares											
General G.O. Bonds	0	25,000	0	60,000	0	0	0	0	0	600,000	685,000
Subtotal	0	25,000	0	60,000	0	0	0	0	0	600,000	685,000
589 Downtown Corridor Streetscape Improvement Project											
General G.O. Bonds	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	630,000	4,170,000
Subtotal	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	630,000	4,170,000
590 Downtown Civic District Sidewalk Replacement											
General G.O. Bonds	0	0	750,000	0	0	0	0	0	0	0	750,000
Subtotal	0	0	750,000	0	0	0	0	0	0	0	750,000
Total Downtown	0	25,000	1,200,000	680,000	850,000	610,000	850,000	4,360,000	200,000	1,230,000	10,005,000

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CITY OF CONCORD, NEW HAMPSHIRE

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>Fire Vehicles</u>											
4 Fire Department Vehicle Replacement											
General G.O. Bonds	570,000	605,000	490,000	350,000	625,000	1,775,000	700,000	800,000	1,335,000	1,215,000	8,465,000
Subtotal	570,000	605,000	490,000	350,000	625,000	1,775,000	700,000	800,000	1,335,000	1,215,000	8,465,000
Total Fire Vehicles	570,000	605,000	490,000	350,000	625,000	1,775,000	700,000	800,000	1,335,000	1,215,000	8,465,000
<u>Golf</u>											
107 Golf Course Club House and Maintenance Buildings											
Golf Capital Transfer	0	0	0	0	25,000	0	0	0	0	0	25,000
Golf G.O. Bonds	16,000	0	0	0	45,000	0	0	0	0	100,000	161,000
Subtotal	16,000	0	0	0	70,000	0	0	0	0	100,000	186,000
235 Golf Course Grounds Improvements											
General G.O. Bonds	138,000	270,000	0	0	0	0	0	0	0	0	408,000
Golf Capital Close-out	20,794	15,644	0	0	0	0	0	0	0	0	36,438
Golf G.O. Bonds	47,000	1,015,000	10,000	10,000	50,000	0	0	0	0	0	1,132,000
Subtotal	205,794	1,300,644	10,000	10,000	50,000	0	0	0	0	0	1,576,438
530 Golf Course Equipment											
Golf G.O. Bonds	60,000	0	160,000	60,000	0	30,000	0	0	0	0	310,000
Subtotal	60,000	0	160,000	60,000	0	30,000	0	0	0	0	310,000
Total Golf	281,794	1,300,644	170,000	70,000	120,000	30,000	0	0	0	100,000	2,072,438

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CITY OF CONCORD, NEW HAMPSHIRE

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>GSD Vehicles</u>											
121 Vehicle & Equipment Replacement Program											
General Capital Close-out	152,300	0	0	0	0	0	0	0	0	0	152,300
General Equip Replace Reserve	102,000	0	0	0	0	0	0	0	0	0	102,000
General G.O. Bonds	498,000	682,000	715,000	702,000	723,000	720,000	705,000	685,000	765,000	790,000	6,985,000
Sewer G.O. Bonds	150,000	156,000	185,000	190,000	160,000	450,000	342,000	75,000	160,000	100,000	1,968,000
Water G.O. Bonds	40,000	157,000	95,000	290,000	160,000	0	100,000	110,000	60,000	60,000	1,072,000
Subtotal	942,300	995,000	995,000	1,182,000	1,043,000	1,170,000	1,147,000	870,000	985,000	950,000	10,279,300
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	952,300	1,005,000	1,005,000	1,192,000	1,053,000	1,180,000	1,157,000	880,000	995,000	960,000	10,379,300
<u>Information Technology & Communications</u>											
2 Information Technology Hardware & Software Replacement											
General Capital Transfer	183,500	166,500	112,500	143,750	183,500	166,500	112,500	143,750	183,500	166,500	1,562,500
Sewer Capital Transfer	17,250	27,750	18,750	15,625	17,250	27,750	18,750	15,625	17,250	27,750	203,750
Water Capital Transfer	17,250	27,750	18,750	15,625	17,250	27,750	18,750	15,625	17,250	27,750	203,750
Subtotal	218,000	222,000	150,000	175,000	218,000	222,000	150,000	175,000	218,000	222,000	1,970,000
130 Multi-Function Photocopy Machines											
General Capital Transfer	30,000	21,000	28,000	7,000	39,000	65,000	22,000	35,000	8,000	41,000	296,000
Subtotal	30,000	21,000	28,000	7,000	39,000	65,000	22,000	35,000	8,000	41,000	296,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
297 Geographic Information Systems (GIS)											
General Capital Transfer	3,000	144,000	3,000	3,500	3,500	73,500	3,500	3,500	3,500	3,500	244,500
General G.O. Bonds	125,000	0	150,000	0	0	0	0	0	0	0	275,000
Sewer Capital Transfer	3,000	3,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	33,500
Water Capital Transfer	3,000	3,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	33,500
Subtotal	134,000	150,000	159,000	10,500	10,500	80,500	10,500	10,500	10,500	10,500	586,500
477 Library Equipment Replacement											
General Capital Transfer	0	10,000	0	0	30,000	60,000	0	0	0	0	100,000
Subtotal	0	10,000	0	0	30,000	60,000	0	0	0	0	100,000
525 Telephone System Replacement Program											
General G.O. Bonds	0	30,000	0	0	0	0	0	0	0	0	30,000
Subtotal	0	30,000	0	0	0	0	0	0	0	0	30,000
Total Information Technology & Communications	382,000	433,000	337,000	192,500	297,500	427,500	182,500	220,500	236,500	273,500	2,982,500
<u>Intersections</u>											
30 Hoit Road / Whitney Road Intersection Signalization											
General Donations	0	0	0	0	0	0	0	2,050,000	0	0	2,050,000
General Impact Fees Traf Dist 1	0	0	0	0	0	0	0	200,000	0	0	200,000
Subtotal	0	0	0	0	0	0	0	2,250,000	0	0	2,250,000
31 Broadway / West Street Intersection (McKee Square) Signalization											
General G.O. Bonds	0	0	0	0	0	0	0	0	1,125,000	0	1,125,000
General Impact Fees Traf Dist 3	0	0	0	0	0	0	0	150,000	0	0	150,000
Subtotal	0	0	0	0	0	0	0	150,000	1,125,000	0	1,275,000

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
34 North Main Street / Storrs Street Intersection Signalization											
General G.O. Bonds	0	0	250,000	0	0	0	0	0	0	0	250,000
Subtotal	0	0	250,000	0	0	0	0	0	0	0	250,000
283 Traffic Signals and Traffic Operations Improvements											
General G.O. Bonds	20,000	30,000	30,000	200,000	25,000	25,000	225,000	25,000	25,000	200,000	805,000
Subtotal	20,000	30,000	30,000	200,000	25,000	25,000	225,000	25,000	25,000	200,000	805,000
519 Manchester Street/Old Turnpike Road Intersection Improvements											
General G.O. Bonds	0	0	0	0	0	0	0	415,000	0	0	415,000
General Impact Fees Traf Dist 4	0	0	0	0	0	0	0	85,000	0	0	85,000
Subtotal	0	0	0	0	0	0	0	500,000	0	0	500,000
520 Intersection Safety Improvements											
General G.O. Bonds	0	50,000	0	0	0	0	0	100,000	150,000	0	300,000
Subtotal	0	50,000	0	0	0	0	0	100,000	150,000	0	300,000
541 Regional Drive/Chenell Drive Intersection Improvements											
General G.O. Bonds	0	0	0	0	0	0	0	425,000	0	0	425,000
General Impact Fees Traf Dist 4	0	0	0	0	0	0	75,000	0	0	0	75,000
Subtotal	0	0	0	0	0	0	75,000	425,000	0	0	500,000
550 Roundabout Maintenance											
General Capital Transfer	0	50,000	0	50,000	0	0	0	75,000	0	0	175,000
Subtotal	0	50,000	0	50,000	0	0	0	75,000	0	0	175,000
570 Pleasant/Warren/Fruit Intersection Improvements											
General G.O. Bonds	0	0	0	0	0	0	0	900,000	0	0	900,000
Subtotal	0	0	0	0	0	0	0	900,000	0	0	900,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
582 Manor Road/Abbott Road Roundabout Intersection Improvement Project											
General Donations	450,000 *	0	0	0	0	0	0	0	0	0	450,000
Subtotal	450,000	0	0	0	0	0	0	0	0	0	450,000
Total Intersections	470,000	130,000	280,000	250,000	25,000	25,000	300,000	4,425,000	1,300,000	200,000	7,405,000
<u>Other Vehicles</u>											
569 Parks and Cemeteries Small Turf Equipment											
General G.O. Bonds	35,000	66,000	11,000	19,000	49,000	53,000	0	0	0	0	233,000
Subtotal	35,000	66,000	11,000	19,000	49,000	53,000	0	0	0	0	233,000
575 Police Vehicle & Equipment Replacement											
General Capital Close-out	8,913	0	0	0	0	0	0	0	0	0	8,913
General Capital Transfer	135,250	150,000	220,000	160,000	170,000	170,000	180,000	180,000	190,000	190,000	1,745,250
General Equip Replace Reserve	35,750	0	0	0	0	0	0	0	0	0	35,750
General G.O. Bonds	0	0	150,000	0	0	0	0	0	0	0	150,000
Subtotal	179,913	150,000	370,000	160,000	170,000	170,000	180,000	180,000	190,000	190,000	1,939,913
584 Replacement of CAT Transit Bus Vehicles											
General G.O. Bonds	0	30,000	0	0	0	0	0	0	0	0	30,000
Other Federal	0	240,000	0	0	0	0	0	0	0	0	240,000
Other State	0	30,000	0	0	0	0	0	0	0	0	30,000
Subtotal	0	300,000	0	0	0	0	0	0	0	0	300,000
Total Other Vehicles	214,913	516,000	381,000	179,000	219,000	223,000	180,000	180,000	190,000	190,000	2,472,913

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>Parking</u>											
403 Parking Division Vehicle Replacement Program											
Parking G.O. Bonds	0	50,000	45,000	45,000	0	0	0	0	0	0	140,000
Subtotal	0	50,000	45,000	45,000	0	0	0	0	0	0	140,000
432 North State Street Parking Garage (Formerly Firehouse Block)											
Parking Capital Transfer	0	21,800	0	15,675	0	0	0	18,150	0	19,600	75,225
Parking G.O. Bonds	0	50,000	65,000	0	0	2,700,000	0	0	0	0	2,815,000
Subtotal	0	71,800	65,000	15,675	0	2,700,000	0	18,150	0	19,600	2,890,225
433 School Street Parking Garage (Formerly Durgin Block)											
Parking Capital Transfer	0	0	0	23,500	0	25,900	0	28,700	0	31,400	109,500
Parking G.O. Bonds	0	0	60,000	0	0	0	220,000	0	0	0	280,000
Subtotal	0	0	60,000	23,500	0	25,900	220,000	28,700	0	31,400	389,500
529 Storrs Street Parking Garage (Formerly Capital Commons)											
Parking Capital Transfer	0	0	0	22,750	0	24,850	0	27,500	0	0	75,100
Parking G.O. Bonds	0	600,000	0	0	0	0	350,000	0	0	875,000	1,825,000
Subtotal	0	600,000	0	22,750	0	24,850	350,000	27,500	0	875,000	1,900,100
595 Parking Meters											
Parking Capital Transfer	0	5,000	5,000	0	7,000	0	8,000	0	9,000	0	34,000
Parking G.O. Bonds	0	40,000	190,000	300,000	240,000	0	0	0	0	0	770,000
Subtotal	0	45,000	195,000	300,000	247,000	0	8,000	0	9,000	0	804,000
596 Surface Lots											
Other Tax Increment Financing	0	0	0	0	0	0	0	265,000	0	0	265,000
Parking G.O. Bonds	0	0	305,000	420,000	0	0	0	50,000	170,000	0	945,000
Subtotal	0	0	305,000	420,000	0	0	0	315,000	170,000	0	1,210,000

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CITY OF CONCORD, NEW HAMPSHIRE

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Total Parking	0	766,800	670,000	826,925	247,000	2,750,750	578,000	389,350	179,000	926,000	7,333,825
<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	100,000 *	0	0	0	0	0	0	0	0	0	100,000
General G.O. Bonds	100,000 *	30,000	60,000	125,000	125,000	0	0	0	0	0	440,000
Subtotal	200,000	30,000	60,000	125,000	125,000	0	0	0	10,000	0	550,000
52 Keach Park											
General Capital Transfer	0	0	0	0	40,000	0	0	0	0	0	40,000
General G.O. Bonds	25,000	75,000	475,000	0	0	0	0	620,000	0	0	1,195,000
Subtotal	25,000	75,000	475,000	0	40,000	0	0	620,000	0	0	1,235,000
54 Russell Martin Park											
General G.O. Bonds	0	0	0	0	450,000	675,000	0	0	0	0	1,125,000
Subtotal	0	0	0	0	450,000	675,000	0	0	0	0	1,125,000
55 Rolfe Park											
General G.O. Bonds	0	150,000	0	0	75,000	0	0	0	0	0	225,000
Subtotal	0	150,000	0	0	75,000	0	0	0	0	0	225,000
56 Rollins Park											
General Capital Transfer	0	0	0	0	25,000	0	0	0	0	0	25,000
General G.O. Bonds	160,000	160,000	0	0	100,000	0	75,000	75,000	450,000	350,000	1,370,000
Subtotal	160,000	160,000	0	0	125,000	0	75,000	75,000	450,000	350,000	1,395,000

***Excluded from Budget Appropriation**

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CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
57 Gustaf H. Lehtinen Park/Hero's Bridge											
General Capital Transfer	0	50,000	0	0	0	0	0	0	0	0	50,000
Subtotal	0	50,000	0	0	0	0	0	0	0	0	50,000
59 Terrill Park											
General Donations	0	800,000	0	0	0	0	0	0	0	0	800,000
General G.O. Bonds	0	900,000	1,245,000	980,000	0	0	0	0	0	0	3,125,000
Subtotal	0	1,700,000	1,245,000	980,000	0	0	0	0	0	0	3,925,000
60 Kiwanis (Waterfront) Park											
General G.O. Bonds	0	120,000	0	0	0	1,000,000	0	0	0	0	1,120,000
Subtotal	0	120,000	0	0	0	1,000,000	0	0	0	0	1,120,000
358 Garrison Park											
General G.O. Bonds	0	0	0	175,000	0	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	175,000	0	65,000	100,000	0	0	0	340,000
359 Merrill Park											
General G.O. Bonds	0	0	60,000	0	0	0	0	120,000	0	0	180,000
Subtotal	0	0	60,000	0	0	0	0	120,000	0	0	180,000
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	0	53,000	0	0	0	0	0	0	0	53,000
General Impact Fees Rec Dist 1	0	0	0	0	0	0	0	0	0	25,000	25,000
Subtotal	0	0	53,000	0	0	0	0	0	0	25,000	78,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
528 Pocket Parks											
General Capital Transfer	0	20,000	0	0	0	0	0	0	0	0	20,000
General G.O. Bonds	0	0	0	0	0	185,000	0	0	0	0	185,000
Subtotal	0	20,000	0	0	0	185,000	0	0	0	0	205,000
557 Memorial Field											
General G.O. Bonds	250,000	30,000	1,135,000	120,000	0	0	0	0	0	0	1,535,000
Subtotal	250,000	30,000	1,135,000	120,000	0	0	0	0	0	0	1,535,000
567 Penacook Riverfront Parks											
General G.O. Bonds	0	0	0	0	185,000	0	0	0	0	0	185,000
Other Tax Increment Financing	0	0	1,200,000	0	0	0	0	0	0	0	1,200,000
Subtotal	0	0	1,200,000	0	185,000	0	0	0	0	0	1,385,000
Total Parks and Open Space	635,000	2,335,000	4,228,000	1,400,000	1,125,000	1,925,000	175,000	815,000	460,000	375,000	13,473,000
<u>Public Buildings</u>											
63 City Wide Recreation Facility Improvements											
General G.O. Bonds	535,000	145,000	195,000	450,000	142,000	300,000	350,000	375,000	200,000	200,000	2,892,000
Subtotal	535,000	145,000	195,000	450,000	142,000	300,000	350,000	375,000	200,000	200,000	2,892,000
65 City Hall Renovations											
General G.O. Bonds	15,000	85,000	265,000	120,000	30,000	100,000	10,000	200,000	250,000	200,000	1,275,000
Subtotal	15,000	85,000	265,000	120,000	30,000	100,000	10,000	200,000	250,000	200,000	1,275,000
68 Library											
General Donations	0	0	0	0	0	0	0	0	0	160,000	160,000
General G.O. Bonds	0	0	0	0	2,250,000	0	0	0	0	1,440,000	3,690,000
Subtotal	0	0	0	0	2,250,000	0	0	0	0	1,600,000	3,850,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
276 Facility Needs Assessment & Renovation Plan											
General G.O. Bonds	0	175,000	0	0	0	0	0	0	0	0	175,000
Subtotal	0	175,000	0	0	0	0	0	0	0	0	175,000
323 Combined Operations & Maintenance Facility (COMF) Improvements											
General G.O. Bonds	252,000	315,000	240,000	260,000	80,000	50,000	30,000	100,000	0	0	1,327,000
Sewer G.O. Bonds	149,000	147,500	95,000	95,000	40,000	25,000	15,000	50,000	0	0	616,500
Water G.O. Bonds	149,000	147,500	95,000	95,000	40,000	25,000	15,000	50,000	0	0	616,500
Subtotal	550,000	610,000	430,000	450,000	160,000	100,000	60,000	200,000	0	0	2,560,000
551 Library Maintenance											
General Capital Transfer	0	0	0	0	0	10,000	0	0	0	0	10,000
General G.O. Bonds	50,000	30,000	70,000	125,000	155,000	130,000	130,000	100,000	300,000	0	1,090,000
Subtotal	50,000	30,000	70,000	125,000	155,000	140,000	130,000	100,000	300,000	0	1,100,000
576 General Facility Repairs											
General Capital Transfer	0	30,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000	290,000
General G.O. Bonds	40,000	0	0	0	0	0	0	0	0	0	40,000
Subtotal	40,000	30,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000	330,000
583 East Concord Fire Station											
General G.O. Bonds	0	0	0	0	0	0	0	0	5,000,000	0	5,000,000
Subtotal	0	0	0	0	0	0	0	0	5,000,000	0	5,000,000
594 New Central 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	1,190,000	1,075,000	990,000	1,175,000	2,767,000	670,000	585,000	910,000	5,785,000	7,035,000	22,182,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>Public Safety</u>											
230 Opticom Replacement											
General Highway Reserve	15,000	0	15,000	0	15,000	0	15,000	0	20,000	0	80,000
Subtotal	15,000	0	15,000	0	15,000	0	15,000	0	20,000	0	80,000
252 Fire Station Improvements											
General G.O. Bonds	100,000	125,000	71,500	0	0	350,000	35,000	0	0	0	681,500
Subtotal	100,000	125,000	71,500	0	0	350,000	35,000	0	0	0	681,500
305 Fire Department Communications Equipment											
General G.O. Bonds	30,000	0	0	0	0	0	0	0	0	700,000	730,000
Subtotal	30,000	0	0	0	0	0	0	0	0	700,000	730,000
335 Thermal Imaging Cameras											
General Capital Transfer	0	30,000	30,000	0	0	0	0	0	0	0	60,000
General G.O. Bonds	0	0	0	0	0	0	0	60,000	0	0	60,000
Subtotal	0	30,000	30,000	0	0	0	0	60,000	0	0	120,000
368 Police Department Communications Equipment											
General G.O. Bonds	420,000	0	0	0	0	0	0	0	0	0	420,000
Subtotal	420,000	0	0	0	0	0	0	0	0	0	420,000
370 Police Department Ballistic Vest Replacement Program											
General G.O. Bonds	0	0	0	75,000	0	0	0	0	80,000	0	155,000
Subtotal	0	0	0	75,000	0	0	0	0	80,000	0	155,000

***Excluded from Budget Appropriation**

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CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
375 Fire Department Boats											
General Capital Transfer	0	0	0	0	0	0	0	30,000	0	0	30,000
General G.O. Bonds	0	0	0	0	30,000	0	0	0	0	0	30,000
Subtotal	0	0	0	0	30,000	0	0	30,000	0	0	60,000
376 Fire Department Hose & Equipment Replacement											
General Capital Transfer	20,000	30,000	0	30,000	0	30,000	0	30,000	0	0	140,000
Subtotal	20,000	30,000	0	30,000	0	30,000	0	30,000	0	0	140,000
484 Police Station Improvements											
General G.O. Bonds	20,000	180,000	0	0	0	0	0	0	0	0	200,000
Subtotal	20,000	180,000	0	0	0	0	0	0	0	0	200,000
490 Police Department Records Management Microfilm Conversion											
General G.O. Bonds	0	30,000	35,000	35,000	35,000	35,000	35,000	35,000	0	0	240,000
Subtotal	0	30,000	35,000	35,000	35,000	35,000	35,000	35,000	0	0	240,000
521 Police Firearms Range Improvements											
General Capital Transfer	0	0	0	20,000	0	0	0	0	0	0	20,000
General G.O. Bonds	0	160,000	0	0	0	0	0	0	0	0	160,000
Subtotal	0	160,000	0	20,000	0	0	0	0	0	0	180,000
522 Patrol Rifle Replacements											
General G.O. Bonds	20,000	25,000	0	0	0	0	0	0	0	0	45,000
Subtotal	20,000	25,000	0	0	0	0	0	0	0	0	45,000
527 Cardiac Monitor & AED Replacement Program											
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

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
555 Handgun Replacement											
General Capital Transfer	0	0	0	0	0	0	0	0	0	50,000	50,000
Subtotal	0	0	0	0	0	0	0	0	0	50,000	50,000
560 Fire Training Facility											
General Capital Close-out	29,250	0	0	0	0	0	0	0	0	0	29,250
General G.O. Bonds	570,000	0	0	0	0	0	0	0	0	0	570,000
Subtotal	599,250	0	0	0	0	0	0	0	0	0	599,250
561 Fire Alarm Infrastructure Replacement											
General Capital Transfer	0	10,000	0	0	0	0	0	0	0	0	10,000
General G.O. Bonds	40,000	135,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	575,000
Subtotal	40,000	145,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	585,000
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	0	260,000
General G.O. Bonds	0	0	0	30,000	0	0	0	750,000	30,000	0	810,000
Subtotal	20,000	30,000	30,000	60,000	30,000	30,000	30,000	780,000	60,000	0	1,070,000
598 TASER Replacement											
General G.O. Bonds	45,000	40,000	0	0	0	0	0	0	0	0	85,000
Subtotal	45,000	40,000	0	0	0	0	0	0	0	0	85,000
Total Public Safety	1,329,250	795,000	231,500	270,000	160,000	495,000	665,000	985,000	210,000	800,000	5,940,750

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>Sewer Collection</u>											
91 Sewer Main Rehabilitation and Construction											
Sewer Capital Transfer	50,000	40,000	60,000	40,000	60,000	122,000	40,000	40,000	40,000	0	492,000
Sewer G.O. Bonds	210,000	175,000	0	510,000	0	225,000	400,000	0	0	0	1,520,000
Subtotal	260,000	215,000	60,000	550,000	60,000	347,000	440,000	40,000	40,000	0	2,012,000
275 Sewer Pump Station Improvements											
Other Trust	0	0	0	0	0	0	0	0	50,000	0	50,000
Sewer G.O. Bonds	305,000	75,000	57,500	50,000	730,000	105,000	90,000	130,000	0	0	1,542,500
Sewer Mountain Green Reserve	0	0	0	20,000	50,000	300,000	0	0	0	0	370,000
Subtotal	305,000	75,000	57,500	70,000	780,000	405,000	90,000	130,000	50,000	0	1,962,500
410 Sewer Video Inspection Equipment											
Sewer Capital Transfer	0	18,000	0	0	0	0	0	0	0	20,000	38,000
Sewer G.O. Bonds	0	0	0	0	80,000	0	0	0	0	0	80,000
Subtotal	0	18,000	0	0	80,000	0	0	0	0	20,000	118,000
Total Sewer Collection	565,000	308,000	117,500	620,000	920,000	752,000	530,000	170,000	90,000	20,000	4,092,500
<u>Sewer Treatment</u>											
89 Hall Street Waste Water Treatment Plant Odor Control											
Sewer G.O. Bonds	60,000	500,000	0	0	175,000	2,800,000	100,000	0	0	275,000	3,910,000
Subtotal	60,000	500,000	0	0	175,000	2,800,000	100,000	0	0	275,000	3,910,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
104 Hall Street Waste Water Treatment Plant Improvements											
Sewer Capital Close-out	60,963	0	0	0	0	0	0	0	0	0	60,963
Sewer Capital Transfer	0	0	0	0	0	15,000	0	0	0	0	15,000
Sewer G.O. Bonds	1,965,000	1,750,000	1,685,000	2,505,000	5,170,000	1,620,000	1,700,000	17,425,000	75,000	675,000	34,570,000
Subtotal	2,025,963	1,750,000	1,685,000	2,505,000	5,170,000	1,635,000	1,700,000	17,425,000	75,000	675,000	34,645,963
245 Emergency Sewage Treatment Plant Repairs											
Sewer Capital Outlay	58,000	59,500	61,500	63,500	65,500	67,500	70,000	71,500	74,000	76,500	667,500
Subtotal	58,000	59,500	61,500	63,500	65,500	67,500	70,000	71,500	74,000	76,500	667,500
466 Penacook Waste Water Treatment Plant Improvements											
Sewer Capital Transfer	0	25,000	0	15,000	20,000	0	0	0	0	0	60,000
Sewer G.O. Bonds	560,000	200,000	160,000	55,000	1,222,500	600,000	180,000	775,000	250,000	2,100,000	6,102,500
Subtotal	560,000	225,000	160,000	70,000	1,242,500	600,000	180,000	775,000	250,000	2,100,000	6,162,500
Total Sewer Treatment	2,703,963	2,534,500	1,906,500	2,638,500	6,653,000	5,102,500	2,050,000	18,271,500	399,000	3,126,500	45,385,963

Sidewalks and Streetscapes

17 Sidewalk, Bikeway and Streetscape Improvements											
General Donations	0	0	16,500	0	0	0	0	0	0	0	16,500
General G.O. Bonds	0	0	233,500	0	225,000	0	250,000	0	275,000	0	983,500
Subtotal	0	0	250,000	0	225,000	0	250,000	0	275,000	0	1,000,000
380 Neighborhood Safety Improvements											
General Donations	0	0	0	0	25,000	0	0	0	0	0	25,000
General G.O. Bonds	0	0	0	0	40,000	0	0	0	0	0	40,000
Subtotal	0	0	0	0	65,000	0	0	0	0	0	65,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
460 Downtown Complete Streets Improvement Project											
General G.O. Bonds	0	0	100,000	0	0	0	0	0	0	0	100,000
Subtotal	0	0	100,000	0	0	0	0	0	0	0	100,000
543 Merrimack River Greenway Trail Project											
General Donations	0	200,000	0	0	200,000	0	0	1,100,000	0	0	1,500,000
General G.O. Bonds	0	0	0	0	0	0	0	1,100,000	0	0	1,100,000
Other State	0	800,000	0	0	800,000	0	0	8,800,000	0	0	10,400,000
Subtotal	0	1,000,000	0	0	1,000,000	0	0	11,000,000	0	0	13,000,000
Total Sidewalks and Streetscapes	0	1,000,000	350,000	0	1,290,000	0	250,000	11,000,000	275,000	0	14,165,000
<u>Solid Waste Management</u>											
381 Landfill Closure and Maintenance											
General G.O. Bonds	0	0	0	0	0	0	0	0	8,120,000	0	8,120,000
Subtotal	0	0	0	0	0	0	0	0	8,120,000	0	8,120,000
447 Landfill Soil Vapor Extraction Systems											
Solid Waste Capital Transfer	10,000	10,000	0	0	0	0	0	0	10,000	10,000	40,000
Solid Waste G.O. Bonds	0	0	0	125,000	45,000	0	0	0	0	0	170,000
Subtotal	10,000	10,000	0	125,000	45,000	0	0	0	10,000	10,000	210,000
Total Solid Waste Management	10,000	10,000	0	125,000	45,000	0	0	0	8,130,000	10,000	8,330,000

***Excluded from Budget Appropriation**

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>Storm Sewer</u>											
83 Storm Water Improvements											
General G.O. Bonds	490,000	800,000	650,000	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,500,000	1,500,000	10,690,000
Sewer G.O. Bonds	50,000	0	0	0	0	0	0	0	0	0	50,000
Subtotal	540,000	800,000	650,000	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,500,000	1,500,000	10,740,000
571 I-393/Horseshoe Pond Drainage Improvements											
General G.O. Bonds	100,000 *	0	0	0	0	0	0	0	0	0	100,000
Subtotal	100,000	0	0	0	0	0	0	0	0	0	100,000
Total Storm Sewer	640,000	800,000	650,000	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,500,000	1,500,000	10,840,000
<u>Street Corridor Improvements</u>											
36 Manchester Street / Route 3 South											
General G.O. Bonds	0	0	0	0	3,550,000	0	0	0	0	0	3,550,000
Sewer G.O. Bonds	0	0	0	0	170,000	0	0	0	0	0	170,000
Water G.O. Bonds	0	0	0	0	110,000	0	0	0	0	0	110,000
Subtotal	0	0	0	0	3,830,000	0	0	0	0	0	3,830,000
Total Street Corridor Improvements	0	0	0	0	3,830,000	0	0	0	0	0	3,830,000
<u>Street Rehabilitation</u>											
78 Annual Highway Improvement Program											
General Highway Reserve	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	0	20,845,000
Subtotal	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	0	20,845,000
Total Street Rehabilitation	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	0	20,845,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

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**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
<u>Streets New Construction</u>											
18 Storrs Street Extension, North & South											
General G.O. Bonds	0	0	0	0	0	0	250,000	2,500,000	0	0	2,750,000
Other Tax Increment Financing	0	0	6,000,000	0	0	0	0	0	0	0	6,000,000
Subtotal	0	0	6,000,000	0	0	0	250,000	2,500,000	0	0	8,750,000
40 Langley Parkway											
General Donations	0	350,000	2,860,400	0	0	0	0	0	0	0	3,210,400
General G.O. Bonds	0	350,000	2,860,400	6,795,000	0	0	0	0	0	0	10,005,400
Subtotal	0	700,000	5,720,800	6,795,000	0	0	0	0	0	0	13,215,800
502 Whitney Road Extension											
General G.O. Bonds	0	0	0	0	0	0	0	3,000,000	0	0	3,000,000
Sewer G.O. Bonds	0	0	0	0	0	0	0	525,000	0	0	525,000
Subtotal	0	0	0	0	0	0	0	3,525,000	0	0	3,525,000
Total Streets New Construction	0	700,000	11,720,800	6,795,000	0	0	250,000	6,025,000	0	0	25,490,800
<u>Water Distribution System</u>											
84 Water Main Cleaning & Lining											
Water G.O. Bonds	0	0	0	0	0	0	0	0	250,000	0	250,000
Subtotal	0	0	0	0	0	0	0	0	250,000	0	250,000
85 Water Main Replacement											
Water Capital Close-out	341,454	0	0	0	0	0	0	0	0	0	341,454
Water G.O. Bonds	950,000	650,000	675,000	900,000	790,000	825,000	0	0	0	0	4,790,000
Subtotal	1,291,454	650,000	675,000	900,000	790,000	825,000	0	0	0	0	5,131,454

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
86 Water Main Construction											
Water G.O. Bonds	0	0	1,500,000	0	1,000,000	0	0	0	0	0	2,500,000
Subtotal	0	0	1,500,000	0	1,000,000	0	0	0	0	0	2,500,000
244 Water Meter Replacement Program											
Water Capital Transfer	160,000	125,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	175,000	1,335,000
Subtotal	160,000	125,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	175,000	1,335,000
448 Hydrant and Valve Replacement Program											
Water Capital Outlay	63,000	63,000	63,000	65,000	68,000	72,000	77,000	85,000	89,000	95,000	740,000
Subtotal	63,000	63,000	63,000	65,000	68,000	72,000	77,000	85,000	89,000	95,000	740,000
451 Leak Detection											
Water G.O. Bonds	0	0	0	50,000	0	0	0	0	0	0	50,000
Subtotal	0	0	0	50,000	0	0	0	0	0	0	50,000
Total Water Distribution System	1,514,454	838,000	2,338,000	1,115,000	1,983,000	1,022,000	202,000	235,000	489,000	270,000	10,006,454
<u>Water Treatment</u>											
88 Water Plant Improvements											
Water G.O. Bonds	390,000	100,000	1,000,000	250,000	100,000	0	100,000	230,000	150,000	36,600,000	38,920,000
Subtotal	390,000	100,000	1,000,000	250,000	100,000	0	100,000	230,000	150,000	36,600,000	38,920,000
114 Penacook Lake Dam and Spillway Rehabilitation											
Water G.O. Bonds	0	0	0	0	0	0	0	175,000	2,000,000	0	2,175,000
Subtotal	0	0	0	0	0	0	0	175,000	2,000,000	0	2,175,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
124 Water System SCADA Improvements											
Water Capital Transfer	30,000	0	30,000	0	30,000	0	30,000	0	30,000	0	150,000
Subtotal	30,000	0	30,000	0	30,000	0	30,000	0	30,000	0	150,000
254 Water System Emergency/Unanticipated Equipment Replacement											
Water Capital Outlay	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	75,000	651,000
Subtotal	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	75,000	651,000
321 Water System Master Plan & Implementation											
Water G.O. Bonds	60,000	0	90,000	0	50,000	0	0	0	40,000	0	240,000
Subtotal	60,000	0	90,000	0	50,000	0	0	0	40,000	0	240,000
345 Water Supply Well Field Maintenance											
Water G.O. Bonds	0	0	0	0	0	0	150,000	0	1,500,000	0	1,650,000
Subtotal	0	0	0	0	0	0	150,000	0	1,500,000	0	1,650,000
347 Water Storage Tank Repairs											
Water G.O. Bonds	100,000	0	0	0	50,000	0	75,000	40,000	150,000	4,055,000	4,470,000
Subtotal	100,000	0	0	0	50,000	0	75,000	40,000	150,000	4,055,000	4,470,000
372 Water System Pump Station Improvements											
Water G.O. Bonds	250,000	100,000	0	0	0	0	1,200,000	0	0	0	1,550,000
Subtotal	250,000	100,000	0	0	0	0	1,200,000	0	0	0	1,550,000
482 Water System Asset Management											
Water G.O. Bonds	0	90,000	0	0	0	0	0	90,000	0	0	180,000
Subtotal	0	90,000	0	0	0	0	0	90,000	0	0	180,000
Total Water Treatment	886,000	348,000	1,180,000	312,000	294,000	66,000	1,623,000	605,000	3,942,000	40,730,000	49,986,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R-6/26/2017

**2018-2027
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Grand Total	17,520,674	20,169,944	30,660,300	22,163,925	37,016,500	21,805,414	17,903,056	58,013,574	31,702,168	68,700,668	325,656,223

***Excluded from Budget Appropriation**

R-6/26/2017

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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 Capital Project 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 replaced on a 5 year cycle. Other equipment such as switches, routers, firewalls, and printers shall be replaced as needed.

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1998

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

5

Expected Bond Term (in Years) 5

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Sewer	Capital Transfer	17,250	27,750	18,750	15,625	17,250	27,750	18,750	15,625	17,250	27,750	203,750
Water	Capital Transfer	17,250	27,750	18,750	15,625	17,250	27,750	18,750	15,625	17,250	27,750	203,750
General	Capital Transfer	183,500	166,500	112,500	143,750	183,500	166,500	112,500	143,750	183,500	166,500	1,562,500
Total		218,000	222,000	150,000	175,000	218,000	222,000	150,000	175,000	218,000	222,000	1,970,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General Capital Transfer	183,500	Replace Hardware, computers, laptops, monitors (\$98,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (10,000). Replace Police Department mobile computers (\$80,000).
	Sewer Capital Transfer	17,250	Sewer share of above.
	Water Capital Transfer	17,250	Water share of above.
		<u>\$218,000</u>	2018 Subtotal
2019	General Capital Transfer	166,500	Replace hardware, computers, laptops, monitors (\$70,000). Replace end-of-life servers (\$20,000). Training for current and new employees, (\$20,000). Printers (\$10,000). Software upgrades (\$100,000).
	Sewer Capital Transfer	27,750	Sewer share of above.
	Water Capital Transfer	27,750	Water share of above.
		<u>\$222,000</u>	2019 Subtotal
2020	General Capital Transfer	112,500	Replace hardware, computers, laptops, monitors (\$100,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (\$20,000).
	Water Capital Transfer	18,750	Water share of above.
	Sewer Capital Transfer	18,750	Sewer share of above.
		<u>\$150,000</u>	2020 Subtotal
2021	General Capital Transfer	143,750	Replace hardware, computers, laptops, monitors (\$50,000). Replace 1/5 end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (\$30,000). Replace Fire Department apparatus mobile computers (\$60,000).

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	INFORMATION TECHNOLOGY	#2-Information Technology Hardware & Software Replacement	
	Water Capital Transfer	15,625	Water share of above.
	Sewer Capital Transfer	15,625	Sewer share of above.
		<u>\$175,000</u>	2021 Subtotal
2022	General Capital Transfer	183,500	Replace Hardware, computers, laptops, monitors (\$98,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (10,000). Replace Police Department mobile computers (\$80,000).
	Water Capital Transfer	17,250	Water share of above.
	Sewer Capital Transfer	17,250	Sewer share of above.
		<u>\$218,000</u>	2022 Subtotal
2023	General Capital Transfer	166,500	Replace hardware, computers, laptops, monitors (\$70,000). Replace end-of-life servers (\$20,000). Training for current and new employees, (\$20,000). Printers (\$10,000). Software upgrades (\$100,000).
	Water Capital Transfer	27,750	Water share of above.
	Sewer Capital Transfer	27,750	Sewer share of above.
		<u>\$222,000</u>	2023 Subtotal
2024	General Capital Transfer	112,500	Replace hardware, computers, laptops, monitors (\$100,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (\$20,000).
	Sewer Capital Transfer	18,750	Sewer share of above.
	Water Capital Transfer	18,750	Water share of above.
		<u>\$150,000</u>	2024 Subtotal
2025	General Capital Transfer	143,750	Replace hardware, computers, laptops, monitors (\$50,000). Replace 1/5 end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (\$30,000). Replace Fire Department apparatus mobile computers (\$60,000).
	Sewer Capital Transfer	15,625	Sewer share of above.
	Water Capital Transfer	15,625	Water share of above.
		<u>\$175,000</u>	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	INFORMATION TECHNOLOGY	#2-Information Technology Hardware & Software Replacement
2026	General Capital Transfer	183,500 Replace Hardware, computers, laptops, monitors (\$98,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (10,000). Replace Police Department mobile computers (\$80,000).
	Water Capital Transfer	17,250 Water share.
	Sewer Capital Transfer	17,250 Sewer share.
		\$218,000 2026 Subtotal
2027	General Capital Transfer	166,500 Replace hardware, computers, laptops, monitors (\$70,000). Replace end-of-life servers (\$20,000). Training for current and new employees, (\$20,000). Printers (\$10,000). Software upgrades (\$100,000).
	Water Capital Transfer	27,750 Water share of above.
	Sewer Capital Transfer	27,750 Sewer share of above.
		\$222,000 2027 Subtotal
	TOTAL	\$1,970,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #4-Fire Department Vehicle Replacement

I. PROJECT TYPE: Fire Vehicles

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Systematic planned replacement of 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). Generally kept for 20 years of service. Serves rural areas of City without City Water.

Ambulances: 5 total. 3 frontline, 2 reserve. Generally kept for 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 (Kept for approximately 10 years).

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

Staff Vehicles:

Chief (1)

Deputy Chief (2)

Training Captain (1)

EMS Captain (1)

Fire Marshal (1)

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #4-Fire Department Vehicle Replacement

Asst. Fire Marshal (1)
Battalion Chiefs (2)
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	570,000	605,000	490,000	350,000	625,000	1,775,000	700,000	800,000	1,335,000	1,215,000	8,465,000
	Total	570,000	605,000	490,000	350,000	625,000	1,775,000	700,000	800,000	1,335,000	1,215,000	8,465,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	245,000	Replace Ambulance 4
	General G.O. Bonds	245,000	Replace Ambulance 5
	General G.O. Bonds	80,000	Replace 2 Staff Vehicles
		<u>\$570,000</u>	2018 Subtotal
2019	General G.O. Bonds	250,000	Ambulance 7 Replacement
	General G.O. Bonds	160,000	Replace Forestry Units 5 & 7 (2008)
	General G.O. Bonds	135,000	Replace 3- 2013 Staff Cars
	General G.O. Bonds	60,000	Replace Command Vehicle

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		FIRE #4-Fire Department Vehicle Replacement		
			\$605,000	2019 Subtotal
2020	General G.O. Bonds	450,000		Replacement Tanker Truck
	General G.O. Bonds	40,000		Purchase and equip off road utility type vehicle for fire and EMS coverage on city trail system, wooded areas and for special event coverage.
		\$490,000		2020 Subtotal
2021	General G.O. Bonds	150,000		Fire Alarm Bucket Truck Replacement (2008)
	General G.O. Bonds	100,000		Replace 2 Staff Vehicles
	General G.O. Bonds	55,000		Replace Car 8 (2011)
	General G.O. Bonds	45,000		Replace Fire Alarm Pick-Up (2012)
		\$350,000		2021 Subtotal
2022	General G.O. Bonds	275,000		Replace Ambulance 4
	General G.O. Bonds	275,000		Replace Ambulance 5
	General G.O. Bonds	75,000		Replacement of Command Car
		\$625,000		2022 Subtotal
2023	General G.O. Bonds	1,500,000		Replace Ladder Truck
	General G.O. Bonds	275,000		Ambulance 7 Replacement
		\$1,775,000		2023 Subtotal
2024	General G.O. Bonds	700,000		Replace Engine 4
		\$700,000		2024 Subtotal
2025	General G.O. Bonds	700,000		Replace Rescue 1 (2006)
	General G.O. Bonds	50,000		Replace Chief's Car (2017)
	General G.O. Bonds	50,000		Replace Fire Prevention Vehicle (2017)
		\$800,000		2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #4-Fire Department Vehicle Replacement

2026	General G.O. Bonds	700,000	Replace Engine 5 (2016)
	General G.O. Bonds	560,000	Replace Ambulances 4 & 5
	General G.O. Bonds	75,000	Replacement of Command Car
		\$1,335,000	2026 Subtotal
2027	General G.O. Bonds	725,000	Replace Engine 7 (2017)
	General G.O. Bonds	280,000	Replacement of Ambulance 7
	General G.O. Bonds	150,000	Replacement of 3 Staff Vehicles
	General G.O. Bonds	60,000	Replacement of Utility Truck
		\$1,215,000	2027 Subtotal
TOTAL			
		\$8,465,000	

**2018-2027
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	L Safety	M Facility Cond.	M Productivity	
SERVED:	☐ Replace	H Mandates	M Service Def.	L Tax Base Exp.	H City Master Pl.
	☒ Rebuild	L O + M Costs	L Council Goals	M Timeliness	Sidewalks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

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

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1996

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Donations	0	0	16,500	0	0	0	0	0	0	0	16,500
General	G.O. Bonds	0	0	233,500	0	225,000	0	250,000	0	275,000	0	983,500
	Total	0	0	250,000	0	225,000	0	250,000	0	275,000	0	1,000,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	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>	2020 Subtotal
2022	General G.O. Bonds	225,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		<u>\$225,000</u>	2022 Subtotal
2024	General G.O. Bonds	250,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		<u>\$250,000</u>	2024 Subtotal
2026	General G.O. Bonds	275,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		<u>\$275,000</u>	2026 Subtotal
	TOTAL	<u>\$1,000,000</u>	

**2018-2027
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						
						H	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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Other	Tax Increment Financing	0	0	6,000,000	0	0	0	0	0	0	0	6,000,000
General	G.O. Bonds	0	0	0	0	0	0	250,000	2,500,000	0	0	2,750,000
	Total	0	0	6,000,000	0	0	0	250,000	2,500,000	0	0	8,750,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Other Tax Increment Financing	6,000,000	Storrs Street Extension North final design and 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. NEOTIF G.O. Bonds. Water main improvements to support project are included in CIP 91. Potential improvements to the Storrs Street / North Main Street intersection, which is outside of the NEOTIF District, are included in CIP 283.
		\$6,000,000	2020 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.
		\$250,000	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.
		\$2,500,000	2025 Subtotal
	TOTAL	\$8,750,000	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Donations	0	0	0	0	0	0	0	2,050,000	0	0	2,050,000
General	Impact Fees Traf Dist 1	0	0	0	0	0	0	0	200,000	0	0	200,000
	Total	0	0	0	0	0	0	0	2,250,000	0	0	2,250,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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	

**2018-2027
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	<u>M</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
	☐ Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>L</u>	Council Goals	<u>L</u>	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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	1,125,000	0	1,125,000
General	Impact Fees Traf Dist 3	0	0	0	0	0	0	0	150,000	0	0	150,000
	Total	0	0	0	0	0	0	0	150,000	1,125,000	0	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>	

**2018-2027
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.

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	250,000	0	0	0	0	0	0	0	250,000
	Total	0	0	250,000	0	0	0	0	0	0	0	250,000

**2018-2027
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
2020	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	2020 Subtotal
TOTAL		\$250,000	

**2018-2027
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.

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	G.O. Bonds	0	0	0	0	110,000	0	0	0	0	0	110,000
General	G.O. Bonds	0	0	0	0	3,550,000	0	0	0	0	0	3,550,000
Sewer	G.O. Bonds	0	0	0	0	170,000	0	0	0	0	0	170,000
	Total	0	0	0	0	3,830,000	0	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>	

**2018-2027
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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #40-Langley Parkway

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Donations	0	350,000	2,860,400	0	0	0	0	0	0	0	3,210,400
General	G.O. Bonds	0	350,000	2,860,400	6,795,000	0	0	0	0	0	0	10,005,400
	Total	0	700,000	5,720,800	6,795,000	0	0	0	0	0	0	13,215,800

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Donations	350,000	Private contribution portion of project (1/2).
	General G.O. Bonds	350,000	Final design, permitting and right-of-way easement acquisition for Phase III construction. City portion of project (1/2).
		<u>\$700,000</u>	2019 Subtotal
2020	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>	2020 Subtotal
2021	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>	2021 Subtotal
	TOTAL	<u>\$13,215,800</u>	

**2018-2027
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 SERVED:	☒ New	<u>M</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
	☒ Replace	<u>N/A</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	☒ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to make routine capital investments to repair or replace infrastructure at White Park.

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 2016 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: Facilities will deteriorate thereby increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #51-White Park

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	100,000*	30,000	60,000	125,000	125,000	0	0	0	0	0	440,000
General	Capital Transfer	0	0	0	0	0	0	0	0	10,000	0	10,000
General	Donations	100,000*	0	0	0	0	0	0	0	0	0	100,000
Total		200,000	30,000	60,000	125,000	125,000	0	0	0	10,000	0	550,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	100,000	Replace Monkey Around Playground. City share.
	General Donations	100,000	Replace Monkey Around Playground. Donation share.
		<u>\$200,000</u>	2018 Subtotal
2019	General G.O. Bonds	30,000	Replace basketball / hockey lights with energy efficient units.
		<u>\$30,000</u>	2019 Subtotal
2020	General G.O. Bonds	60,000	Full depth reconstruction of basketball court.
		<u>\$60,000</u>	2020 Subtotal
2021	General G.O. Bonds	125,000	Phase I of perimeter ornamental fence replacement.
		<u>\$125,000</u>	2021 Subtotal
2022	General G.O. Bonds	125,000	Phase II of perimeter ornamental fence replacement.
		<u>\$125,000</u>	2022 Subtotal
2026	General Capital Transfer	10,000	Crack seal & surface coat basketball court.
		<u>\$10,000</u>	2026 Subtotal
TOTAL		<u>\$550,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #51-White Park

**2018-2027
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	☒ New	☐ H	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	☐ 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Capital Transfer	0	0	0	0	40,000	0	0	0	0	0	40,000
General	G.O. Bonds	25,000	75,000	475,000	0	0	0	0	620,000	0	0	1,195,000
	Total	25,000	75,000	475,000	0	40,000	0	0	620,000	0	0	1,235,000

**2018-2027
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	Resurface and stripe the Newton Avenue parking lot at Keach Park.
		<u>\$75,000</u>	2019 Subtotal
2020	General G.O. Bonds	400,000	Design and construction of lighting improvements for 1 soccer field so as the facility may be used for night games.
	General G.O. Bonds	75,000	Replace Playground Equipment. Timing subject to CIP 443 City Wide Community Center Project.
		<u>\$475,000</u>	2020 Subtotal
2022	General Capital Transfer	40,000	Replace irrigation system pump and appurtenances.
		<u>\$40,000</u>	2022 Subtotal
2025	General G.O. Bonds	620,000	Acquisition of property for park expansion.
		<u>\$620,000</u>	2025 Subtotal
	TOTAL	<u>\$1,235,000</u>	

**2018-2027
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	☐ L	Safety	☐ L	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 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	0	450,000	675,000	0	0	0	0	1,125,000
	Total	0	0	0	0	450,000	675,000	0	0	0	0	1,125,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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	Phase IV Construction - develop and complete concession and pavilion area, playground area, final landscaping and infrastructure.
		\$675,000	2023 Subtotal
	TOTAL	\$1,125,000	

**2018-2027
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.

Lighting for the baseball field will be evaluated and, if warranted, installed in order to expand usage. CIP shows continued maintenance of existing park assets.

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

IMPACT IF NOT FUNDED: 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	150,000	0	0	75,000	0	0	0	0	0	225,000
	Total	0	150,000	0	0	75,000	0	0	0	0	0	225,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #55-Rolfe Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	150,000	Reconstruction of two tennis courts that are currently not useable. Possible location for full time pickle ball courts as there is already a tennis court at the park.
		\$150,000	2019 Subtotal
2022	General G.O. Bonds	75,000	Replace playground equipment.
		\$75,000	2022 Subtotal
	TOTAL	\$225,000	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Capital Transfer	0	0	0	0	25,000	0	0	0	0	0	25,000
General	G.O. Bonds	160,000	160,000	0	0	100,000	0	75,000	75,000	450,000	350,000	1,370,000
	Total	160,000	160,000	0	0	125,000	0	75,000	75,000	450,000	350,000	1,395,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #56-Rollins Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	160,000	Stump, grub, loam and seed the formerly wooded area along Bow Street which was removed in 2017. Improvements will also include picnic tables and walkways.
		\$160,000	2018 Subtotal
2019	General G.O. Bonds	90,000	Design and construction of additional improvements to 2.5 +/- acre area along Bow Street where diseased trees were harvested during FY2017. Improvements shall be substantially similar to preliminary conceptual designs prepared by the City Planning Division and shall include three picnic shelters, a natural playscape area, as well as a permaculture garden.
	General G.O. Bonds	70,000	Phase 2 of repointing wall along Broadway. Phase 1 completed in FY17.
		\$160,000	2019 Subtotal
2022	General G.O. Bonds	100,000	Reconstruct existing basketball and tennis courts per master plan.
	General Capital Transfer	25,000	Replace baseball field backstop.
		\$125,000	2022 Subtotal
2024	General G.O. Bonds	75,000	Design of the Phase I park improvements including the reconstruction of the baseball and softball fields, adding irrigation, walkways and a picnic area.
		\$75,000	2024 Subtotal
2025	General G.O. Bonds	75,000	Replace playground equipment.
		\$75,000	2025 Subtotal
2026	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.
		\$450,000	2026 Subtotal
2027	General G.O. Bonds	350,000	Design and construction of Phase II improvements including access and parking areas.
		\$350,000	2027 Subtotal
	TOTAL	\$1,395,000	

**2018-2027
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 ☐ L Safety ☐ N/A Facility Cond. ☐ N/A 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 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Capital Transfer	0	50,000	0	0	0	0	0	0	0	0	50,000
	Total	0	50,000	0	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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #59-Terrill Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Old Turnpike Road at Manchester Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	<u>M</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
	☐ Replace	<u>N/A</u>	Mandates	<u>N/A</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	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 FY2017 the consulting firm VHB was engaged to undertake preliminary design of proposed improvements, as well as update cost estimates for the project.

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. Terrill Park is a great location for a "gateway park" as it is underused riverfront 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)

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #59-Terrill Park

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Donations	0	800,000	0	0	0	0	0	0	0	0	800,000
General	G.O. Bonds	0	900,000	1,245,000	980,000	0	0	0	0	0	0	3,125,000
	Total	0	1,700,000	1,245,000	980,000	0	0	0	0	0	0	3,925,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	900,000	Phase 1 - Construct multi-purpose playing field, lighting, fencing, access drive, maintenance building and maintenance equipment. Cost estimated to be updated upon completion of preliminary design by VHB during FY2018.
	General Donations	800,000	Donations and grants share of project costs.
		<u>\$1,700,000</u>	2019 Subtotal
2020	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. Cost estimated to be updated upon completion of preliminary design by VHB during FY2018.
		<u>\$1,245,000</u>	2020 Subtotal
2021	General G.O. Bonds	980,000	Phase 3 - Construct park pavilion, grandstands, and concession. Cost estimated to be updated upon completion of preliminary design by VHB during FY2018.
		<u>\$980,000</u>	2021 Subtotal
	TOTAL	<u>\$3,925,000</u>	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #60-Kiwanis (Waterfront) Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Loudon Road (Adjacent to Everett Arena)

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	<u>L</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
	☐ Replace	<u>N/A</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	☐ Rebuild	<u>M</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	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 are 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 remain underdeveloped.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #60-Kiwanis (Waterfront) Park

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	120,000	0	0	0	1,000,000	0	0	0	0	1,120,000
	Total	0	120,000	0	0	0	1,000,000	0	0	0	0	1,120,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	120,000	Final design and permitting of park improvements based on the 2009 park master plan. Designs shall also incorporate recommendations of joint planning efforts undertaken by the Everett Arena Advisory Committee and Parks and Recreation Advisory Committee in 2017. Project shall include adaptive reuse of the Fire Training Grounds into public recreational spaces.
		<u>\$120,000</u>	2019 Subtotal
2023	General G.O. Bonds	1,000,000	Construction of park improvements based on 2009 park master plan.
		<u>\$1,000,000</u>	2023 Subtotal
	TOTAL	<u>\$1,120,000</u>	

**2018-2027
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 Safety Facility Cond. Productivity
 SERVED: ☒ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☒ Rebuild O + M Costs Council Goals 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", which calls for the closure and consolidation of those facilities to a new center located at Keach Park.

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	535,000	145,000	195,000	450,000	142,000	300,000	350,000	375,000	200,000	200,000	2,892,000
	Total	535,000	145,000	195,000	450,000	142,000	300,000	350,000	375,000	200,000	200,000	2,892,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	535,000	Keach pool replacement.
		<u>\$535,000</u>	2018 Subtotal
2019	General G.O. Bonds	100,000	Replace slate roof at West Street Ward House.
	General G.O. Bonds	45,000	Repair granite stairs, repair concrete foundation and repoint the brickwork at West Street Ward House.
		<u>\$145,000</u>	2019 Subtotal
2020	General G.O. Bonds	100,000	Replace wood floor at West Street Ward House.
	General G.O. Bonds	45,000	Replace wood floor in dance studio at Green Street Community Center.
	General G.O. Bonds	25,000	Chlorinators and pumps at 3 (three) pools.
	General G.O. Bonds	25,000	Replace restroom partitions at all City pools.
		<u>\$195,000</u>	2020 Subtotal
2021	General G.O. Bonds	450,000	Merrill Park 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	35,000	Replace the windows at the West Street Ward House.
	General G.O. Bonds	32,000	Chlorinators and pumps at 4 (four) pools.
		<u>\$142,000</u>	2022 Subtotal
2023	General G.O. Bonds	300,000	White Park pool replacement.
		<u>\$300,000</u>	2023 Subtotal
2024	General G.O. Bonds	350,000	Garrison Park pool replacement.
		<u>\$350,000</u>	2024 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#63-City Wide Recreation Facility Improvements	
2025	General G.O. Bonds	350,000	Rollins Park 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
2027	General G.O. Bonds	200,000	Placeholder for future project.
		\$200,000	2027 Subtotal
	TOTAL	\$2,892,000	

**2018-2027
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 Safety Facility Cond. Productivity
SERVED: ☒ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☒ Rebuild O + M Costs Council Goals Timeliness Public Facilities
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to make regular capital investments in the Everett Arena. Projects shall include, but not be limited to, repair / reconstruction of parking lots, electrical 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Arena	G.O. Bonds	20,000	75,000	0	100,000	100,000	0	650,000	100,000	0	0	1,045,000
General	G.O. Bonds	0	1,025,000	0	0	0	0	0	0	0	0	1,025,000
Arena	Capital Transfer	16,000	0	0	20,000	0	0	0	0	0	0	36,000
	Total	36,000	1,100,000	0	120,000	100,000	0	650,000	100,000	0	0	2,106,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #64-Arena Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Arena G.O. Bonds	20,000	Fire alarm system upgrades.
	Arena Capital Transfer	10,000	Replace Zamboni batteries.
	Arena Capital Transfer	6,000	Provide WIFI throughout the Arena facility.
		\$36,000	2018 Subtotal
2019	General G.O. Bonds	1,025,000	General Fund portion of the parking lot reconstruction.
	Arena G.O. Bonds	75,000	Arena portion of parking lot reconstruction.
		\$1,100,000	2019 Subtotal
2021	Arena G.O. Bonds	100,000	Replace compressors (1960 vintage). Recommended in the Dubois & King Report.
	Arena Capital Transfer	20,000	Preliminary architectural services for design of a new lobby.
		\$120,000	2021 Subtotal
2022	Arena G.O. Bonds	100,000	Replace Zamboni.
		\$100,000	2022 Subtotal
2024	Arena G.O. Bonds	650,000	Final design and construction of a new lobby.
		\$650,000	2024 Subtotal
2025	Arena G.O. Bonds	100,000	Replace Munters Dehumidification System.
		\$100,000	2025 Subtotal
	TOTAL	\$2,106,000	

**2018-2027
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 Station, City Hall Annex and City Auditorium. 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	15,000	85,000	265,000	120,000	30,000	100,000	10,000	200,000	250,000	200,000	1,275,000
	Total	15,000	85,000	265,000	120,000	30,000	100,000	10,000	200,000	250,000	200,000	1,275,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	15,000	Replace City Hall Fire Alarm panel.
		<u>\$15,000</u>	2018 Subtotal
2019	General G.O. Bonds	50,000	City Hall Facility Needs Assessment and Renovation Study.
	General G.O. Bonds	35,000	Paint interior and replace carpet in Council Chambers.
		<u>\$85,000</u>	2019 Subtotal
2020	General G.O. Bonds	250,000	Replace the elevator at City Hall.
	General G.O. Bonds	15,000	Repair City Hall Annex pre-cast concrete panels.
		<u>\$265,000</u>	2020 Subtotal
2021	General G.O. Bonds	100,000	Carpet replacement throughout areas displaying major wear.
	General G.O. Bonds	20,000	Paint and ceiling tiles in select areas of significant wear.
		<u>\$120,000</u>	2021 Subtotal
2022	General G.O. Bonds	30,000	Placeholder for renovations.
		<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	10,000	Replace re-heat coils at City Hall at outside air intake.
		<u>\$10,000</u>	2024 Subtotal
2025	General G.O. Bonds	200,000	Placeholder for renovations.
		<u>\$200,000</u>	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#65-City Hall Renovations	
2026	General G.O. Bonds	200,000	Placeholder for renovations.
	General G.O. Bonds	50,000	Security system installation. Door hardware and card reader system compatible with police building system
		\$250,000	2026 Subtotal
2027	General G.O. Bonds	200,000	Placeholder for renovations.
		\$200,000	2027 Subtotal
	TOTAL	\$1,275,000	

**2018-2027
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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #68-Library

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Donations	0	0	0	0	0	0	0	0	0	160,000	160,000
General	G.O. Bonds	0	0	0	0	2,250,000	0	0	0	0	1,440,000	3,690,000
	Total	0	0	0	0	2,250,000	0	0	0	0	1,600,000	3,850,000

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.
		<u>\$2,250,000</u>	2022 Subtotal
2027	General G.O. Bonds	1,440,000	Design cost of new Concord Public Library - City share.
	General Donations	160,000	Design cost of new Concord Public Library - Donation share.
		<u>\$1,600,000</u>	2027 Subtotal
	TOTAL	<u>\$3,850,000</u>	

**2018-2027
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 PROVIDES: 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Other	State	0	0	0	0	0	0	0	23,750	0	0	23,750
Airport	Capital Transfer	0	0	0	0	0	0	0	23,750	0	0	23,750
Other	Federal	0	0	0	0	0	0	0	427,500	0	0	427,500
	Total	0	0	0	0	0	0	0	475,000	0	0	475,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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	

**2018-2027
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
☒ 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Other	State	0	0	0	0	0	27,778	147,778	147,778	0	50,000	373,334
Airport	G.O. Bonds	0	0	0	0	0	0	147,778	147,778	0	50,000	345,556
Other	Federal	0	0	0	0	0	500,000	2,660,000	2,660,000	0	900,000	6,720,000
Airport	Capital Transfer	0	0	0	0	0	27,778	0	0	0	0	27,778
	Total	0	0	0	0	0	555,556	2,955,556	2,955,556	0	1,000,000	7,466,668

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Other Federal	500,000	Design runway 17/35 reclamation project, including upgraded signage and lighting on the airfield to comply with current FAA regulations. Complete drainage repairs in the vicinity of the ramp area as recommended in the 2006 Airport Master Plan Storm Water Pollution Prevention Plan (SWPPP). The runway will be shifted 300 feet to the south to comply with Runway Safety Determination Study.
	Other State	27,778	Design the reclaim runway 17/35. State share.
	Airport Capital Transfer	27,778	Design the reclaim runway 17/35. City share.
		<u>\$555,556</u>	2023 Subtotal
2024	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>	2024 Subtotal
2025	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>	2025 Subtotal
2027	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>	2027 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#72-Runway Pavement Improvements
TOTAL		\$7,466,668

**2018-2027
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	<u>N/A</u>	Safety	<u>M</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>N/A</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>M</u>	Council Goals	<u>M</u>	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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Airport	Capital Transfer	15,000	10,000	0	15,000	0	25,000	0	10,000	10,000	10,000	95,000
Airport	Donations	20,000*	0	0	0	0	0	0	0	0	0	20,000
Airport	G.O. Bonds	20,000*	0	0	0	60,000	0	30,000	0	0	0	110,000
	Total	55,000	10,000	0	15,000	60,000	25,000	30,000	10,000	10,000	10,000	225,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Airport Donations	20,000	Terminal Building renovations, including new paint, carpet, ceiling tiles, and other similar improvements. Donations share.
	Airport G.O. Bonds	20,000	Terminal Building renovations, including new paint, carpet, ceiling tiles, and other similar improvements. City share.
	Airport Capital Transfer	15,000	Hangar maintenance and repairs.
		\$55,000	2018 Subtotal
2019	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		\$10,000	2019 Subtotal
2021	Airport Capital Transfer	15,000	Hangar maintenance and repairs.
		\$15,000	2021 Subtotal
2022	Airport G.O. Bonds	60,000	Hangar roof replacement.
		\$60,000	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.
		\$25,000	2023 Subtotal
2024	Airport G.O. Bonds	30,000	Refurbish/replace outdated heating equipment in the terminal building.
		\$30,000	2024 Subtotal
2025	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		\$10,000	2025 Subtotal
2026	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#75-General Airport Repairs	
		\$10,000	2026 Subtotal
2027	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		\$10,000	2027 Subtotal
	TOTAL	\$225,000	

**2018-2027
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
☐ 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Airport	Capital Transfer	0	0	11,750	0	0	0	0	0	0	18,750	30,500
Other	Federal	0	0	211,500	0	0	0	0	0	0	337,500	549,000
Other	State	0	0	11,750	0	0	0	0	0	0	18,750	30,500
	Total	0	0	235,000	0	0	0	0	0	0	375,000	610,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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
2020	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	2020 Subtotal
2027	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	2027 Subtotal
	TOTAL	\$610,000	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Highway Reserve	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	0	20,845,000
	Total	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	0	20,845,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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 (P); 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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		GS-HIGHWAY / UTILITIES	#78-Annual Highway Improvement Program
2019	General Highway Reserve	1,525,000	MAINTENANCE OVERLAYS: Bourough Rd; Full Length Carter St; Full Length Fowler St; Full Length Laurel St; Full Length Norwich St; Clinton to Wilson Pine St; Full Length Sewalls Fall Rd; RR crossing to Mountain Road RECLAIM: Hillside; Full Length Kensington St; Full Length N. Fruit St; School to Pleasant Pleasant St; Fruit St to Rum Hill Rum Hill Rd; Full Length School St; Westbourne to Rum Hill Warren St; Liberty St to Fruit St Woodman St; Full Length
	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
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.

CITY OF CONCORD, NEW HAMPSHIRE

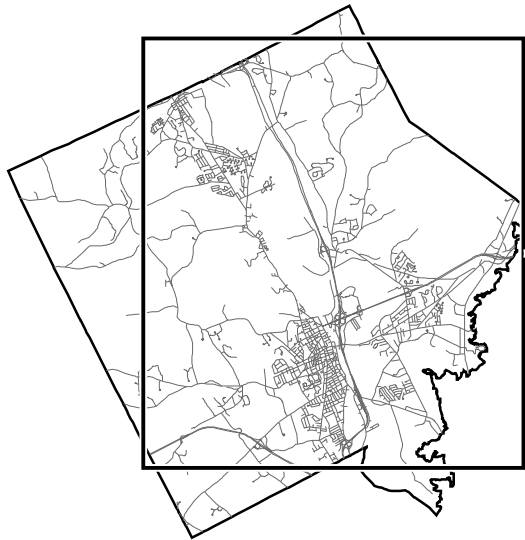
**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#78-Annual Highway Improvement Program
	General Highway Reserve	25,000 Emergency overlays.
		\$2,215,000 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.
		\$2,375,000 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.
		\$2,550,000 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.
		\$2,710,000 2024 Subtotal
2025	General Highway Reserve	2,385,000 Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	200,000 Crack sealing various streets.
	General Highway Reserve	100,000 Drainage repairs.
	General Highway Reserve	25,000 Emergency overlays.
		\$2,710,000 2025 Subtotal
2026	General Highway Reserve	2,385,000 Reclaim, cold plane/overlay, & maintenance overlay selected streets.

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#78-Annual Highway Improvement Program
	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		\$20,845,000

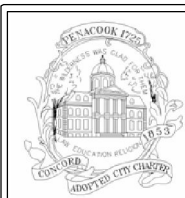


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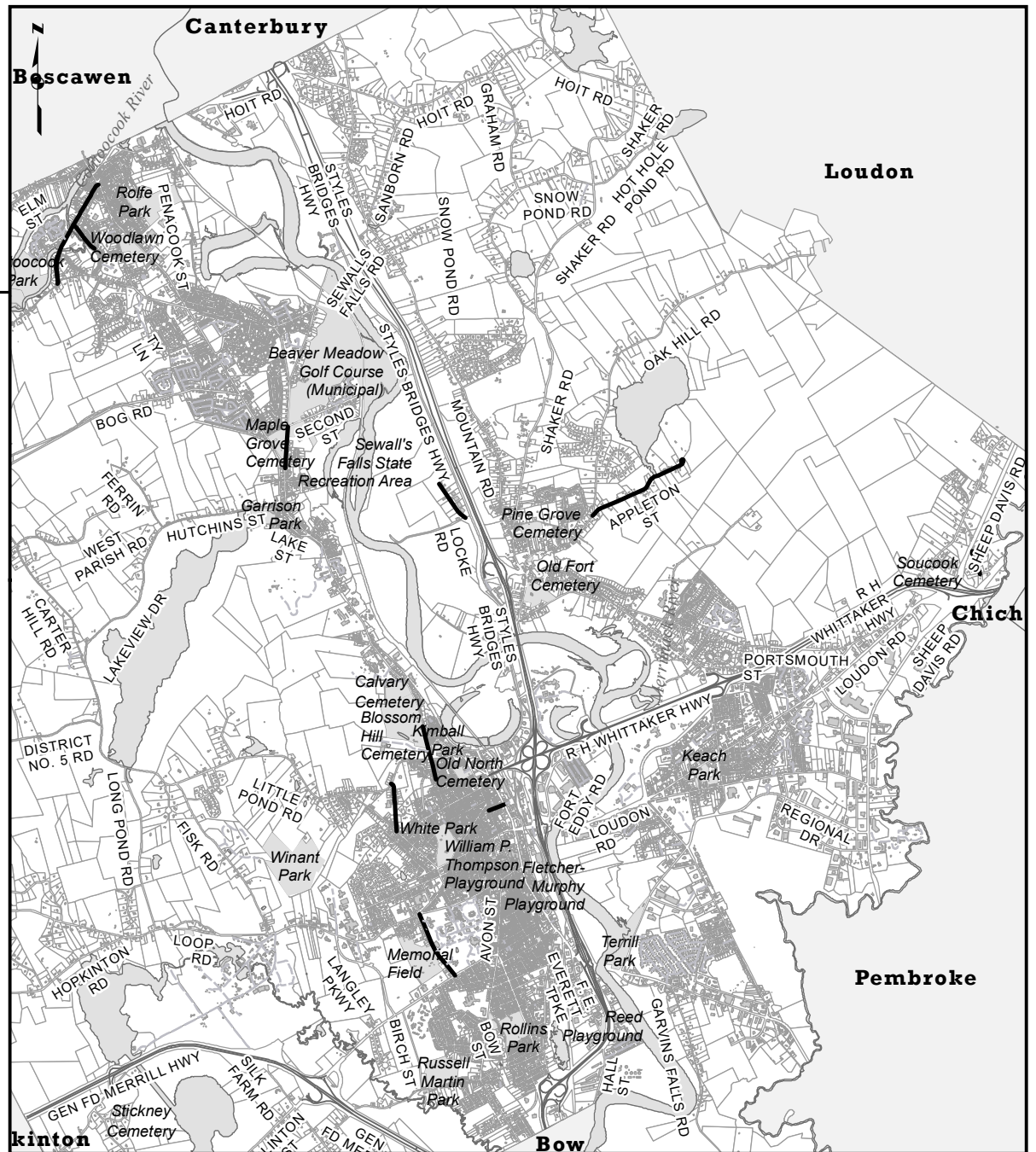
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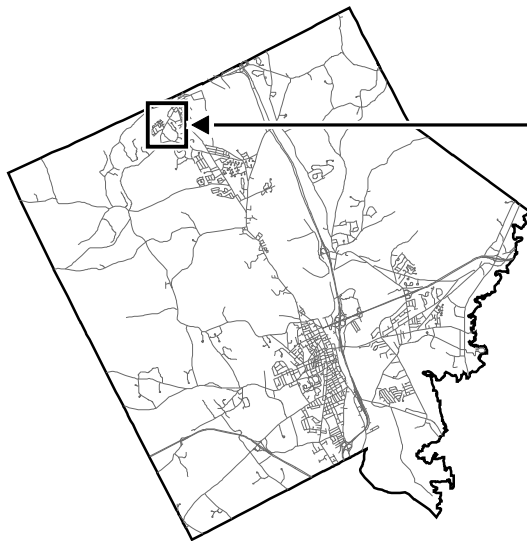
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**FY 2018
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**



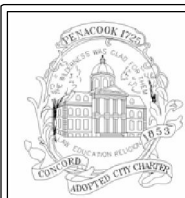


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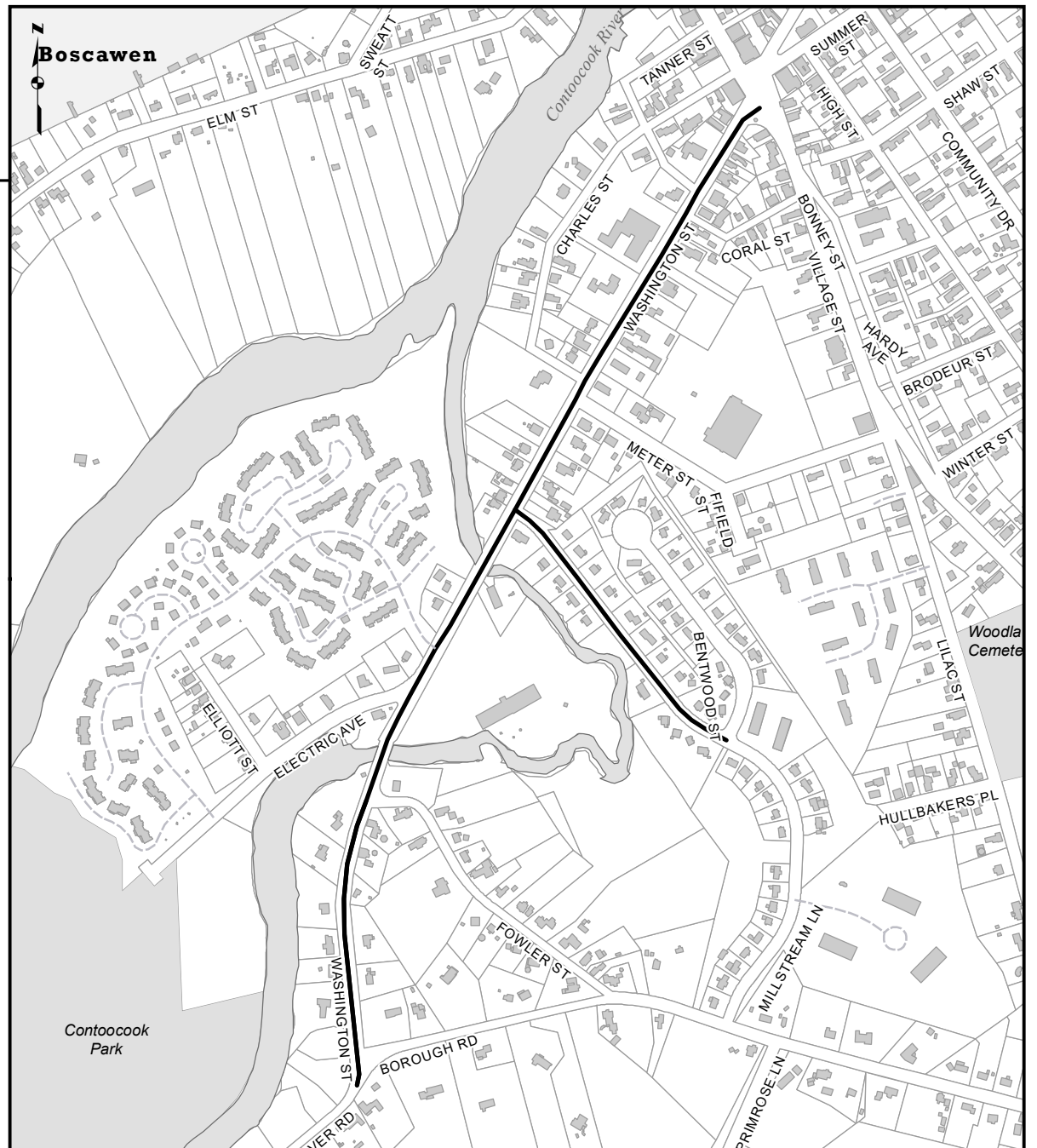
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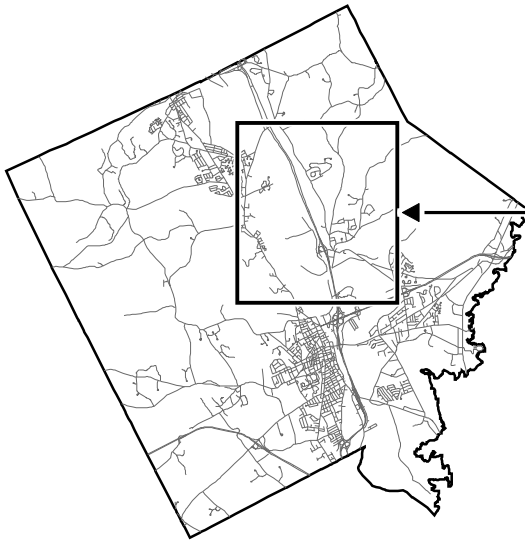
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**FY 2018
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**



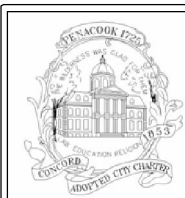


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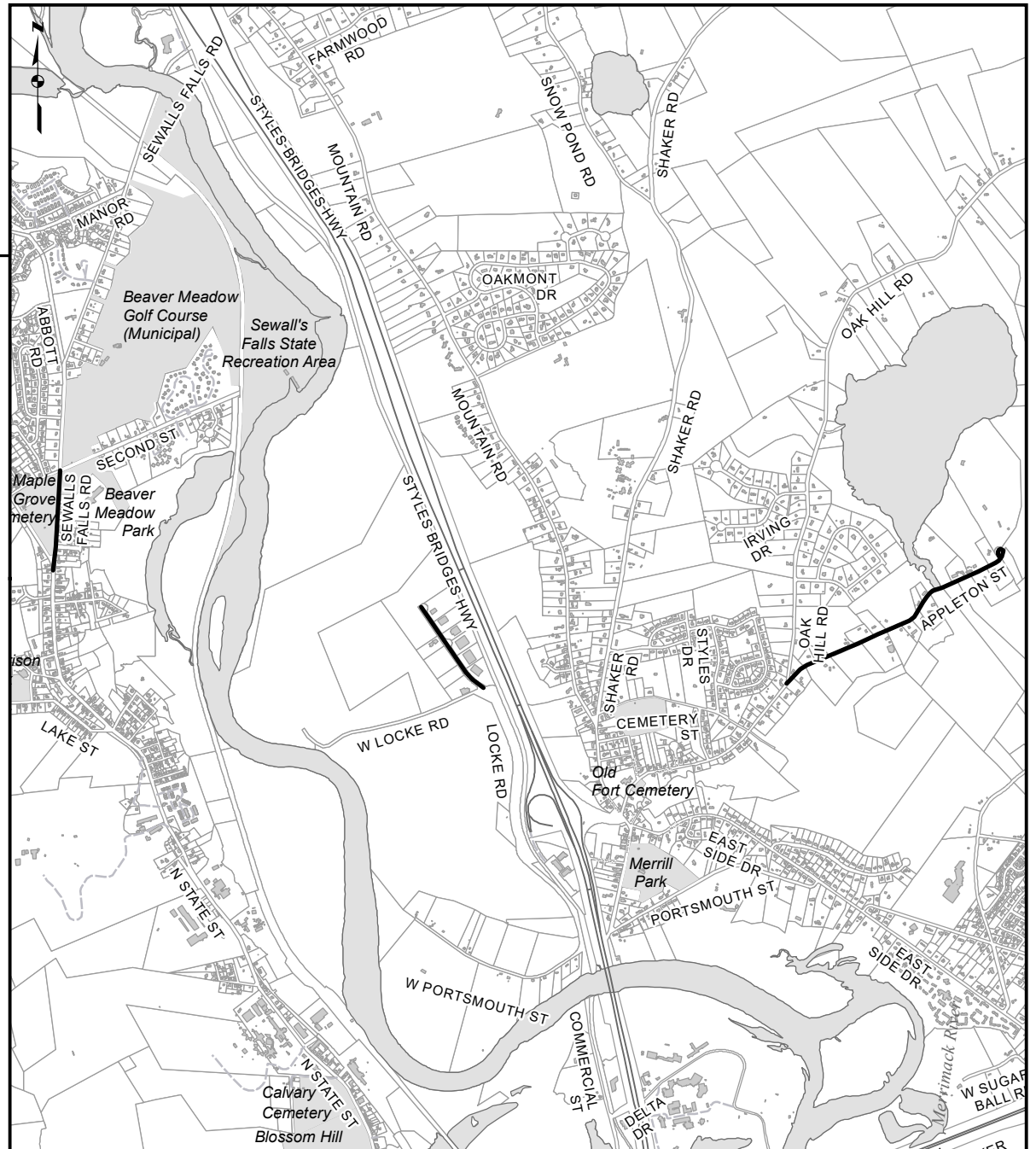
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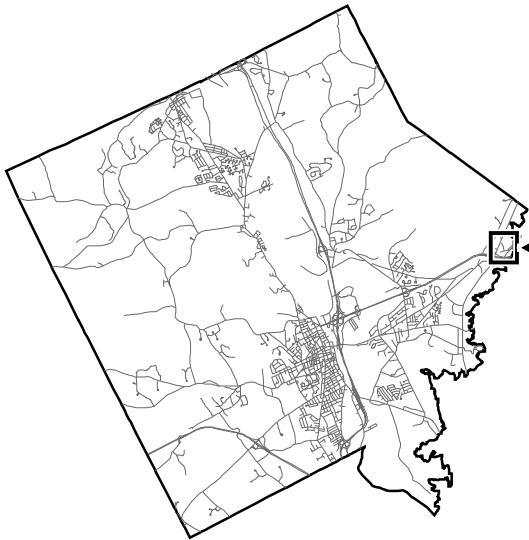
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**FY 2018
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**





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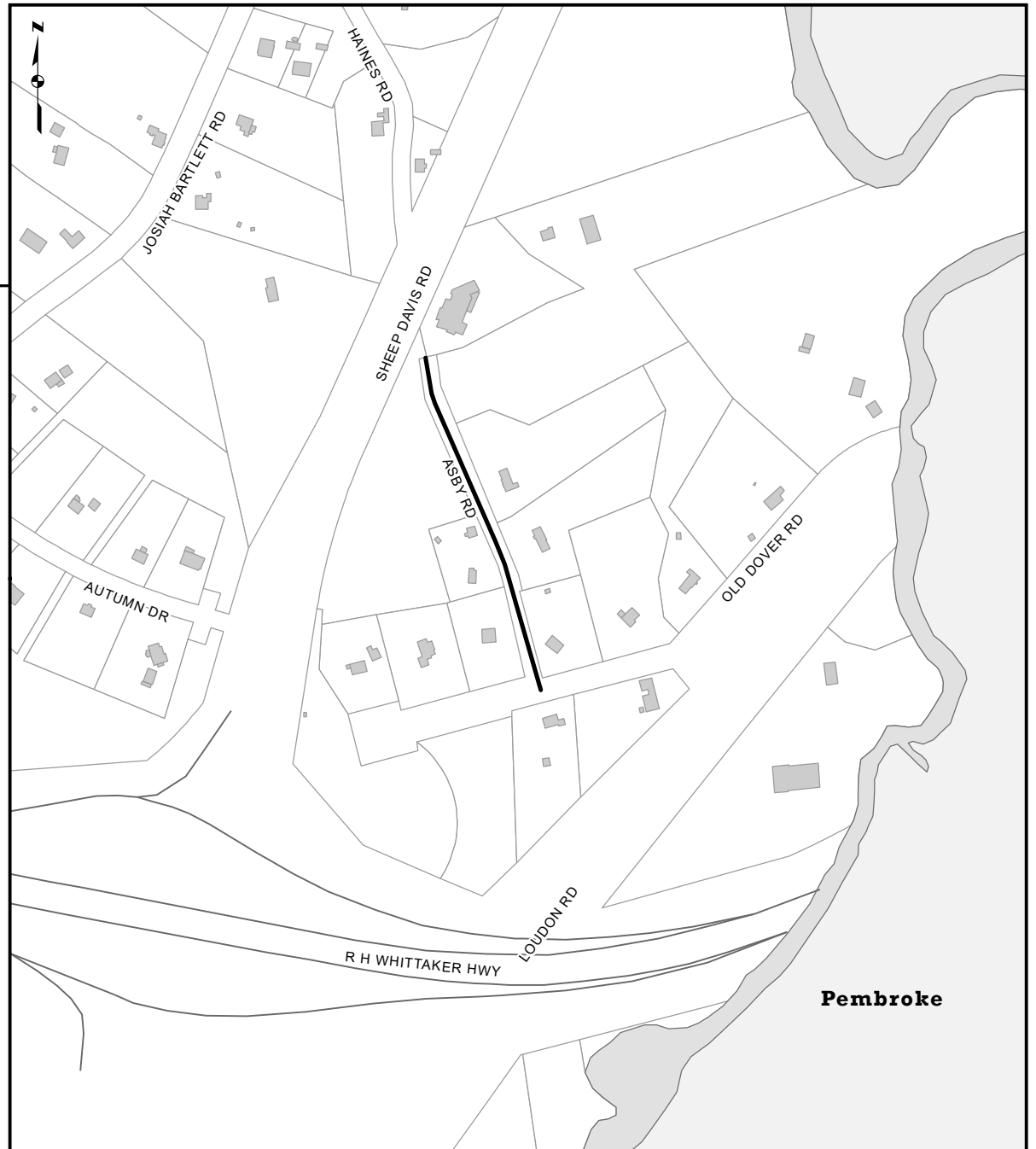
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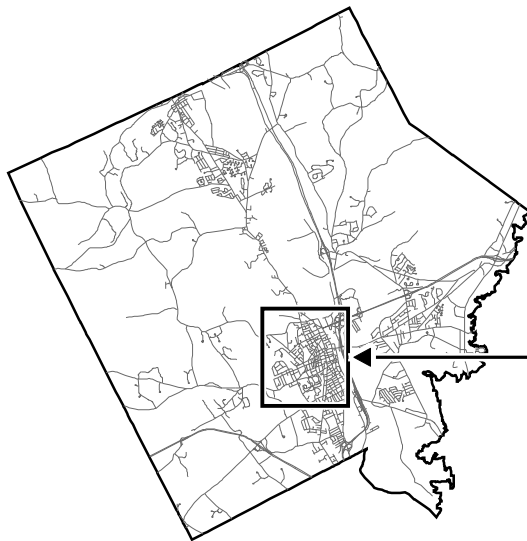
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**FY 2018
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**





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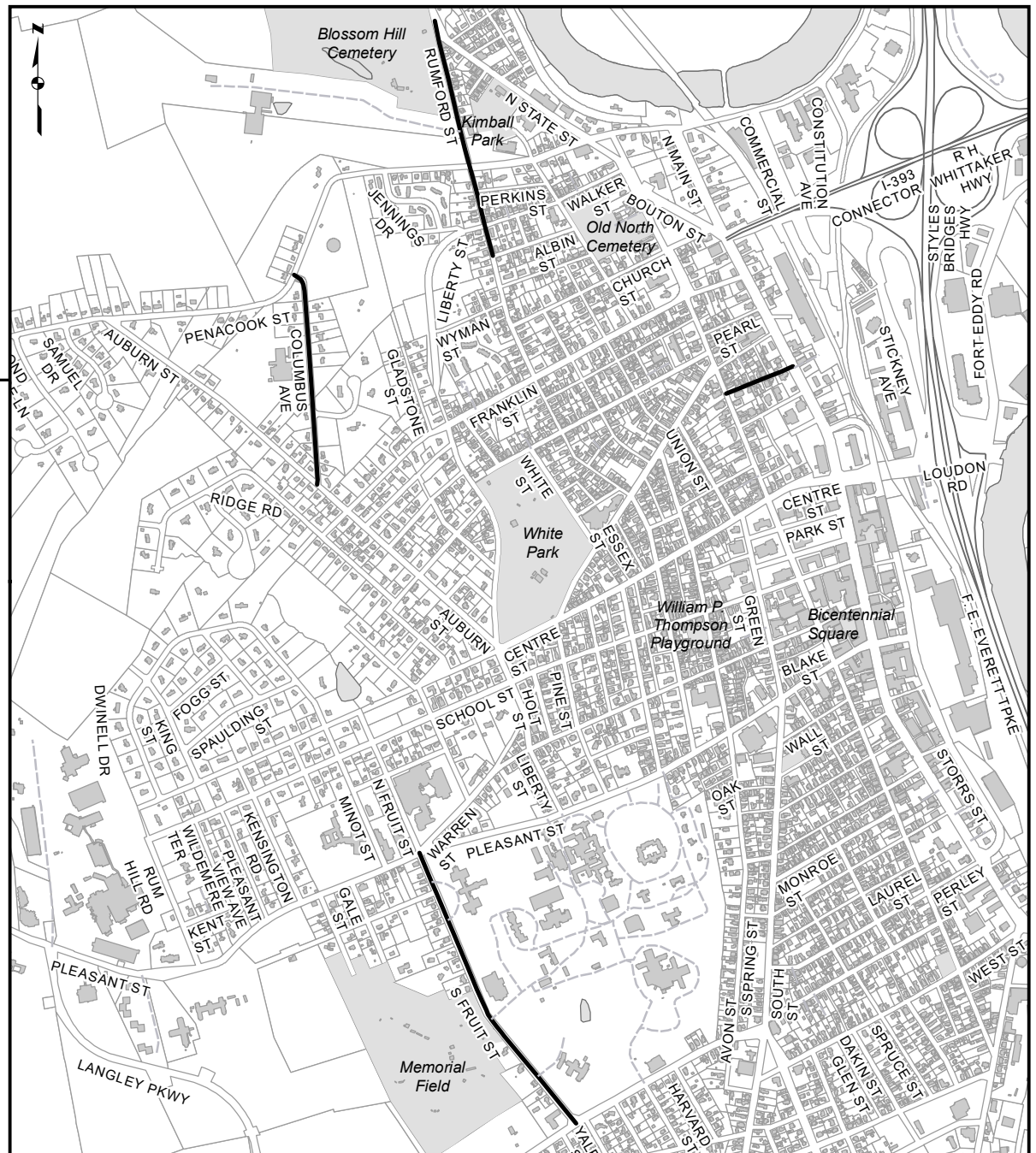
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**FY 2018
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**



**2018-2027
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	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
	☐ Replace	<u>M</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	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.

The purpose of this project is to design and construct replacement and significant improvements to the City's storm water drainage system, including the potential to create a dedicated funding source through the development of a storm water enterprise fund.

SERVICE IMPACT: Provides for long-term prioritization of storm sewer repairs and replacement and evaluation of system adequacy to meet regulatory requirements.

IMPACT IF NOT FUNDED: Potential for system failures and regulatory violations.

IV PREVIOUS FISCAL YEAR AUTHORIZED: June 1997

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years) 20

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

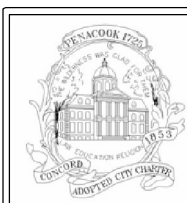
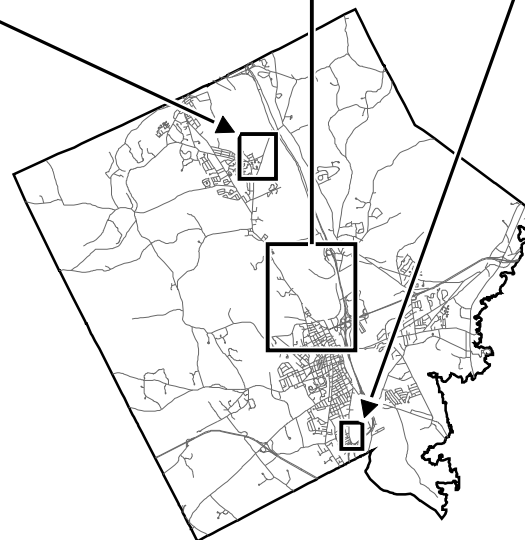
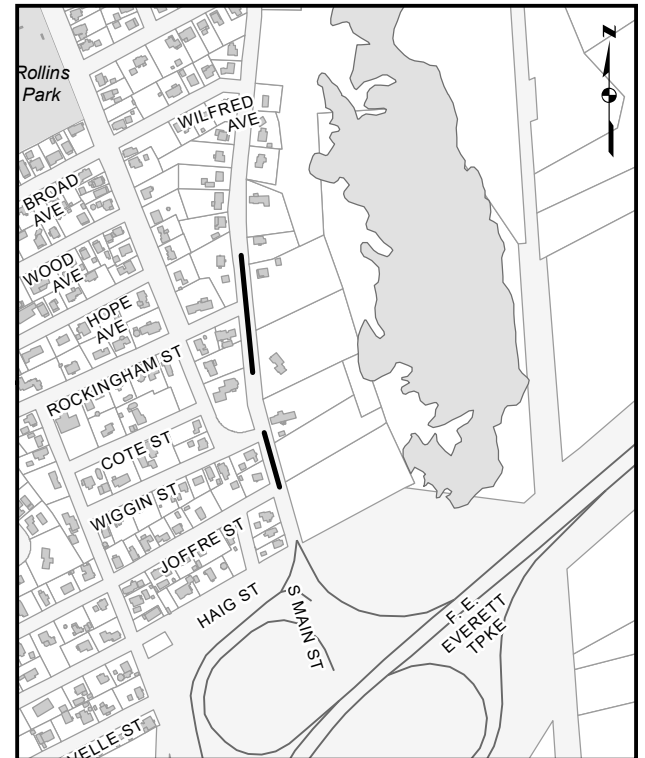
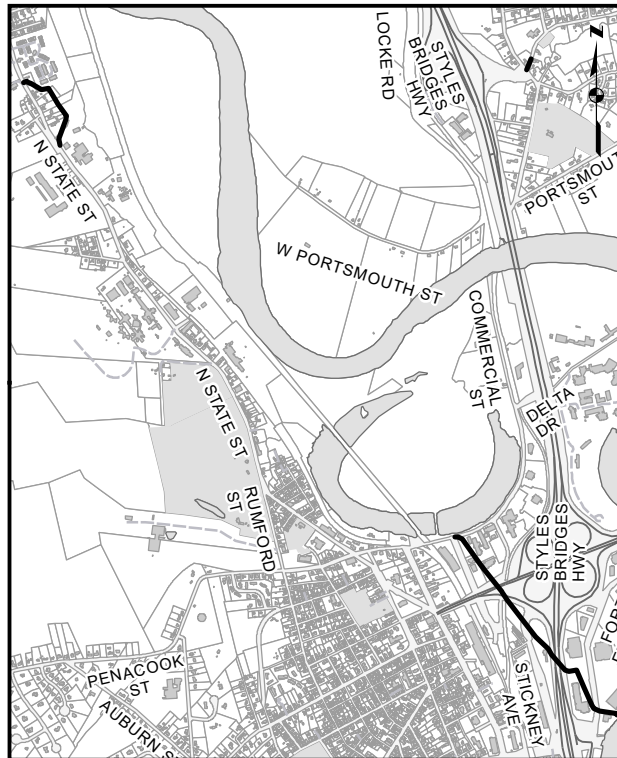
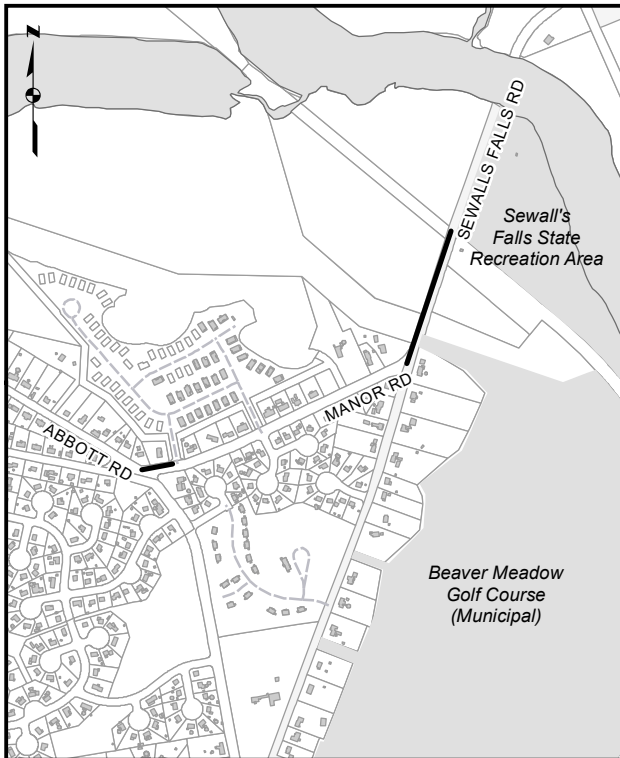
Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	490,000	800,000	650,000	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,500,000	1,500,000	10,690,000
Sewer	G.O. Bonds	50,000	0	0	0	0	0	0	0	0	0	50,000
Total		540,000	800,000	650,000	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,500,000	1,500,000	10,740,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	400,000	Clean and line portions of storm sewer mains on sections of Manor Road, Sewalls Falls Road, Shawmut Street and South Main Street. Clean the 24 by 36 inch brick storm drain from Commercial Street to the Merrimack River.
	General G.O. Bonds	90,000	Design and construct drainage improvements in the vicinity of 197 Mountain Road and the Blye Farm Condominium development.
	Sewer G.O. Bonds	50,000	Sewer Interceptor/Drainage Channel Restoration - Area B (Sewer Fund Portion).
		<u>\$540,000</u>	2018 Subtotal
2019	General G.O. Bonds	450,000	Sewer Interceptor/Drainage Channel Restoration - Area B (Abbottville/Hood Outfall Area)
	General G.O. Bonds	250,000	Design, permitting, and construction of culvert replacement on Alder Creek Drive (Beaver Meadow Brook).
	General G.O. Bonds	100,000	Design Lincoln Street drainage improvements.
		<u>\$800,000</u>	2019 Subtotal
2020	General G.O. Bonds	650,000	Design, permitting, and construction of drainage improvements within the Lincoln Street drainage area.
		<u>\$650,000</u>	2020 Subtotal
2021	General G.O. Bonds	1,000,000	Placeholder: Major drainage infrastructure improvements.
		<u>\$1,000,000</u>	2021 Subtotal
2022	General G.O. Bonds	1,000,000	Placeholder: Major drainage infrastructure improvements.

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#83-Storm Water Improvements	
		\$1,000,000	2022 Subtotal
2023	General G.O. Bonds	1,250,000	Placeholder: Major drainage infrastructure improvements.
		\$1,250,000	2023 Subtotal
2024	General G.O. Bonds	1,250,000	Placeholder: Major drainage infrastructure improvements.
		\$1,250,000	2024 Subtotal
2025	General G.O. Bonds	1,250,000	Placeholder: Major drainage infrastructure improvements.
		\$1,250,000	2025 Subtotal
2026	General G.O. Bonds	1,500,000	Placeholder: Major drainage infrastructure improvements.
		\$1,500,000	2026 Subtotal
2027	General G.O. Bonds	1,500,000	Placeholder: Major drainage infrastructure improvements.
		\$1,500,000	2027 Subtotal
	TOTAL	\$10,740,000	



**FY 2018
CIP PROJECT #83**

STORM WATER IMPROVEMENTS

**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

**2018-2027
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 ☐ 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 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	G.O. Bonds	0	0	0	0	0	0	0	0	250,000	0	250,000
	Total	0	0	0	0	0	0	0	0	250,000	0	250,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Water G.O. Bonds	250,000	Design and line approximately 1,250 LF of 8" water mains on Orion Street and Valley Road.
		\$250,000	2026 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#84-Water Main Cleaning & Lining
	TOTAL	\$250,000

**2018-2027
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

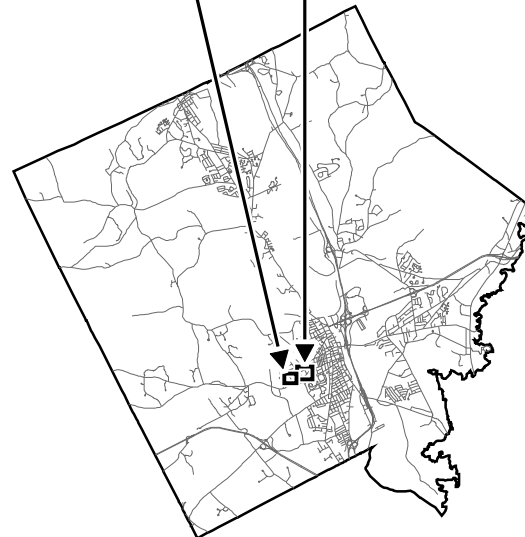
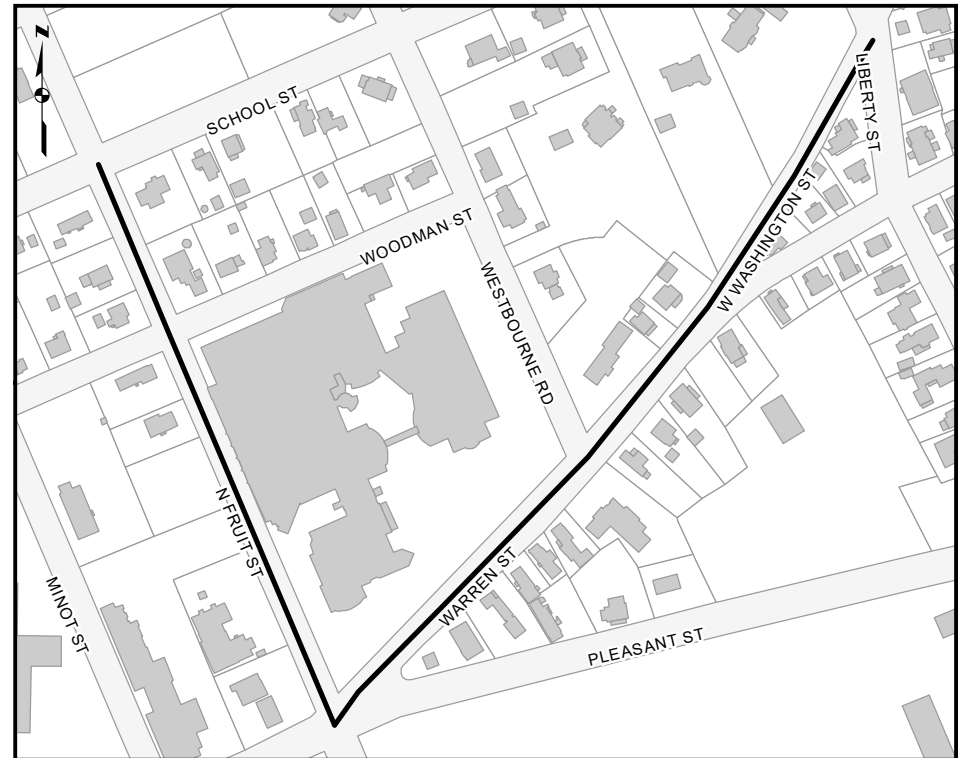
Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	G.O. Bonds	950,000	650,000	675,000	900,000	790,000	825,000	0	0	0	0	4,790,000
Water	Capital Close-out	341,454	0	0	0	0	0	0	0	0	0	341,454
	Total	1,291,454	650,000	675,000	900,000	790,000	825,000	0	0	0	0	5,131,454

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Water G.O. Bonds	950,000	Design and replace 3,600 feet of 8 inch mains on Warren Street, West Washington Street, North Fruit Street, and Kensington Road.
	Water Capital Close-out	341,454	Closeout share. Design and replace 3,600 feet of 8 inch mains on Warren Street, North Fruit Street, and Kensington Road.
		\$1,291,454	2018 Subtotal
2019	Water G.O. Bonds	650,000	Design and replace 1,760 feet of 8 inch mains on Westborne Road, Woodman Street, and Minot Streets.
		\$650,000	2019 Subtotal
2020	Water G.O. Bonds	675,000	Design and replace 1,800 feet of 8 inch mains on Joffre Street and Vernon Street.
		\$675,000	2020 Subtotal
2021	Water G.O. Bonds	900,000	Design and replace 2,460 feet of 8 inch main on Elliot St., Curtice Ave., Foster St., Prospect St., Blanchard St. and Perkins Ct.
		\$900,000	2021 Subtotal
2022	Water G.O. Bonds	790,000	Design and replace 2,185 feet of 8 inch main on Lawrence Street and North Essex Street.
		\$790,000	2022 Subtotal
2023	Water G.O. Bonds	825,000	Design and replace 2,200 feet of 8 inch main on Hullbakers Place, B St., Heights Rd. and Rolinda Ave.
		\$825,000	2023 Subtotal
	TOTAL	\$5,131,454	





FY 2018
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

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	G.O. Bonds	0	0	1,500,000	0	1,000,000	0	0	0	0	0	2,500,000
	Total	0	0	1,500,000	0	1,000,000	0	0	0	0	0	2,500,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	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	2020 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	G.O. Bonds	390,000	100,000	1,000,000	250,000	100,000	0	100,000	230,000	150,000	36,600,000	38,920,000
	Total	390,000	100,000	1,000,000	250,000	100,000	0	100,000	230,000	150,000	36,600,000	38,920,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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. Security fencing along the rear adjacent to Lake Street.

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		GS-WATER	#88-Water Plant Improvements	
				\$390,000
				2018 Subtotal
2019	Water	G.O. Bonds		100,000
				Resurface the concrete deck over the exterior sedimentation basins. Last resurfaced in 1997.
				\$100,000
				2019 Subtotal
2020	Water	G.O. Bonds		1,000,000
				Pump station # 4. Construct chemical process improvements. Master Plan Phase II recommendation.
				\$1,000,000
				2020 Subtotal
2021	Water	G.O. Bonds		250,000
				Pump Station. # 4 refurbishment, structural and architectural improvements. Master Plan Phase II recommendation.
				\$250,000
				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.
				\$100,000
				2022 Subtotal
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.
	Water	G.O. Bonds		80,000
				Replace 8 flocculator units.
				\$230,000
				2025 Subtotal
2026	Water	G.O. Bonds		150,000
				Pipe Gallery valve replacements.
				\$150,000
				2026 Subtotal
2027	Water	G.O. Bonds		36,400,000
				Placeholder for refurbishment of the treatment facility to meet the 12 Million Gallons per Day (MGD) capacity as proposed in the 2007 Master Plan. Preliminary estimate only. Cost to be refined.
	Water	G.O. Bonds		200,000
				Pilot Testing for new water treatment system at Hutchins Street Facility.
				\$36,600,000
				2027 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#88-Water Plant Improvements	
	TOTAL		\$38,920,000

**2018-2027
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	<u>H</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>L</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>L</u>	Council Goals	<u>L</u>	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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Sewer	G.O. Bonds	60,000	500,000	0	0	175,000	2,800,000	100,000	0	0	275,000	3,910,000
	Total	60,000	500,000	0	0	175,000	2,800,000	100,000	0	0	275,000	3,910,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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
2018	Sewer G.O. Bonds	60,000	Design services for sludge holding tank scrubber refurbishment.
		<u>\$60,000</u>	2018 Subtotal
2019	Sewer G.O. Bonds	500,000	Sludge holding tank scrubber refurbishment.
		<u>\$500,000</u>	2019 Subtotal
2022	Sewer G.O. Bonds	175,000	Design 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>	2022 Subtotal
2023	Sewer G.O. Bonds	2,800,000	Construction of odor control improvements design.
		<u>\$2,800,000</u>	2023 Subtotal
2024	Sewer G.O. Bonds	100,000	Hall Street odor monitoring.
		<u>\$100,000</u>	2024 Subtotal
2027	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>\$275,000</u>	2027 Subtotal
	TOTAL	<u>\$3,910,000</u>	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Sewer	Capital Transfer	50,000	40,000	60,000	40,000	60,000	122,000	40,000	40,000	40,000	0	492,000
Sewer	G.O. Bonds	210,000	175,000	0	510,000	0	225,000	400,000	0	0	0	1,520,000
	Total	260,000	215,000	60,000	550,000	60,000	347,000	440,000	40,000	40,000	0	2,012,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #91-Sewer Main Rehabilitation and Construction

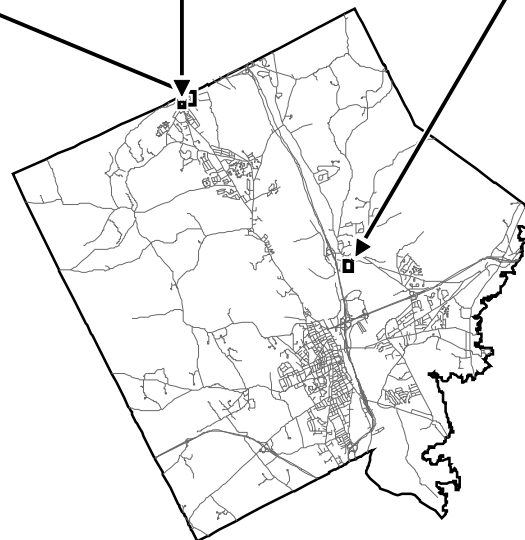
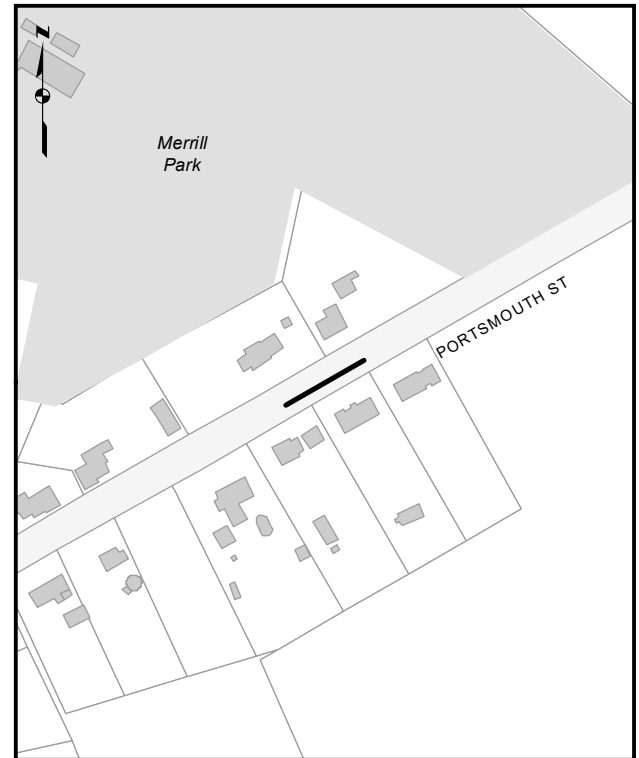
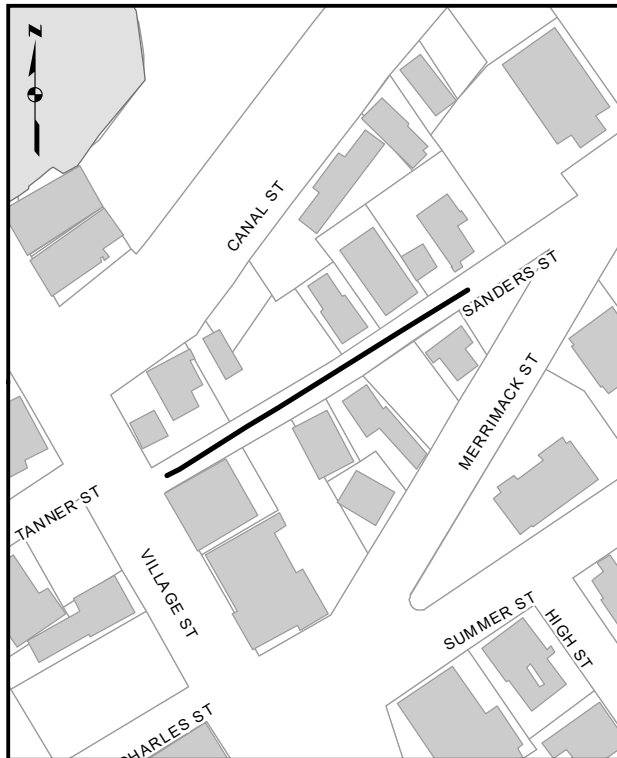
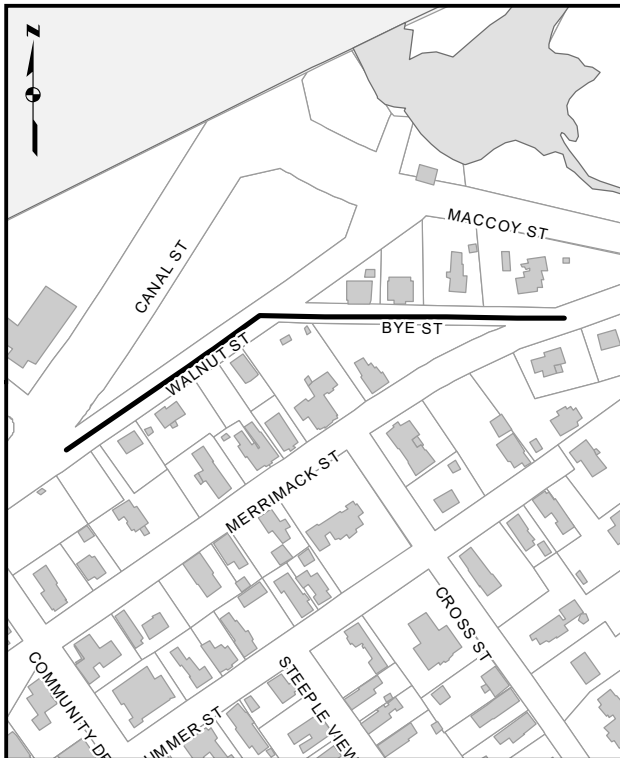
VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Sewer G.O. Bonds	110,000	Line 920 feet of 24 inch clay main on Walnut Street and Bye Street.
	Sewer G.O. Bonds	60,000	Extension of 8" sanitary sewer main on Portsmouth Street to provide sewer to gap area not serviced.
	Sewer G.O. Bonds	40,000	Replace 310 feet of 8 inch clay main on Sanders Street.
	Sewer Capital Transfer	30,000	Interceptor Access Road Maintenance: NH State Prison Fields. Approximately 3,100 linear feet 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).
		<u>\$260,000</u>	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 - Phase 1. Approximately 1,450 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
		<u>\$215,000</u>	2019 Subtotal
2020	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance: Dunbarton Road to Langley Parkway - Phase 2. Approximately 1,450 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
	Sewer Capital Transfer	20,000	Design 4,525 LF of lining on Merrimack Street (Penacook), Village Street (from Stark to Beede), Chandler, Cypress St. and Mooreland.
		<u>\$60,000</u>	2020 Subtotal
2021	Sewer G.O. Bonds	510,000	Line 24" and 8" and 10" sewer main Merrimack (#90 to Penacook St), Village Street (Stark to Beede), Chandler (town line to Elm St.), Cypress Street and Mooreland Avenue.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance: Langley Parkway to Memorial Field - Phase 1. Approximately 1,850 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
		<u>\$550,000</u>	2021 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #91-Sewer Main Rehabilitation and Construction			
2022	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance: Langley Parkway to Memorial Field - Phase 2. Approximately 1,850 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
	Sewer Capital Transfer	20,000	Design the lining of Granite, North State, Martin, Prospect and Jennings. Design 225 of 8 inch main on B Street.
		<u>\$60,000</u>	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	82,000	Replace 225 feet of 8 inch main on B Street.
	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.
		<u>\$347,000</u>	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 - Phase 1. Approximately 1,400 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
		<u>\$440,000</u>	2024 Subtotal
2025	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance: Cross country from Ridge Rd. to School St - Phase 2. Approximately 1,400 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
		<u>\$40,000</u>	2025 Subtotal
2026	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		<u>\$40,000</u>	2026 Subtotal
	TOTAL	<u>\$2,012,000</u>	





**FY 2018
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

**2018-2027
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	<u>N/A</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>N/A</u>	Mandates	<u>M</u>	Service Def.	<u>L</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	<u>H</u>	Council Goals	<u>L</u>	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 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 were completed part of CIP 460 "Downtown Complete Streets Project" in 2015/2016. 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Other	Tax Increment Financing	0	0	0	0	0	0	400,000	4,000,000	0	0	4,400,000
	Total	0	0	0	0	0	0	400,000	4,000,000	0	0	4,400,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Sewer	G.O. Bonds	1,965,000	1,750,000	1,685,000	2,505,000	5,170,000	1,620,000	1,700,000	17,425,000	75,000	675,000	34,570,000
Sewer	Capital Close-out	60,963	0	0	0	0	0	0	0	0	0	60,963
Sewer	Capital Transfer	0	0	0	0	0	15,000	0	0	0	0	15,000
	Total	2,025,963	1,750,000	1,685,000	2,505,000	5,170,000	1,635,000	1,700,000	17,425,000	75,000	675,000	34,645,963

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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
2018	Sewer G.O. Bonds	1,190,000	Building systems improvements - HVAC system upgrade in administration building.
	Sewer G.O. Bonds	650,000	Building systems improvements - replacement of administration building and influent building standby generator sets.
	Sewer Capital Close-out	60,963	Closeout share. Building systems improvements - HVAC system upgrade in administration building.
	Sewer G.O. Bonds	50,000	Site/Security improvements - Landscape improvements.
	Sewer G.O. Bonds	50,000	Equipment/process improvements - water meter and backflow preventer replacement.
	Sewer G.O. Bonds	25,000	Equipment/process improvements - Process piping, Equipment, and concrete coating.
		<u>\$2,025,963</u>	2018 Subtotal
2019	Sewer G.O. Bonds	875,000	Equipment/process improvements - Replacement of one secondary clarifier.
	Sewer G.O. Bonds	750,000	Building systems improvements - replacement of intermediate pump station motor control centers (MCCs).
	Sewer G.O. Bonds	40,000	Equipment/process improvements - Replacement of waste activated sludge (WAS) pumps and drives.
	Sewer G.O. Bonds	35,000	Site/Security improvements - Landscape improvements.
	Sewer G.O. Bonds	30,000	Equipment/process improvements - Process piping, equipment, and concrete coating improvements.
	Sewer G.O. Bonds	20,000	Site/Security improvements - Biosolids education area.
		<u>\$1,750,000</u>	2019 Subtotal
2020	Sewer G.O. Bonds	900,000	Replace 1 clarifier.
	Sewer G.O. Bonds	750,000	Building System Improvements - Electrical switchgear upgrade.
	Sewer G.O. Bonds	35,000	Equipment/process improvements - Process piping, equipment, and concrete coating improvements.
		<u>\$1,685,000</u>	2020 Subtotal
2021	Sewer G.O. Bonds	920,000	Replace 1 clarifier.
	Sewer G.O. Bonds	600,000	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.

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-SEWER	#104-Hall Street Waste Water Treatment Plant Improvements	
	Sewer G.O. Bonds	350,000	Building System Improvements - Exterior lighting improvements.
	Sewer G.O. Bonds	250,000	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	150,000	Equipment/process improvements - engineering design for aeration system improvements.
	Sewer G.O. Bonds	130,000	Equipment/process improvements - sludge dewatering polymer batch system upgrade.
	Sewer G.O. Bonds	50,000	Equipment/process improvements - Process piping, equipment, and concrete coating improvements.
	Sewer G.O. Bonds	40,000	Equipment/process improvements - primary scum pump and clarifier drain valves replacements.
	Sewer G.O. Bonds	15,000	Equipment/process improvements- Hypochlorite Channel Mixer upgrades.
		\$2,505,000	2021 Subtotal
2022	Sewer G.O. Bonds	1,800,000	Equipment/process improvements - Clarifier drive mechanism replacement.
	Sewer G.O. Bonds	800,000	Equipment/process improvements - Construction of the aeration system improvements.
	Sewer G.O. Bonds	525,000	Equipment/process improvements - Replacement of 3rd of three original equipment screw pumps.
	Sewer G.O. Bonds	425,000	Building System Improvements - 35KV electrical switchgear upgrade.
	Sewer G.O. Bonds	325,000	Building improvements - Concrete / Structural Repairs (tanks and buildings).
	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	210,000	Building System Improvements - Pad mounted electrical transformer upgrades.
	Sewer G.O. Bonds	175,000	Building systems improvements - Intermediate building and chlorine building HVAC upgrades.
	Sewer G.O. Bonds	100,000	Building/structural improvements - Replacement of roof on Administration Building gravity belt thickener room with EDPM membrane roof system.
	Sewer G.O. Bonds	50,000	Equipment/process improvements - Process piping, equipment, and concrete coating replacement.
	Sewer G.O. Bonds	50,000	Equipment/process improvements - Replacement of scum processing equipment.
		\$5,170,000	2022 Subtotal
2023	Sewer G.O. Bonds	500,000	Building/structural improvements - Allowance for concrete/structural repairs.
	Sewer G.O. Bonds	300,000	Building systems improvements - Tunnel separation and lab HVAC upgrades.

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		GS-SEWER	#104-Hall Street Waste Water Treatment Plant Improvements	
	Sewer	G.O. Bonds	225,000	Equipment/process improvements - Facilities needs assessment study.
	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	105,000	Building System Improvements - Lighting improvements.
	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, as well as various repairs to the Administration Building.
	Sewer	G.O. Bonds	50,000	Equipment/process improvements - Process piping, equipment, and concrete coating improvements.
	Sewer	G.O. Bonds	15,000	Equipment/process improvements - Replacement of influent channel mixer.
	Sewer	Capital Transfer	15,000	Equipment/process improvements - Replacement of all wheel drive mower.
			<u>\$1,635,000</u>	2023 Subtotal
2024	Sewer	G.O. Bonds	1,500,000	Equipment/process improvements - Design services for sludge stabilization and dewatering system upgrade
	Sewer	G.O. Bonds	175,000	Building systems improvements - Influent building HVAC upgrades.
	Sewer	G.O. Bonds	25,000	Equipment/process improvements - Process piping, equipment, and concrete coating upgrades.
			<u>\$1,700,000</u>	2024 Subtotal
2025	Sewer	G.O. Bonds	15,000,000	Equipment/process improvements - Construction of sludge stabilization and dewatering system upgrades designed in FY2024.
	Sewer	G.O. Bonds	2,000,000	Equipment/process improvements - Sludge dewatering system upgrades.
	Sewer	G.O. Bonds	250,000	Equipment/process improvements - Sludge truck loading conveyor upgrades.
	Sewer	G.O. Bonds	150,000	Building /structural improvements - Out buildings repairs and interior refinishes.
	Sewer	G.O. Bonds	25,000	Equipment/process improvements - Process piping, equipment, and concrete coating upgrades.
			<u>\$17,425,000</u>	2025 Subtotal
2026	Sewer	G.O. Bonds	50,000	Equipment/process improvements - Design services for aeration diffuser system replacement.
	Sewer	G.O. Bonds	25,000	Equipment/process improvements - Process piping, equipment, and concrete coating upgrades.
			<u>\$75,000</u>	2026 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-SEWER	#104-Hall Street Waste Water Treatment Plant Improvements		
2027	Sewer G.O. Bonds	400,000	Equipment/process improvements - Construction of aeration diffuser system replacement designed in FY2026.	
	Sewer G.O. Bonds	250,000	Equipment/process improvements - SCADA system improvements.	
	Sewer G.O. Bonds	25,000	Equipment/process improvements - Process piping, equipment, and concrete coating upgrades.	
		\$675,000	2027 Subtotal	
TOTAL		\$34,645,963		

**2018-2027
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: The purpose of this project is to maintain buildings at the Beaver Meadow Golf Course. Building facilities include the Clubhouse (Pro Shop, Restaurant, and related amenities), the Maintenance Facility, as well as the Cart Storage Building and Irrigation Pump House. Funding is contingent upon sufficient net operating revenues within the Golf Enterprise Fund to support capital investments.

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Golf	Capital Transfer	0	0	0	0	25,000	0	0	0	0	0	25,000
Golf	G.O. Bonds	16,000	0	0	0	45,000	0	0	0	0	100,000	161,000
	Total	16,000	0	0	0	70,000	0	0	0	0	100,000	186,000

**2018-2027
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
2018	Golf G.O. Bonds	16,000	Purchase a new Point of Sale (POS) software package in order to improve tee-time management, management of Pro Shop inventory, as well as collect better data regarding player preferences so the City may adjust business practices in order to better serve its patrons.
		\$16,000	2018 Subtotal
2022	Golf Capital Transfer	25,000	Replace kitchen equipment.
	Golf G.O. Bonds	25,000	Replace clubhouse furniture.
	Golf G.O. Bonds	20,000	Carpet and floor treatment replacements throughout the clubhouse.
		\$70,000	2022 Subtotal
2027	Golf G.O. Bonds	100,000	Final design of new club house. New building scheduled to be built in FY2028.
		\$100,000	2027 Subtotal
	TOTAL	\$186,000	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	G.O. Bonds	0	0	0	0	0	0	0	175,000	2,000,000	0	2,175,000
	Total	0	0	0	0	0	0	0	175,000	2,000,000	0	2,175,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #114-Penacook Lake Dam and Spillway Rehabilitation

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	175,000	Engineering forensic investigation, report and design of the Penacook Lake dam and spillway.
		<u>\$175,000</u>	2025 Subtotal
2026	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>	2026 Subtotal
	TOTAL	\$2,175,000	

**2018-2027
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	<u>M</u>	Safety	<u>N/A</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>L</u>	Council Goals	<u>M</u>	Timeliness	Motor Vehicle Equipment
	☒ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: This project establishes a long-range replacement plan for City Highway/Utilities, Water Treatment Plant, Waste Water Treatment Plants, as well as Parks and Recreation Department vehicles and heavy equipment. Vehicle and equipment replacement for the Police and Fire Departments are addressed through other capital improvement program projects or the annual operating budget. 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

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #121-Vehicle & Equipment Replacement Program

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	G.O. Bonds	40,000	157,000	95,000	290,000	160,000	0	100,000	110,000	60,000	60,000	1,072,000
General	G.O. Bonds	498,000	682,000	715,000	702,000	723,000	720,000	705,000	685,000	765,000	790,000	6,985,000
Sewer	G.O. Bonds	150,000	156,000	185,000	190,000	160,000	450,000	342,000	75,000	160,000	100,000	1,968,000
General	Capital Close-out	152,300	0	0	0	0	0	0	0	0	0	152,300
General	Equip Replace Reserve	102,000	0	0	0	0	0	0	0	0	0	102,000
	Total	942,300	995,000	995,000	1,182,000	1,043,000	1,170,000	1,147,000	870,000	985,000	950,000	10,279,300

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	330,000	Replace 3 highway backhoes (2006, 2007) unit #086, 1342 & 1343
	General G.O. Bonds	130,000	Replace 1988 snow blower. Unit #001 HWY
	General Equip Replace Reserve	102,000	Equipment Reserve Fund share. Replace 3 highway backhoes (2006, 2007) unit #086, 1342 & 1343
	Sewer G.O. Bonds	76,000	Replace one ton crew cab "brick" truck (2004) 135
	General Capital Close-out	70,000	Replace two (2) F-250 4X4 pick-up trucks (Units # 654, 655) (2006)
	General Capital Close-out	70,000	Replace cemetery F450 pick-up with dump body (2006) unit #601
	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
	General G.O. Bonds	38,000	Replace one 4-ton asphalt hauler (1999) unit #066
	Sewer G.O. Bonds	34,000	One 5 door hatchback sedan (2009) unit #876
	General Capital Close-out	12,300	Replace stainless steel 1.5cy sander (2000) unit #0601SS
		\$942,300	2018 Subtotal
2019	General G.O. Bonds	412,000	Replace 4- F450 4x4 pick-up trucks #1103,1104,1105, 669 (2009,2009,2009,2009)
	General G.O. Bonds	150,000	Replace Cemetery back-hoe #616 (2004)
	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 units #802 & 803 (2010, 2010)

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	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 unit #651 (2006)
	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
	Water G.O. Bonds	36,000	Replace tow behind compressor (2001) unit #409
		<u>\$995,000</u>	2019 Subtotal
2020	General G.O. Bonds	270,000	Replace wheel loader #90
	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	100,000	Replace gang mower 164 unit #670
	Water G.O. Bonds	95,000	Replace 1 F550 2wd pick-up truck (2008) unit #822
	General G.O. Bonds	65,000	Replace airport/properties 1-ton pick-up truck with dump body (2005) unit #901
	General G.O. Bonds	33,000	Replace 4X2 1 supercab pick-up truck (2010) unit #458
	General G.O. Bonds	21,000	Replace 1 sweeper trailer (2003) unit #188
	General G.O. Bonds	21,000	Replace 1 low bed tilt top trailer (2004) unit #185
	General G.O. Bonds	15,000	Replace 1- 20' trailer (2002) unit #189
		<u>\$995,000</u>	2020 Subtotal
2021	General G.O. Bonds	380,000	Replace two 6-wheel dump trucks units #1225 & 1224
	Sewer G.O. Bonds	190,000	Replace 6 Wheel Dump Truck Unit #704
	Water G.O. Bonds	190,000	Replace 1 six wheel dump truck "D79" (2006) unit 1226
	General G.O. Bonds	66,000	Replace John Deere Tractor. Grounds/COMF unit #665
	General G.O. Bonds	62,000	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 2WD pickup 3500 (2008) unit #902
	Water G.O. Bonds	50,000	Replace Transit Connect compressed natural gas (CNG) van unit #754

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	Water G.O. Bonds	50,000	Replace Transit Connect CNG van unit #804
	General G.O. Bonds	42,000	Replace 1 4x4 2500 series pick-up truck (2008) unit #903
	General G.O. Bonds	36,000	Replace 1 1/2-ton supercab pick-up truck (2008) unit #904
		\$1,182,000	2021 Subtotal
2022	General G.O. Bonds	190,000	Replace 1 six wheel dump (2006) unit #1227
	General G.O. Bonds	185,000	Replace Trackless Sidewalk Tractors HWY/COMF unit #1365
	Sewer G.O. Bonds	160,000	Replace Case Loader/Backhoe unit #723
	Water G.O. Bonds	160,000	Replace Case Loader/Backhoe unit #823
	General G.O. Bonds	112,000	Replace two (2) skid steer units #1361 and 1362
	General G.O. Bonds	80,000	Replace 2 leaf blowers and boxes (1999,1998) units #049 and 050 HWY
	General G.O. Bonds	56,000	Replace one (1) skid steer unit #1360
	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	20,000	Replace 11 cy sander unit #1230SS
		\$1,043,000	2022 Subtotal
2023	Sewer G.O. Bonds	450,000	Replace 10 wheel vactor truck unit #711
	General G.O. Bonds	290,000	Replace 1 front end bucket loader (2001) unit #025
	General G.O. Bonds	195,000	Replace 6-wheel dump trucks (2008) unit #1228
	General G.O. Bonds	185,000	Replace Sidewalk Tractor (2012) unit #1366
	General G.O. Bonds	25,000	Replace saltmarsh trailer unit #115 (GSD/Public Properties)
	General G.O. Bonds	25,000	Tandem trailer unit #061
		\$1,170,000	2023 Subtotal
2024	Sewer G.O. Bonds	342,000	Replace truck sludge hauler (2001) unit #112
	General G.O. Bonds	230,000	Replace one 10-wheel dump truck (2009) unit 1230
	General G.O. Bonds	195,000	Replace 6 Wheel Dump Truck (2011) unit #1234

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	Water G.O. Bonds	60,000	Replace Crew Cab utility body F350 unit #825
	Water G.O. Bonds	40,000	Replace Extra Cab pickup unit #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 #445 CD/COMF
	General G.O. Bonds	36,000	Replace 2 (two) 6 CY sanders unit #1231SS and 1232SS
	General G.O. Bonds	36,000	Replace Tow Behind Comp (2001) unit #407
	General G.O. Bonds	32,000	Replace Rosco Roller (1991) unit #72
	General G.O. Bonds	25,000	Replace 5 Ton Tandem Trailer (2000) unit #64
	General G.O. Bonds	21,000	Replace stainless steel 11cy Sander (1998) unit #54SS
	General G.O. Bonds	20,000	Replace 6 ton utility trailer GRNDS/COMF unit #652
	General G.O. Bonds	15,000	Replace Spreader 1.5CY (2004) unit #875SS
	General G.O. Bonds	15,000	Replace stainless steel 3.4CY Sander (2004) unit #901SS
		<u>\$1,147,000</u>	2024 Subtotal
2025	General G.O. Bonds	390,000	Replace Two (2) 6 Wheel Dump Trucks (2008) units #1229 & #1233
	General G.O. Bonds	205,000	Replace Sidewalk Tractor (2014) unit #1367
	Sewer G.O. Bonds	75,000	Replace Ford F-350 pickup unit #755
	Water G.O. Bonds	65,000	Replace Ford F- 350 pickup unit #877
	General G.O. Bonds	48,000	Replace 3 (Three) 3.4 cy sanders units #0669SS, #1104SS & 1105SS
	Water G.O. Bonds	45,000	Replace Ford F-150 extra cab pickup # 826
	General G.O. Bonds	42,000	Cargo van unit #602
		<u>\$870,000</u>	2025 Subtotal
2026	General G.O. Bonds	675,000	Replace Three (3) Dump Trucks (2013) units #1235, 1236, and 1237
	Sewer G.O. Bonds	100,000	Cut-away Van (camera) unit #712
	General G.O. Bonds	90,000	Replace 3 (three) 11CY sanders units #1235SS, 1236SS, and 237SS
	Water G.O. Bonds	60,000	4x4 Pickup unit #827
	Sewer G.O. Bonds	60,000	Replace 4x4 Pickup unit #713

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
		\$985,000	2026 Subtotal
2027	General G.O. Bonds	390,000	Replace Two (2) Dump Trucks (2011) units #1231 and 1232
	General G.O. Bonds	300,000	Wheel Loader unit #1302
	Sewer G.O. Bonds	100,000	4x2 Crew Cab pickup truck unit #706
	General G.O. Bonds	100,000	Service truck unit #009
	Water G.O. Bonds	60,000	C1500 4x2 pickup unit #879
		\$950,000	2027 Subtotal
	TOTAL	\$10,279,300	

**2018-2027
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	☐ L	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: The purpose of this project is to provide for routine replacement and upgrading of the SCADA (Supervisory, Control and Data Acquisition) software system which assists with monitoring and operating equipment at the Water Treatment Plant, as well as water tanks and remote pump stations.

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	Capital Transfer	30,000	0	30,000	0	30,000	0	30,000	0	30,000	0	150,000
	Total	30,000	0	30,000	0	30,000	0	30,000	0	30,000	0	150,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #124-Water System SCADA Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2018 Subtotal
2020	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2020 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
2026	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2026 Subtotal
	TOTAL	<u>\$150,000</u>	

**2018-2027
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 SERVED:	☐ New	<u>N/A</u>	Safety	<u>M</u>	Facility Cond.	<u>H</u>	Productivity	
	☒ Replace	<u>N/A</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	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: 2017 PREVIOUS AMOUNT: 37,500

V. PROJECT USEFUL LIFE (In Years): 6 Expected Bond Term (in Years) 6

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FINANCE PURCHASING #130-Multi-Function Photocopy Machines

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Capital Transfer	30,000	21,000	28,000	7,000	39,000	65,000	22,000	35,000	8,000	41,000	296,000
	Total	30,000	21,000	28,000	7,000	39,000	65,000	22,000	35,000	8,000	41,000	296,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General Capital Transfer	30,000	Replace networked multifunctional copier/printer/scanner for the following City departments (locations): Assessing (City Hall), Fire (Fire Headquarters), Library (Main Floor).and Police, Records (CPD Headquarters)
		<u>\$30,000</u>	2018 Subtotal
2019	General Capital Transfer	21,000	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): General Services Admin (COMF); Community Development Code Enforcement (City Hall Annex) and Parks & Recreation (City-wide Multigenerational Community Center).
		<u>\$21,000</u>	2019 Subtotal
2020	General Capital Transfer	28,000	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>\$28,000</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
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).
		<u>\$39,000</u>	2022 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		FINANCE PURCHASING	#130-Multi-Function Photocopy Machines
2023	General Capital Transfer	65,000	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), General Services, Wastewater Treatment (Hall St. WWTF) and Police, Records (CPD Headquarters).
		\$65,000	2023 Subtotal
2024	General Capital Transfer	22,000	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): General Services Admin (COMF); Community Development Code Enforcement (City Hall Annex) and Parks & Recreation (Heights Community Center).
		\$22,000	2024 Subtotal
2025	General Capital Transfer	35,000	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).
		\$35,000	2025 Subtotal
2026	General Capital Transfer	8,000	Replace networked multi-functional copier/printer/scanner for the following City department (location): Finance, Collections (City Hall).
		\$8,000	2026 Subtotal
2027	General Capital Transfer	41,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Multiple departments (2nd Floor City Hall), Multiple departments (3rd Floor City Hall) and Legal (Prosecutor's Office).
		\$41,000	2027 Subtotal
TOTAL		\$296,000	

**2018-2027
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 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Highway Reserve	15,000	0	15,000	0	15,000	0	15,000	0	20,000	0	80,000
	Total	15,000	0	15,000	0	15,000	0	15,000	0	20,000	0	80,000

**2018-2027
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	20,000	Opticom replacement. (City Wide)
		<u>\$20,000</u>	2026 Subtotal
	TOTAL	<u>\$80,000</u>	

**2018-2027
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	☐ New	☐ L	Safety	☐ L	Facility Cond.	☐ L	Productivity	
SERVED:	☐ Replace	☐ N/A	Mandates	☐ N/A	Service Def.	☐ N/A	Tax Base Exp.	☐ N/A City Master Pl.
	☒ Rebuild	☐ N/A	O + M Costs	☐ N/A	Council Goals	☐ L	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project it is make routine investments to preserve and improve the grounds at the golf course. Improvements typically consist of greens rehabilitation, tee renovations, resurfacing of golf cart paths, irrigation improvements, and improvements to fairways.

SERVICE IMPACT: Routine investments maintain the quality of the course and player satisfaction, thereby preserving market share and financial viability of the course.

IMPACT IF NOT FUNDED: Course conditions and player satisfaction will 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	138,000	270,000	0	0	0	0	0	0	0	0	408,000
Golf	Capital Close-out	20,794	15,644	0	0	0	0	0	0	0	0	36,438
Golf	G.O. Bonds	47,000	1,015,000	10,000	10,000	50,000	0	0	0	0	0	1,132,000
	Total	205,794	1,300,644	10,000	10,000	50,000	0	0	0	0	0	1,576,438

**2018-2027
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	138,000	Design and construct improvements to the irrigation system pump house and related appurtenances.
	Golf G.O. Bonds	40,000	Improvements to bunkers at various holes.
	Golf Capital Close-out	20,794	Closeout share. Bunker improvements.
	Golf G.O. Bonds	7,000	Irrigations system improvements - Golf Fund Share.
		<u>\$205,794</u>	2018 Subtotal
2019	Golf G.O. Bonds	900,000	Irrigation system improvements as recommended in 2008 Needs Assessment report.
	General G.O. Bonds	270,000	Parking Lot improvements. (Reclaim & pave). General Fund share.
	Golf G.O. Bonds	65,000	Purchase tent, chairs and tables for use of outings and other outside events. Adding a tent for events will allow course to attract more outings and events to the course.
	Golf G.O. Bonds	50,000	Golf Fund share.
	Golf Capital Close-out	15,644	Closeout Share of Parking Lot Improvements.
		<u>\$1,300,644</u>	2019 Subtotal
2020	Golf G.O. Bonds	10,000	Expand tee boxes
		<u>\$10,000</u>	2020 Subtotal
2021	Golf G.O. Bonds	10,000	Expand tee boxes.
		<u>\$10,000</u>	2021 Subtotal
2022	Golf G.O. Bonds	50,000	Reconstruction of cart paths.
		<u>\$50,000</u>	2022 Subtotal
	TOTAL	<u>\$1,576,438</u>	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	Capital Transfer	160,000	125,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	175,000	1,335,000
	Total	160,000	125,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	175,000	1,335,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Water Capital Transfer	160,000	Phased installation of meters and reading devices. 500 units.
		\$160,000	2018 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#244-Water Meter Replacement Program		
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
2027	Water	Capital Transfer	175,000	Phased installation of meters and reading devices. 600 units.
			\$175,000	2027 Subtotal
	TOTAL		\$1,335,000	

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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	☐ New	<u>M</u>	Safety	<u>H</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	☐	Tax Base Exp.	City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	☐	Council Goals	<u>H</u>	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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Sewer	Capital Outlay	58,000	59,500	61,500	63,500	65,500	67,500	70,000	71,500	74,000	76,500	667,500
	Total	58,000	59,500	61,500	63,500	65,500	67,500	70,000	71,500	74,000	76,500	667,500

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Sewer Capital Outlay	58,000	Emergency/unanticipated capital equipment replacement.
		\$58,000	2018 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-SEWER	#245-Emergency Sewage Treatment Plant Repairs		
2019	Sewer Capital Outlay	59,500	Emergency/unanticipated capital equipment replacement.	
		<u>\$59,500</u>	2019 Subtotal	
2020	Sewer Capital Outlay	61,500	Emergency/unanticipated capital equipment replacement.	
		<u>\$61,500</u>	2020 Subtotal	
2021	Sewer Capital Outlay	63,500	Emergency/unanticipated capital equipment replacement.	
		<u>\$63,500</u>	2021 Subtotal	
2022	Sewer Capital Outlay	65,500	Emergency/unanticipated capital equipment replacement.	
		<u>\$65,500</u>	2022 Subtotal	
2023	Sewer Capital Outlay	67,500	Emergency/unanticipated capital equipment replacement.	
		<u>\$67,500</u>	2023 Subtotal	
2024	Sewer Capital Outlay	70,000	Emergency/unanticipated capital equipment replacement.	
		<u>\$70,000</u>	2024 Subtotal	
2025	Sewer Capital Outlay	71,500	Emergency/unanticipated capital equipment replacement.	
		<u>\$71,500</u>	2025 Subtotal	
2026	Sewer Capital Outlay	74,000	Emergency/unanticipated capital equipment replacement.	
		<u>\$74,000</u>	2026 Subtotal	
2027	Sewer Capital Outlay	76,500	Emergency/unanticipated capital equipment replacement.	
		<u>\$76,500</u>	2027 Subtotal	
	TOTAL	<u>\$667,500</u>		

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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 SERVED:	☒ New	☐ H	Safety	☐ H	Facility Cond.	☐ H	Productivity	
	☒ Replace	☐ H	Mandates	☐ H	Service Def.	☐ N/A	Tax Base Exp.	☐ City Master Pl.
	☒ Rebuild	☐ H	O + M Costs	☐ N/A	Council Goals	☐ H	Timeliness	Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for a variety of repairs and improvements to the four existing fire stations on an annual basis. The 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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #252-Fire Station Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	100,000	125,000	71,500	0	0	350,000	35,000	0	0	0	681,500
	Total	100,000	125,000	71,500	0	0	350,000	35,000	0	0	0	681,500

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	100,000	Replacement of Roof at Central Fire Station.
		\$100,000	2018 Subtotal
2019	General G.O. Bonds	125,000	Installation of Engine Exhaust Removal Systems at 4 fire stations.
		\$125,000	2019 Subtotal
2020	General G.O. Bonds	71,500	Comprehensive facilities needs assessment / master plan for the 4 fire stations.
		\$71,500	2020 Subtotal
2023	General G.O. Bonds	350,000	Improvements to paved parking areas at Heights, Broadway, and Central Fire Stations.
		\$350,000	2023 Subtotal
2024	General G.O. Bonds	35,000	Study of station locations citywide to develop fire station location master plan.
		\$35,000	2024 Subtotal
	TOTAL	\$681,500	

**2018-2027
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 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: 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	Capital Outlay	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	75,000	651,000
	Total	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	75,000	651,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Water Capital Outlay	56,000	Emergency/unanticipated replacement of capital equipment.
		\$56,000	2018 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#254-Water System Emergency/Unanticipated Equipment Replacement		
2019	Water Capital Outlay		58,000	Emergency/unanticipated replacement of capital equipment.
			\$58,000	2019 Subtotal
2020	Water Capital Outlay		60,000	Emergency/unanticipated replacement of capital equipment.
			\$60,000	2020 Subtotal
2021	Water Capital Outlay		62,000	Emergency/unanticipated replacement of capital equipment.
			\$62,000	2021 Subtotal
2022	Water Capital Outlay		64,000	Emergency/unanticipated replacement of capital equipment.
			\$64,000	2022 Subtotal
2023	Water Capital Outlay		66,000	Emergency/unanticipated replacement of capital equipment.
			\$66,000	2023 Subtotal
2024	Water Capital Outlay		68,000	Emergency/unanticipated replacement of capital equipment.
			\$68,000	2024 Subtotal
2025	Water Capital Outlay		70,000	Emergency/unanticipated replacement of capital equipment.
			\$70,000	2025 Subtotal
2026	Water Capital Outlay		72,000	Emergency/unanticipated replacement of capital equipment.
			\$72,000	2026 Subtotal
2027	Water Capital Outlay		75,000	Emergency/unanticipated replacement of capital equipment.
			\$75,000	2027 Subtotal
	TOTAL		\$651,000	

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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 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: 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Other	Trust	0	0	0	0	0	0	0	0	50,000	0	50,000
Sewer	G.O. Bonds	305,000	75,000	57,500	50,000	730,000	105,000	90,000	130,000	0	0	1,542,500
Sewer	Mountain Green Reserve	0	0	0	20,000	50,000	300,000	0	0	0	0	370,000
	Total	305,000	75,000	57,500	70,000	780,000	405,000	90,000	130,000	50,000	0	1,962,500

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #275-Sewer Pump Station Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Sewer G.O. Bonds	305,000	East Concord Pump Station refurbishment. Electrical components and emergency generator (1978 vintage).
		<u>\$305,000</u>	2018 Subtotal
2019	Sewer G.O. Bonds	75,000	Steeplegate Mall Pump Station - replacement pumps and motor sets.
		<u>\$75,000</u>	2019 Subtotal
2020	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>\$57,500</u>	2020 Subtotal
2021	Sewer G.O. Bonds	50,000	Hannah Dustin Pump Station - Design engineering services for pump station upgrades and generator replacement.
	Sewer Mountain Green Reserve	20,000	Mountain Green South - generator replacement
		<u>\$70,000</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	200,000	East Concord Pump Station - roof replacement.
	Sewer Mountain Green Reserve	50,000	Mountain Green North Pump Station - Design engineering services for north pump station and standby generator replacement.
	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.
	Sewer G.O. Bonds	20,000	Steeplegate Mall Pump Station - generator replacement.
		<u>\$780,000</u>	2022 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #275-Sewer Pump Station Improvements			
2023	Sewer Mountain Green Reserve	300,000	Mountain Green North Pump Station - Construction of north pump station improvements designed in FY22
	Sewer G.O. Bonds	85,000	Chenell Drive, Steeplegate Mall, Antrim Avenue Pump Stations - Electrical distribution system upgrades.
	Sewer G.O. Bonds	20,000	Chennell Drive - pump and motor replacement.
		<u>\$405,000</u>	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.
		<u>\$90,000</u>	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.
		<u>\$130,000</u>	2025 Subtotal
2026	Other Trust	50,000	Mountain Green Pump Stations - Facility upgrades.
		<u>\$50,000</u>	2026 Subtotal
	TOTAL	<u>\$1,962,500</u>	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #276-Facility Needs Assessment & Renovation Plan

I. PROJECT TYPE: Public Buildings

II. LOCATION: City-owned properties maintained by Public Properties Division throughout the City

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

DESCRIPTION: Engineering and architectural evaluation of Public Properties maintained structures (79 structures value at approximately \$70 million) to definitively quantify their physical condition as well as identify their current and projected restoration/renovation requirements. An integrated and prioritized maintenance plan with associated cost estimates will be developed to ensure effective investments are programmed. Information will also be used to support change of use, retirement and replacement decisions. Management of maintenance plan will require automated work order system for tracking and cost evaluations.

SERVICE IMPACT: Coordinated and prioritized renovation, restoration, and major maintenance will improve effectiveness of funds and labor efforts expenditures. Improved condition and life of facilities should result. Improved response, cost analysis and planning from work order system.

IMPACT IF NOT FUNDED: Maintenance will continue to be focused on infrastructure failures. Preventable deterioration may not be corrected.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2002

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	175,000	0	0	0	0	0	0	0	0	175,000
	Total	0	175,000	0	0	0	0	0	0	0	0	175,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #276-Facility Needs Assessment & Renovation Plan

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	175,000	Contract consultant services for a complete municipal building assessment. DuBois & King report update.
		<u>\$175,000</u>	2019 Subtotal
	TOTAL	<u>\$175,000</u>	

**2018-2027
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	H	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	M	Mandates	H	Service Def.	L	Tax Base Exp.	H City Master Pl.
	☒ Rebuild	L	O + M Costs	H	Council Goals	H	Timeliness	Corridor Improvements
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	20,000	30,000	30,000	200,000	25,000	25,000	225,000	25,000	25,000	200,000	805,000
	Total	20,000	30,000	30,000	200,000	25,000	25,000	225,000	25,000	25,000	200,000	805,000

**2018-2027
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
2018	General G.O. Bonds	20,000	N Main/Bouton/I-393 – Complete intersection equipment replacements started in FY2017 including: signal heads with reflectorized back plates; new blank-out sign; and accessible pedestrian push button stations.
		\$20,000	2018 Subtotal
2019	General G.O. Bonds	30,000	N State/Centre – Convert Centre Street eastbound left turn lane to Flashing Yellow Arrow operation and add accessible pedestrian push button stations.
			Ft Eddy/Ft Eddy Plaza – Replace underground wiring
		\$30,000	2019 Subtotal
2020	General G.O. Bonds	30,000	N Main/Washington-Ferry – Replace select signal heads, install reflectorized back plates and replace underground wiring.
			Pleasant Ext/Storrs – Convert Storrs Street northbound and southbound left turn lanes to Flashing Yellow Arrow operation.
		\$30,000	2020 Subtotal
2021	General G.O. Bonds	175,000	Pleasant/State Intersection - Replace existing traffic signal mast arm supports and install new signal equipment including accessible pedestrian push button stations. Improve sidewalk corners, crosswalk geometry and pavement graphics.
	General G.O. Bonds	25,000	Downtown Pedestrian Signal Improvements Phase 1 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at one of the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; Pleasant Ext/Storrs; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
		\$200,000	2021 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		CD-ENGINEERING SERVICES	#283-Traffic Signals and Traffic Operations Improvements
2022	General	G.O. Bonds	25,000 Downtown Pedestrian Signal Improvements Phase 2 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; Pleasant Ext/Storrs; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			\$25,000 2022 Subtotal
2023	General	G.O. Bonds	25,000 Downtown Pedestrian Signal Improvements Phase 3 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at one of the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; Pleasant Ext/Storrs; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			\$25,000 2023 Subtotal
2024	General	G.O. Bonds	200,000 Pleasant/Green – Replace existing traffic signal equipment with new equipment including mast arms, controller cabinet, countdown pedestrian signals, accessible push button stations, and video detection. Improve sidewalk corners, crosswalk geometry and pavement graphics.
	General	G.O. Bonds	25,000 Downtown Pedestrian Signal Improvements Phase 4 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at one of the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; Pleasant Ext/Storrs; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			\$225,000 2024 Subtotal
2025	General	G.O. Bonds	25,000 Downtown Pedestrian Signal Improvements Phase 5 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at one of the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; Pleasant Ext/Storrs; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			\$25,000 2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#283-Traffic Signals and Traffic Operations Improvements
2026	General G.O. Bonds	25,000 Downtown Pedestrian Signal Improvements Phase 6 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at one of the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; Pleasant Ext/Storrs; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
		\$25,000 2026 Subtotal
2027	General G.O. Bonds	175,000 Pleasant/Spring – Replace existing traffic signal equipment with new equipment including mast arms, controller cabinet, countdown pedestrian signals, accessible push button stations, and video detection. Improve sidewalk corners, crosswalk geometry and pavement graphics.
	General G.O. Bonds	25,000 Downtown Pedestrian Signal Improvements Phase 7 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at one of the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; Pleasant Ext/Storrs; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
		\$200,000 2027 Subtotal
	TOTAL	\$805,000

**2018-2027
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	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>M</u>	Productivity	
	☐ Replace	<u>N/A</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	<u>L</u>	Council Goals	<u>N/A</u>	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 the City conducts 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #297-Geographic Information Systems (GIS)

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	Capital Transfer	3,000	3,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	33,500
General	Capital Transfer	3,000	144,000	3,000	3,500	3,500	73,500	3,500	3,500	3,500	3,500	244,500
General	G.O. Bonds	125,000	0	150,000	0	0	0	0	0	0	0	275,000
Sewer	Capital Transfer	3,000	3,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	33,500
Total		134,000	150,000	159,000	10,500	10,500	80,500	10,500	10,500	10,500	10,500	586,500

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	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.
	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.
	Water Capital Transfer	3,000	GIS Layer Development. (Water Portion)
		<u>\$134,000</u>	2018 Subtotal
2019	General Capital Transfer	125,000	Tax Map Update Phase 6.
	General Capital Transfer	16,000	Replace Large Format Digital Plotter/Scanner.
	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.
		<u>\$150,000</u>	2019 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		CD-ENGINEERING SERVICES	#297-Geographic Information Systems (GIS)
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	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 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.
	Sewer	Capital Transfer	3,500 GIS Layer Development. (Sewer Portion)
	Water	Capital Transfer	3,500 GIS Layer Development. (Water Portion)
	General	Capital Transfer	3,500 GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
			\$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

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#297-Geographic Information Systems (GIS)	
2025	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	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
2027	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	2027 Subtotal
	TOTAL	\$586,500	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	30,000	0	0	0	0	0	0	0	0	700,000	730,000
	Total	30,000	0	0	0	0	0	0	0	0	700,000	730,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	30,000	Replacement of Telephone Switch in Dispatch Center.
		\$30,000	2018 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#305-Fire Department Communications Equipment	
2027	General	G.O. Bonds	700,000 Portable Radio Replacement.
			<u>\$700,000</u> 2027 Subtotal
	TOTAL		<u>\$730,000</u>

**2018-2027
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	☒ New	L	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	☐ 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 select portions of the 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	G.O. Bonds	60,000	0	90,000	0	50,000	0	0	0	40,000	0	240,000
	Total	60,000	0	90,000	0	50,000	0	0	0	40,000	0	240,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #321-Water System Master Plan & Implementation

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Water G.O. Bonds	30,000	Demand Management Plan.
	Water G.O. Bonds	30,000	Hydraulic Model Update.
		\$60,000	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	50,000	Update the water model developed in Phase III of the 2008 Water Master Plan.
		\$50,000	2022 Subtotal
2026	Water G.O. Bonds	40,000	Update the Master Plan completed in 2010.
		\$40,000	2026 Subtotal
	TOTAL	\$240,000	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	252,000	315,000	240,000	260,000	80,000	50,000	30,000	100,000	0	0	1,327,000
Sewer	G.O. Bonds	149,000	147,500	95,000	95,000	40,000	25,000	15,000	50,000	0	0	616,500
Water	G.O. Bonds	149,000	147,500	95,000	95,000	40,000	25,000	15,000	50,000	0	0	616,500
	Total	550,000	610,000	430,000	450,000	160,000	100,000	60,000	200,000	0	0	2,560,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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
2018	General G.O. Bonds	110,000	Roof coating phase II of III.
	General G.O. Bonds	75,000	Replace Public Properties facility roof at 115 Hall Street. (Original roof circa 1981)
	Sewer G.O. Bonds	65,000	Roof coating phase II of III.
	Water G.O. Bonds	65,000	Roof coating phase II of III.
	General G.O. Bonds	55,000	Slot drain repair in Vehicle Storage Building.
	Water G.O. Bonds	50,000	Replace Public Properties facility roof at 115 Hall Street. (Original roof circa 1981)
	Sewer G.O. Bonds	50,000	Replace Public Properties facility roof at 115 Hall Street.(Original roof circa 1981)
	Sewer G.O. Bonds	27,500	Slot drain repair in Vehicle Storage Building.
	Water G.O. Bonds	27,500	Slot drain repair in Vehicle Storage Building.
	General G.O. Bonds	12,000	LED lighting improvements.
	Sewer G.O. Bonds	6,500	LED lighting improvements.
	Water G.O. Bonds	6,500	LED lighting improvements.
		\$550,000	2018 Subtotal
2019	General G.O. Bonds	150,000	Roof coating and replacement Phase III of III.
	Water G.O. Bonds	75,000	Roof coating and replacement Phase III of III.
	Sewer G.O. Bonds	75,000	Roof coating and replacement Phase III of III.
	General G.O. Bonds	30,000	Crack seal and seal coat existing pavement. Pave gravel areas used for vehicle storage.
	General G.O. Bonds	30,000	Phase II Refurbish the drainage grates in Vehicle Storage Building.
	General G.O. Bonds	25,000	Rubber floor replacement phase I.
	General G.O. Bonds	20,000	Repaint walls and replace carpet in all principal areas of the facility.
	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	Crack seal and seal coat existing pavement. Pave gravel areas used for vehicle storage.
	Sewer G.O. Bonds	15,000	Crack seal and seal coat existing pavement. Pave gravel areas used for vehicle storage.

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#323-Combined Operations & Maintenance Facility (COMF) Improvements	
	Water G.O. Bonds	15,000	Phase II Refurbish floor drainage grates in Vehicle Storage Building.
	Sewer G.O. Bonds	15,000	Phase II Refurbish floor drainage grates in Vehicle Storage Building.
	Water G.O. Bonds	12,500	Rubber floor replacement phase I.
	Sewer G.O. Bonds	12,500	Rubber floor replacement phase I.
	Water G.O. Bonds	10,000	Repaint walls and replace carpet in all principal areas of the facility.
	Sewer G.O. Bonds	10,000	Repaint walls and replace carpet in all principal areas of the facility.
	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 circa 1992 when facility was first occupied.
		\$610,000	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.
	Sewer G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (20 of the 57)
	Water 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)
		\$430,000	2020 Subtotal
2021	General G.O. Bonds	200,000	Replace underground fuel tanks.
	Sewer G.O. Bonds	75,000	Replace underground fuel tanks.
	Water 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)
	Water 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. (Circa 1992 original materials)
	Sewer G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (17 of the 57)
		\$450,000	2021 Subtotal
2022	General G.O. Bonds	50,000	Replace rubber tile in main hallway areas. (Circa 1992 original materials)

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#323-Combined Operations & Maintenance Facility (COMF) Improvements	
	General G.O. Bonds	30,000	HVAC and Energy Management System upgrades. Original 2007 work performed by Siemens Company. Maintain energy efficiency.
	Sewer G.O. Bonds	25,000	Replace rubber tile in main hallway areas. (Circa 1992 original materials)
	Water G.O. Bonds	25,000	Replace rubber tile in main hallway areas. (Circa 1992 original materials)
	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	15,000	HVAC and Energy Management System upgrades. Original 2007 work performed by Siemens Company. Maintain energy efficiency.
		\$160,000	2022 Subtotal
2023	General G.O. Bonds	50,000	Pavement rehabilitation.
	Water G.O. Bonds	25,000	Pavement rehabilitation.
	Sewer 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	\$2,560,000	

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	60,000	0	0	60,000
General	Capital Transfer	0	30,000	30,000	0	0	0	0	0	0	0	60,000
	Total	0	30,000	30,000	0	0	0	0	60,000	0	0	120,000

**2018-2027
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
2025	General G.O. Bonds	60,000	Systematic Replacement of Thermal Imaging Cameras.
		\$60,000	2025 Subtotal
	TOTAL	\$120,000	

**2018-2027
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	L Safety	M Facility Cond.	H Productivity	
SERVED:	☐ Replace	L Mandates	H Service Def.	M Tax Base Exp.	L City Master Pl.
	☒ Rebuild	M O + M Costs	N/A Council Goals	M Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	G.O. Bonds	0	0	0	0	0	0	150,000	0	1,500,000	0	1,650,000
	Total	0	0	0	0	0	0	150,000	0	1,500,000	0	1,650,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #345-Water Supply Well Field Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Water G.O. Bonds	150,000	Design of a new pump house and appurtenances. Wright Pierce Engineers assessment and recommendations.
		\$150,000	2024 Subtotal
2026	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	2026 Subtotal
	TOTAL	\$1,650,000	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #347-Water Storage Tank Repairs

I. PROJECT TYPE: Water Treatment

II. LOCATION: Five sites around the City

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to establish a schedule of capital investments for the City's water tanks and related systems.

The City has 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 the Mountain Green development

Auburn Street Tank behind Concord 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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #347-Water Storage Tank Repairs

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	G.O. Bonds	100,000	0	0	0	50,000	0	75,000	40,000	150,000	4,055,000	4,470,000
	Total	100,000	0	0	0	50,000	0	75,000	40,000	150,000	4,055,000	4,470,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Water G.O. Bonds	70,000	Auburn Street Tank and Snow Pond Road Tank: Installation of 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
2022	Water G.O. Bonds	50,000	Ed Young Tank (a.k.a. West End Tank). 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
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.
		<u>\$75,000</u>	2024 Subtotal
2025	Water G.O. Bonds	40,000	Snow Pond Tank: Cleaning, crack sealing and re-application of cementitious coating (as needed) and reconditioning/replacing altitude valve and appurtenant controls.
		<u>\$40,000</u>	2025 Subtotal
2026	Water G.O. Bonds	100,000	Design development of a new water storage tank to serve the Heights / Manchester Street Corridor. Recommendation of the Phase III Water Master Plan.
	Water G.O. Bonds	50,000	Ed Young Tank: Cleaning, crack sealing and re-application of cementitious coating (as needed) and reconditioning/replacing altitude valve and appurtenant controls.
		<u>\$150,000</u>	2026 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#347-Water Storage Tank Repairs	
2027	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.
	Water G.O. Bonds	55,000	Primrose Tank: Cleaning, crack sealing and altitude valve replacement.
		\$4,055,000	2027 Subtotal
	TOTAL	\$4,470,000	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	175,000	0	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
	Total	0	0	0	175,000	0	65,000	100,000	0	0	0	340,000

**2018-2027
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.
		\$175,000	2021 Subtotal
2023	General G.O. Bonds	65,000	Basketball and tennis courts - renovation or reconstruction.
		\$65,000	2023 Subtotal
2024	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.
		\$100,000	2024 Subtotal
	TOTAL	\$340,000	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	60,000	0	0	0	0	120,000	0	0	180,000
	Total	0	0	60,000	0	0	0	0	120,000	0	0	180,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #359-Merrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	60,000	Rehabilitate and stripe parking lot.
		\$60,000	2020 Subtotal
2025	General G.O. Bonds	120,000	Construct pedestrian access bridge over Mill Brook per Merrill Park Master Plan. (CDD-Engineering)
		\$120,000	2025 Subtotal
	TOTAL	\$180,000	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #360-Kimball Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	125,000	Playground equipment replacement.
		<u>\$125,000</u>	2022 Subtotal
	TOTAL	<u>\$125,000</u>	

**2018-2027
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
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to replace the existing substandard and "Red-Listed" 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
IMPACT: Continue use for public travel.

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	180,000*	0	0	0	0	0	0	0	0	0	180,000
Other	State	720,000*	0	0	0	0	0	0	0	0	0	720,000
	Total	900,000	0	0	0	0	0	0	0	0	0	900,000

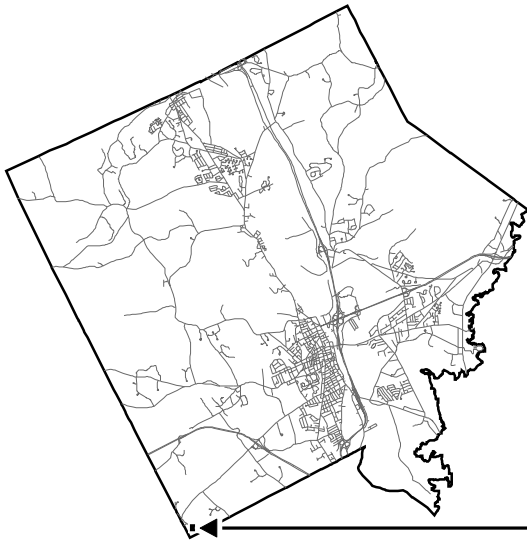
CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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	720,000	Design and construction of bridge replacement. State share of project is 80%.
	General G.O. Bonds	180,000	Design and construction of bridge replacement. City share of project is 20%.
		\$900,000	2018 Subtotal
	TOTAL	\$900,000	

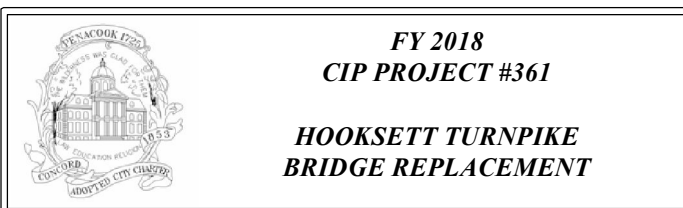


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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale



**FY 2018
CIP PROJECT #361**

**HOOKSETT TURNPIKE
BRIDGE REPLACEMENT**



**2018-2027
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	<u>L</u>	Safety	<u>N/A</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	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 consoles 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	420,000	0	0	0	0	0	0	0	0	0	420,000
	Total	420,000	0	0	0	0	0	0	0	0	0	420,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #368-Police Department Communications Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	400,000	Console and Dispatch Furniture upgrades. 3 position console with specified channels, together with related equipment and furniture replacement. This project is to be paired with the funding appropriated for this project in FY2017.
	General G.O. Bonds	20,000	Replace Drug Enforcement Unit mobile radios. Current radios are very old and are a discontinued product. Spare parts are no longer available. This is a safety issue that these new radios will address.
		\$420,000	2018 Subtotal
TOTAL		\$420,000	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	75,000	0	0	0	0	80,000	0	155,000
	Total	0	0	0	75,000	0	0	0	0	80,000	0	155,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	75,000	Replace vests purchased in FY2016.
		\$75,000	2021 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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

**2018-2027
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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #372-Water System Pump Station Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	G.O. Bonds	250,000	100,000	0	0	0	0	1,200,000	0	0	0	1,550,000
	Total	250,000	100,000	0	0	0	0	1,200,000	0	0	0	1,550,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Water G.O. Bonds	250,000	Pump Station # 5 Broad Cove. Rebuild motor control centers, pump refurbishment, and chemical equipment upgrades
		<u>\$250,000</u>	2018 Subtotal
2019	Water G.O. Bonds	100,000	Pump Station # 6 Mountain Road. Structural, architectural, and site improvements.
		<u>\$100,000</u>	2019 Subtotal
2024	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>	2024 Subtotal
	TOTAL	<u>\$1,550,000</u>	

**2018-2027
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	<u>M</u>	Safety	<u>M</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>M</u>	O + M Costs	<u>L</u>	Council Goals	<u>M</u>	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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Capital Transfer	0	0	0	0	0	0	0	30,000	0	0	30,000
General	G.O. Bonds	0	0	0	0	30,000	0	0	0	0	0	30,000
	Total	0	0	0	0	30,000	0	0	30,000	0	0	60,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #375-Fire Department Boats

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	30,000	Systematic replacement of fire department boats.
		\$30,000	2022 Subtotal
2025	General Capital Transfer	30,000	Replace Boat 7. (2010)
		\$30,000	2025 Subtotal
	TOTAL	\$60,000	

**2018-2027
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	<u>H</u>	Safety	<u>H</u>	Facility Cond.	<u>H</u>	Productivity	
SERVED:	☒ Replace	<u>H</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>M</u>	O + M Costs	<u>M</u>	Council Goals	<u>H</u>	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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Capital Transfer	20,000	30,000	0	30,000	0	30,000	0	30,000	0	0	140,000
	Total	20,000	30,000	0	30,000	0	30,000	0	30,000	0	0	140,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General Capital Transfer	20,000	Systematic replacement of fire hose and equipment.
		\$20,000	2018 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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		\$140,000	

**2018-2027
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	<u>H</u>	Safety	<u>N/A</u>	Facility Cond.	<u>H</u>	Productivity	
SERVED:	☐ Replace	<u>N/A</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	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: Pedestrian safety improvements will reduce speeds on neighborhood streets, thereby resulting in improved public safety and less demand upon the Concord Police Department for traffic enforcement.

IMPACT IF NOT FUNDED: Continued community concern about neighborhood traffic speeds and pedestrian safety. Heightened demand for police speed enforcement.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

25

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Donations	0	0	0	0	25,000	0	0	0	0	0	25,000
General	G.O. Bonds	0	0	0	0	40,000	0	0	0	0	0	40,000
	Total	0	0	0	0	65,000	0	0	0	0	0	65,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #380-Neighborhood Safety Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	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	2022 Subtotal
TOTAL		\$65,000	

**2018-2027
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	<u>M</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
	☐ Replace	<u>H</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>M</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	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 concerning 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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SOLID WASTE #381-Landfill Closure and Maintenance

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	8,120,000	0	8,120,000
	Total	0	0	0	0	0	0	0	0	8,120,000	0	8,120,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	8,120,000	Construction of Old Suncook Road Landfill cap. Cost estimate is preliminary pending final design.
		<u>\$8,120,000</u>	2026 Subtotal
	TOTAL	\$8,120,000	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #383-New Airport Terminal Building

I. PROJECT TYPE: Airport

II. LOCATION: Airport Road

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	<u>M</u>	Safety	<u>H</u>	Facility Cond.	<u>M</u>	Productivity	
	☒ Replace	<u>H</u>	Mandates	<u>H</u>	Service Def.	<u>M</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>H</u>	Council Goals	<u>M</u>	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:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #383-New Airport Terminal Building

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
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
	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
2027	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>	2027 Subtotal
	TOTAL	<u>\$3,500,000</u>	

**2018-2027
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 ☐ L Safety ☐ N/A 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 ☐ N/A O + M Costs ☐ N/A Council Goals ☐ N/A Timeliness Motor Vehicle Equipment
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: This project provides funding for routine replacement of Parking Division vehicles.

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Parking	G.O. Bonds	0	50,000	45,000	45,000	0	0	0	0	0	0	140,000
	Total	0	50,000	45,000	45,000	0	0	0	0	0	0	140,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Parking G.O. Bonds	50,000	Purchase 4X4 pick-up truck with plow & sander for Maintenance Staff. Subject to approval of Strategic Parking Plan.
		\$50,000	2019 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#403-Parking Division Vehicle Replacement Program	
2020	Parking G.O. Bonds	45,000	Replace meter tech vehicle.
		<u>\$45,000</u>	2020 Subtotal
2021	Parking G.O. Bonds	45,000	Replace Parking Enforcement Mobile Unit (Jeep).
		<u>\$45,000</u>	2021 Subtotal
	TOTAL	<u>\$140,000</u>	

**2018-2027
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	<u>N/A</u>	Safety	☐ M	Facility Cond.	☐ M	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	☐ M	Service Def.	☐ N/A	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Sewer	Capital Transfer	0	18,000	0	0	0	0	0	0	0	20,000	38,000
Sewer	G.O. Bonds	0	0	0	0	80,000	0	0	0	0	0	80,000
	Total	0	18,000	0	0	80,000	0	0	0	0	20,000	118,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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	18,000	Replace lateral service line inspection camera, hardware and software.
		<u>\$18,000</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
2027	Sewer Capital Transfer	20,000	Replace lateral service line inspection camera, hardware and software.
		<u>\$20,000</u>	2027 Subtotal
	TOTAL	<u>\$118,000</u>	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #432-North State Street Parking Garage (Formerly Firehouse Block)

I. PROJECT TYPE: Parking

II. LOCATION: 19 North State Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	M	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	H	Timeliness	Parking
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the North State Street Parking Garage (formerly known as the Firehouse Block Parking Garage).

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, thereby potentially having a negative effect on nearby businesses and residences. Continued deterioration of the facility will likely result in more costly and substantial repairs. In addition, failure to properly maintain the structure could, in the extreme, potentially require the City to close the facility due to safety concerns.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Parking	G.O. Bonds	0	50,000	65,000	0	0	2,700,000	0	0	0	0	2,815,000
Parking	Capital Transfer	0	21,800	0	15,675	0	0	0	18,150	0	19,600	75,225
	Total	0	71,800	65,000	15,675	0	2,700,000	0	18,150	0	19,600	2,890,225

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #432-North State Street Parking Garage (Formerly Firehouse Block)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Parking G.O. Bonds	50,000	New surveillance system.
	Parking Capital Transfer	21,800	Clean drainage system (\$5,800), repaint pavement markings (\$8,500), signage for permit system (\$7,500).
		<u>\$71,800</u>	2019 Subtotal
2020	Parking G.O. Bonds	65,000	New exterior and interior signage.
		<u>\$65,000</u>	2020 Subtotal
2021	Parking Capital Transfer	15,675	Clean drainage system (\$6,400), repaint pavement markings (\$9,275).
		<u>\$15,675</u>	2021 Subtotal
2023	Parking G.O. Bonds	2,700,000	Comprehensive structural repairs and renovations, including concrete repairs, waterproofing, as well as repair / replacement of electrical systems, drainage systems, lighting, and fire standpipes. Also includes design, construction administration, and contingency.
		<u>\$2,700,000</u>	2023 Subtotal
2025	Parking Capital Transfer	18,150	Clean drainage system (\$7,750), repaint pavement markings (\$10,400).
		<u>\$18,150</u>	2025 Subtotal
2027	Parking Capital Transfer	19,600	Clean drainage system (\$8,500), repaint pavement markings (\$11,100).
		<u>\$19,600</u>	2027 Subtotal
	TOTAL	<u>\$2,890,225</u>	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #433-School Street Parking Garage (Formerly Durgin Block)

I. PROJECT TYPE: Parking

II. LOCATION: 17 School Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	☐ H	Safety	☐ M	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	☐ H	Timeliness	Parking
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the School Street Parking Garage (formerly know as the Durgin Block Parking Garage).

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, thereby potentially having a negative effect on nearby businesses and residences. Continued deterioration of the facility will likely result in more costly and substantial repairs. In addition, failure to properly maintain the structure could, in the extreme, potentially require the City to close the facility due to safety concerns.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Parking	Capital Transfer	0	0	0	23,500	0	25,900	0	28,700	0	31,400	109,500
Parking	G.O. Bonds	0	0	60,000	0	0	0	220,000	0	0	0	280,000
	Total	0	0	60,000	23,500	0	25,900	220,000	28,700	0	31,400	389,500

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #433-School Street Parking Garage (Formerly Durgin Block)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Parking G.O. Bonds	60,000	Signage and gates for permit system, including design services and contingency.
		\$60,000	2020 Subtotal
2021	Parking Capital Transfer	23,500	Clean drainage system (\$13,500) and repaint pavement markings (\$10,000).
		\$23,500	2021 Subtotal
2023	Parking Capital Transfer	25,900	Clean drainage system (\$14,900), repaint pavement markings (\$11,000).
		\$25,900	2023 Subtotal
2024	Parking G.O. Bonds	220,000	Waterproofing and membrane repair / replacement (\$148,300), touchup paint steel frame (\$25,000), design services and contingency (\$43,325).
		\$220,000	2024 Subtotal
2025	Parking Capital Transfer	28,700	Clean drainage system (\$16,500), repaint pavement markings (\$12,200).
		\$28,700	2025 Subtotal
2027	Parking Capital Transfer	31,400	Clean drainage system (\$18,000), repaint pavement markings (\$13,400).
		\$31,400	2027 Subtotal
	TOTAL	\$389,500	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Solid Waste	Capital Transfer	10,000	10,000	0	0	0	0	0	0	10,000	10,000	40,000
Solid Waste	G.O. Bonds	0	0	0	125,000	45,000	0	0	0	0	0	170,000
	Total	10,000	10,000	0	125,000	45,000	0	0	0	10,000	10,000	210,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SOLID WASTE #447-Landfill Soil Vapor Extraction Systems

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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 G.O. Bonds	45,000	Old Suncook Landfill blower system replacement.
		<u>\$45,000</u>	2022 Subtotal
2026	Solid Waste Capital Transfer	10,000	Rehabilitation of gas collection system and wells at Old Turnpike Landfill.
		<u>\$10,000</u>	2026 Subtotal
2027	Solid Waste Capital Transfer	10,000	Rehabilitation of gas collection system and wells at Old Suncook Landfill.
		<u>\$10,000</u>	2027 Subtotal
	TOTAL	<u>\$210,000</u>	

**2018-2027
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 Safety Facility Cond. Productivity
 SERVED: ☒ 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: This project provides for the installation and replacement of hydrants and valves necessary to maintain fire protection and serviceability of the water system.

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	Capital Outlay	63,000	63,000	63,000	65,000	68,000	72,000	77,000	85,000	89,000	95,000	740,000
	Total	63,000	63,000	63,000	65,000	68,000	72,000	77,000	85,000	89,000	95,000	740,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Water Capital Outlay	33,000	Hydrant replacement.
	Water Capital Outlay	30,000	Valve replacement.
		<u>\$63,000</u>	2018 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #448-Hydrant and Valve Replacement Program

2019	Water Capital Outlay	33,000	Hydrant replacement.
	Water Capital Outlay	30,000	Valve replacement.
		\$63,000	2019 Subtotal
2020	Water Capital Outlay	33,000	Hydrant replacement.
	Water Capital Outlay	30,000	Valve replacement.
		\$63,000	2020 Subtotal
2021	Water Capital Outlay	33,000	Hydrant replacement.
	Water Capital Outlay	32,000	Valve replacement.
		\$65,000	2021 Subtotal
2022	Water Capital Outlay	35,000	Hydrant replacement.
	Water Capital Outlay	33,000	Valve replacement.
		\$68,000	2022 Subtotal
2023	Water Capital Outlay	37,000	Hydrant replacement.
	Water Capital Outlay	35,000	Valve replacement.
		\$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

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#448-Hydrant and Valve Replacement Program
2026	Water Capital Outlay	47,000 Hydrant replacement.
	Water Capital Outlay	42,000 Valve replacement.
		\$89,000 2026 Subtotal
2027	Water Capital Outlay	50,000 Hydrant replacement.
	Water Capital Outlay	45,000 Valve replacement.
		\$95,000 2027 Subtotal
	TOTAL	\$740,000

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	G.O. Bonds	0	0	0	50,000	0	0	0	0	0	0	50,000
	Total	0	0	0	50,000	0	0	0	0	0	0	50,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #451-Leak Detection

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Water G.O. Bonds	50,000	Replace leak detection equipment. Anticipate advancements in new technology.
		\$50,000	2021 Subtotal
	TOTAL	\$50,000	

**2018-2027
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 was completed in November 2017.

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

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #460-Downtown Complete Streets Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	100,000	0	0	0	0	0	0	0	100,000
	Total	0	0	100,000	0	0	0	0	0	0	0	100,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	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).
		<u>\$100,000</u>	2020 Subtotal
	TOTAL	<u>\$100,000</u>	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 7 Penacook Street, Penacook

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Sewer	Capital Transfer	0	25,000	0	15,000	20,000	0	0	0	0	0	60,000
Sewer	G.O. Bonds	560,000	200,000	160,000	55,000	1,222,500	600,000	180,000	775,000	250,000	2,100,000	6,102,500
	Total	560,000	225,000	160,000	70,000	1,242,500	600,000	180,000	775,000	250,000	2,100,000	6,162,500

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Sewer G.O. Bonds	560,000	Equipment/process improvements - Upgrade pump stations 1&2 and electrical distribution system.
		<u>\$560,000</u>	2018 Subtotal
2019	Sewer G.O. Bonds	200,000	Equipment/process improvements - Upgrade pump stations 1&2 and electrical distribution system.
	Sewer Capital Transfer	25,000	Equipment/process improvements - Sequencing Batch Reactor (SBR) motive pump rebuild.
		<u>\$225,000</u>	2019 Subtotal
2020	Sewer G.O. Bonds	85,000	Building system improvements - Fire alarm upgrades.
	Sewer G.O. Bonds	75,000	Site/Security improvements - Security improvements.
		<u>\$160,000</u>	2020 Subtotal
2021	Sewer G.O. Bonds	30,000	Site/Security improvements - Fence Repairs
	Sewer G.O. Bonds	25,000	Site/Security improvements - Landscaping improvements.
	Sewer Capital Transfer	15,000	Equipment/process improvements - Replacement of Sequencing Batch Reactor (SBR) check valves.
		<u>\$70,000</u>	2021 Subtotal
2022	Sewer G.O. Bonds	525,000	Equipment/process improvements - Influent screw pump replacement.
	Sewer G.O. Bonds	250,000	Building/structural improvements - Roof replacement.
	Sewer G.O. Bonds	110,000	Equipment/process improvements - Plant water pump system replacement.
	Sewer G.O. Bonds	100,000	Equipment/process improvements - Algae control system upgrades.
	Sewer G.O. Bonds	100,000	Equipment/process improvements - Supervisory Control And Data Acquisition (SCADA) system processor upgrades.
	Sewer G.O. Bonds	70,000	Building/systems improvements- Space heating equipment upgrades.
	Sewer G.O. Bonds	35,000	Building/systems improvements - Head works ventilation upgrade.
	Sewer G.O. Bonds	32,500	Building/systems improvements - Improvements to pump stations 1 & 2, as well as HVAC improvements.
	Sewer Capital Transfer	20,000	Building systems improvements - Plumbing upgrades.

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		GS-SEWER	#466-Penacook Waste Water Treatment Plant Improvements	
			\$1,242,500	2022 Subtotal
2023	Sewer	G.O. Bonds	500,000	Building/structural improvements - Allowance for concrete/structural repairs.
	Sewer	G.O. Bonds	100,000	Equipment/process improvements - Facility Needs Assessment study.
			\$600,000	2023 Subtotal
2024	Sewer	G.O. Bonds	105,000	Equipment/process improvements - Design services for grit removal system and storm flow storage control improvements.
	Sewer	G.O. Bonds	50,000	Building/structural improvements - Renovation of interior finishes (paint, carpet, ceiling tiles, etc.)
	Sewer	G.O. Bonds	25,000	Equipment/process improvements- Storm surge control upgrades.
			\$180,000	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 - Design services for refurbishment of the Sequencing Batch Reactor (SBR).
			\$250,000	2026 Subtotal
2027	Sewer	G.O. Bonds	2,000,000	Equipment/process improvements - Sequencing Batch Reactor (SBR) refurbishment.
	Sewer	G.O. Bonds	100,000	Equipment/process improvements - Supervisory Control And Data Acquisition (SCADA) system upgrades.
			\$2,100,000	2027 Subtotal
	TOTAL		\$6,162,500	

**2018-2027
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: The purpose of this project is to reconstruct Taxiway A in order to support continued operation of Runway 17/35, as well as construct a Itinerant Ramp to accommodate larger aircraft as recommended in the 2006 Airport Master Plan.

In 2004, Runway 12/30 was reconstructed and reduced in width from 150 feet to 75 feet to comply with current FAA regulations. As a result, large corporate aircrafts (such as DC 9's and Boeing 727's) can no longer taxi on the narrower runway.

SERVICE IMPACT: Project will improve safety for aircraft during take off and landing cycles as well as help reduce maintenance expenses. Improvements will also help the airport accommodate larger corporate aircraft (a key goal of the 2006 Airport Master Plan).

IMPACT IF NOT FUNDED: Existing safety concerns regarding aircraft back taxiing on the active runway will persist, thereby potentially jeopardizing future Federal grant funds for airport improvements. In addition, the airport will not be able to easily accommodate larger corporate aircraft, thus hindering economic development goals.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Other	State	73,000*	58,500	0	0	0	0	0	0	8,334	55,556	195,390
Airport	Capital Transfer	0	58,500	0	0	0	0	0	0	8,334	8,556	75,390
Airport	G.O. Bonds	73,000*	0	0	0	0	0	0	0	0	0	73,000
Other	Federal	1,314,000*	1,053,000	0	0	0	0	0	0	150,000	1,000,000	3,517,000
	Total	1,460,000	1,170,000	0	0	0	0	0	0	166,668	1,064,112	3,860,780

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #468-Reconstruct Taxiway A & Itinerant Ramp

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Other Federal	1,314,000	Construct the rehabilitation of Taxiway A, Phase I.
	Airport G.O. Bonds	73,000	City share.
	Other State	73,000	State share.
		\$1,460,000	2018 Subtotal
2019	Other Federal	1,053,000	Construct the rehabilitation of Taxiway A, Phase II.
	Airport Capital Transfer	58,500	City share.
	Other State	58,500	State share.
		\$1,170,000	2019 Subtotal
2026	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.
		\$166,668	2026 Subtotal
2027	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.
		\$1,064,112	2027 Subtotal
	TOTAL	\$3,860,780	

**2018-2027
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 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: 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Other	State	0	0	0	0	0	0	0	0	0	27,778	27,778
Airport	Capital Transfer	0	0	0	0	0	0	0	0	0	27,778	27,778
Other	Federal	0	0	0	0	0	0	0	0	0	500,000	500,000
	Total	0	0	0	0	0	0	0	0	0	555,556	555,556

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #471-Airport Fuel Farm

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	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	2027 Subtotal
TOTAL		\$555,556	

**2018-2027
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 ☐ 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 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Capital Transfer	0	10,000	0	0	30,000	60,000	0	0	0	0	100,000
	Total	0	10,000	0	0	30,000	60,000	0	0	0	0	100,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #477-Library Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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>\$100,000</u>	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #482-Water System Asset Management

I. PROJECT TYPE: Water Treatment

II. LOCATION: Various City locations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	<u> M </u>	Safety	<u> N/A </u>	Facility Cond.	<u> L </u>	Productivity	
	☐ Replace	<u> M </u>	Mandates	<u> L </u>	Service Def.	<u> N/A </u>	Tax Base Exp.	<u> L </u> City Master Pl.
	☐ Rebuild	<u> L </u>	O + M Costs	<u> L </u>	Council Goals	<u> M </u>	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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #482-Water System Asset Management

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Water	G.O. Bonds	0	90,000	0	0	0	0	0	90,000	0	0	180,000
	Total	0	90,000	0	0	0	0	0	90,000	0	0	180,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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>\$180,000</u>	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #484-Police Station Improvements

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Station, 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 Public Facilities
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to provide ongoing, routine maintenance for the Police Station. Typical projects include window replacement, roof rehabilitation, paint and carpet refurbishment, lighting improvements, HVAC upgrades, and other similar projects.

SERVICE IMPACT: Improve usability, maintainability, and energy efficiency of the Police Department.

IMPACT IF NOT FUNDED: Further deterioration of building systems may result in energy inefficiency, increased maintenance and operating costs, as well as decreased morale for employees working in the building.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	20,000	180,000	0	0	0	0	0	0	0	0	200,000
	Total	20,000	180,000	0	0	0	0	0	0	0	0	200,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #484-Police Station Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	20,000	Paint and flooring in the Dispatch Center.
		\$20,000	2018 Subtotal
2019	General G.O. Bonds	180,000	Renovate five bathrooms at Police Headquarters. Includes interior demolition, as well as new flooring, walls, ceilings and plumbing fixtures. Replace flooring in the Watch Commander's office, reception area and hallway. Repair and paint walls.
		\$180,000	2019 Subtotal
	TOTAL	\$200,000	

**2018-2027
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	N/A	Safety	N/A	Facility Cond.	L	Productivity	
SERVED:	☒ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	L	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 convert all Police Department microfilm records to a digital format for ease of research and to reduce storage needs.

SERVICE IMPACT: 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. 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	30,000	35,000	35,000	35,000	35,000	35,000	35,000	0	0	240,000
	Total	0	30,000	35,000	35,000	35,000	35,000	35,000	35,000	0	0	240,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #490-Police Department Records Management Microfilm Conversion

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	30,000	Scan microfilms to digital format. Phase I of 7.
		<u>\$30,000</u>	2019 Subtotal
2020	General G.O. Bonds	35,000	Scan microfilms to digital format. Phase 2 of 7.
		<u>\$35,000</u>	2020 Subtotal
2021	General G.O. Bonds	35,000	Scan microfilms to digital format. Phase 3 of 7.
		<u>\$35,000</u>	2021 Subtotal
2022	General G.O. Bonds	35,000	Scan microfilms to digital format. Phase 4 of 7.
		<u>\$35,000</u>	2022 Subtotal
2023	General G.O. Bonds	35,000	Scan microfilms to digital format. Phase 5 of 7.
		<u>\$35,000</u>	2023 Subtotal
2024	General G.O. Bonds	35,000	Scan microfilms to digital format. Phase 6 of 7.
		<u>\$35,000</u>	2024 Subtotal
2025	General G.O. Bonds	35,000	Scan microfilms to digital format. Phase 7 of 7.
		<u>\$35,000</u>	2025 Subtotal
	TOTAL	<u>\$240,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Airport	Capital Transfer	0	0	0	11,400	11,400	0	0	0	0	0	22,800
Other	State	0	0	0	11,400	11,400	0	0	0	0	0	22,800
Other	Federal	0	0	0	205,200	205,200	0	0	0	0	0	410,400
	Total	0	0	0	228,000	228,000	0	0	0	0	0	456,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #492-Runway Protection Zone Obstruction Removal

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Other Federal	205,200	Design Aviation Easement and obstruction removal (RPZ ad Greeley Street). Federal share.
	Other State	11,400	Design Aviation Easement and obstruction removal (RPZ ad Greeley Street). State share.
	Airport Capital Transfer	11,400	Design Aviation Easement and obstruction removal (RPZ ad Greeley Street). City share
		\$228,000	2021 Subtotal
2022	Other Federal	205,200	Airport obstruction removal (RPZ ad Greeley Street). Federal share
	Airport Capital Transfer	11,400	Airport obstruction removal (RPZ ad Greeley Street). City share
	Other State	11,400	Airport obstruction removal (RPZ ad Greeley Street). State share
		\$228,000	2022 Subtotal
	TOTAL	\$456,000	

**2018-2027
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	<u>M</u>	Safety	<u>M</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>H</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>M</u>	Council Goals	<u>M</u>	Timeliness	Other
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Replace the existing substandard and "Red-Listed" 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	180,000*	0	0	0	0	0	0	0	0	0	180,000
Other	State	720,000*	0	0	0	0	0	0	0	0	0	720,000
	Total	900,000	0	0	0	0	0	0	0	0	0	900,000

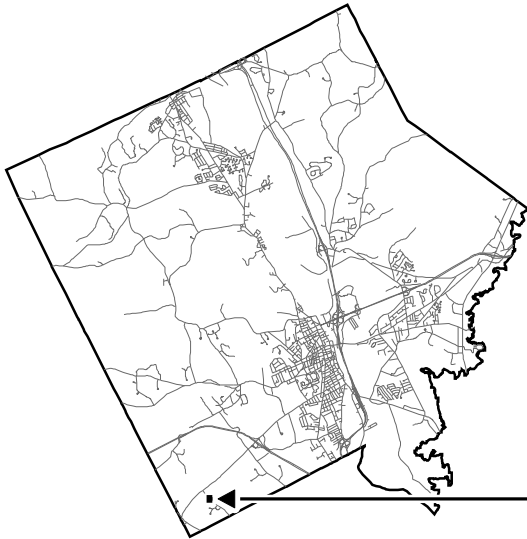
CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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	720,000	Design and construction of bridge replacement. State share of project is 80%.
	General G.O. Bonds	180,000	City share of project is 20%.
		\$900,000	2018 Subtotal
	TOTAL	\$900,000	

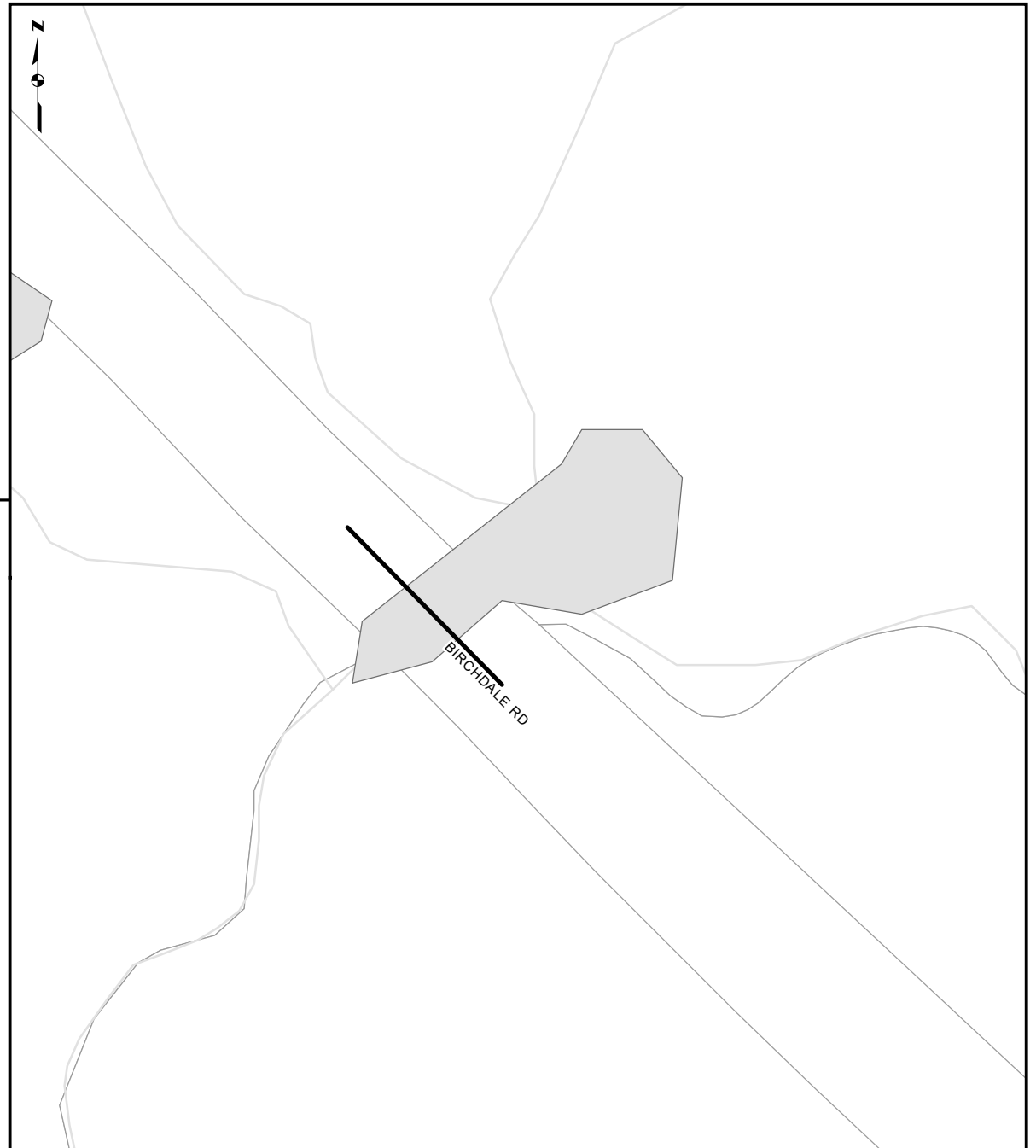
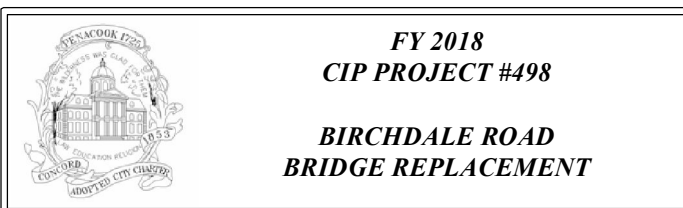


Disclaimer of Mapping Accuracy
Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale



**2018-2027
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	<u>N/A</u> Safety	<u>N/A</u> Facility Cond.	<u>N/A</u> Productivity	
	☐ Replace	<u>N/A</u> Mandates	<u>L</u> Service Def.	<u>M</u> Tax Base Exp.	<u>H</u> City Master Pl.
	☐ Rebuild	<u>M</u> O + M Costs	<u>M</u> Council Goals	<u>L</u> Timeliness	Corridor Improvements
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to extent Whitney Road southerly from its current terminus near the Penacook Waste to Energy Plant to Sewalls Falls Road roughly following the existing municipal water easement. The new roadway would also feature natural gas and municipal sanitary sewer. Water already exists within the anticipated roadway's right-of-way. The purpose of the project is to improve the local roadway network and to open up property for potential economic development opportunities.

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	3,000,000	0	0	3,000,000
Sewer	G.O. Bonds	0	0	0	0	0	0	0	525,000	0	0	525,000
	Total	0	0	0	0	0	0	0	3,525,000	0	0	3,525,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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	

**2018-2027
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 in-depth survey of the properties in the City's West End, as well as to inventory and study historic structures in 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Other	Federal	0	35,000	0	0	0	0	0	0	0	0	35,000
	Total	0	35,000	0	0	0	0	0	0	0	0	35,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #506-Historical Surveys

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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		\$35,000	

**2018-2027
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	H	Safety	H	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	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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	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

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #512-Emergency Vehicle Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		<u>\$10,000</u>	2018 Subtotal
2019	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		<u>\$10,000</u>	2019 Subtotal
2020	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		<u>\$10,000</u>	2020 Subtotal
2021	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		<u>\$10,000</u>	2021 Subtotal
2022	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		<u>\$10,000</u>	2022 Subtotal
2023	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		<u>\$10,000</u>	2023 Subtotal
2024	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		<u>\$10,000</u>	2024 Subtotal
2025	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		<u>\$10,000</u>	2025 Subtotal
2026	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		<u>\$10,000</u>	2026 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#512-Emergency Vehicle Repairs	
2027	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$10,000	2027 Subtotal
	TOTAL	\$100,000	

**2018-2027
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	<u>N/A</u>	Safety	<u>M</u>	Facility Cond.	<u>M</u>	Productivity	
SERVED:	☐ Replace	<u>N/A</u>	Mandates	<u>M</u>	Service Def.	<u>L</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>L</u>	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this capital improvement project is to provide for winter recreational activities at the Beaver Meadow Golf Course site in order to expand year round use of this recreational asset. Specifically, the project shall provide funding for acquisition of equipment and infrastructure improvements to support cross country skiing, skating and sledding and other winter recreational programs.

SERVICE IMPACT: Expanded seasonal use will enhance the communities recreational opportunities and potentially become a source of new revenues for the Golf Fund. Increased operating and maintenance costs to maintain infrastructure and for long-term equipment replacement.

IMPACT IF NOT FUNDED: Winter recreational opportunities for residents will remain unchanged.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	53,000	0	0	0	0	0	0	0	53,000
General	Impact Fees Rec Dist 1	0	0	0	0	0	0	0	0	0	25,000	25,000
	Total	0	0	53,000	0	0	0	0	0	0	25,000	78,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #515-Golf Course Winter Recreation Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	28,000	Purchase equipment to support ice skating on the pond near the 9th green.
	General G.O. Bonds	25,000	Replace trail groomer and snowmobile for cross country skiing at Beaver Meadow.
		\$53,000	2020 Subtotal
2027	General Impact Fees Rec Dist 1	25,000	Purchase recreational equipment; cross country skies and boots and skates for rental.
		\$25,000	2027 Subtotal
	TOTAL	\$78,000	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	250,000	0	0	0	0	0	0	0	0	250,000
General	Highway Reserve	0	75,000	75,000	75,000	100,000	0	0	0	0	0	325,000
	Total	0	325,000	75,000	75,000	100,000	0	0	0	0	0	575,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #518-Bridge and Dam Maintenance / Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	250,000	Rehabilitation of a section of the Turtle Town Pond Dam that is structurally deficient.
	General Highway Reserve	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)
		<u>\$325,000</u>	2019 Subtotal
2020	General Highway Reserve	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)
		<u>\$75,000</u>	2020 Subtotal
2021	General Highway Reserve	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)
		<u>\$75,000</u>	2021 Subtotal
2022	General Highway Reserve	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)
		<u>\$100,000</u>	2022 Subtotal
	TOTAL	<u>\$575,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	415,000	0	0	415,000
General	Impact Fees Traf Dist 4	0	0	0	0	0	0	0	85,000	0	0	85,000
	Total	0	0	0	0	0	0	0	500,000	0	0	500,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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	

**2018-2027
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	<u>H</u>	Safety	<u>H</u>	Facility Cond.	<u>H</u>	Productivity	
SERVED:	☐ Replace	<u>M</u>	Mandates	<u>H</u>	Service Def.	<u>L</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☒ Rebuild	<u>L</u>	O + M Costs	<u>M</u>	Council Goals	<u>H</u>	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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #520-Intersection Safety Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	50,000	0	0	0	0	0	100,000	150,000	0	300,000
	Total	0	50,000	0	0	0	0	0	100,000	150,000	0	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.
		<u>\$50,000</u>	2019 Subtotal
2025	General G.O. Bonds	100,000	Reconstruction of the Mountain Road / Sanborn Road Intersection.
		<u>\$100,000</u>	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.
		<u>\$150,000</u>	2026 Subtotal
	TOTAL	<u>\$300,000</u>	

**2018-2027
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	<u>H</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>L</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☒ Rebuild	<u>H</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>L</u>	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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Capital Transfer	0	0	0	20,000	0	0	0	0	0	0	20,000
General	G.O. Bonds	0	160,000	0	0	0	0	0	0	0	0	160,000
	Total	0	160,000	0	20,000	0	0	0	0	0	0	180,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	160,000	Phase II: Resurfacing of existing lot (Pistol range), remove rotted awning and construct new awning. Remove and dispose of existing shoot house.
		<u>\$160,000</u>	2019 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>\$180,000</u>	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #522-Patrol Rifle Replacements

I. PROJECT TYPE: Public Safety

II. LOCATION: Concord Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for the routine replacement of the Police Department's rifles.

SERVICE IMPACT: The Concord Police Department seeks to add to our existing inventory of individually issued Colt M-4, Model LE6940 rifles, as well as upgrading the optics and lighting on new and existing rifles. The Colt M-4 is a desirable long arm to be deployed in the field during critical incidents. The Department is seeking sufficient supply of rifles so as they may be individually assigned to officers rather than used as a pooled resource.

IMPACT IF NOT FUNDED: The department will continue to rely upon an inventory of rifles consisting of a mix of shot guns and Colt M-4 rifles. Rifles will continue to be used as a pooled resource, which is inefficient during critical incidents.

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	20,000	25,000	0	0	0	0	0	0	0	0	45,000
	Total	20,000	25,000	0	0	0	0	0	0	0	0	45,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #522-Patrol Rifle Replacements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	20,000	Phase 1 of 2. Purchase 13 rifles.
		\$20,000	2018 Subtotal
2019	General G.O. Bonds	25,000	Phase 2 of 2. Purchase 17 rifles.
		\$25,000	2019 Subtotal
	TOTAL	\$45,000	

**2018-2027
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	<u>M</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>L</u>	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

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	30,000	0	0	0	0	0	0	0	0	30,000
	Total	0	30,000	0	0	0	0	0	0	0	0	30,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #525-Telephone System Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	30,000	New voicemail system.
		\$30,000	2019 Subtotal
	TOTAL	\$30,000	

**2018-2027
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 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 systematic replacement of the cardiac monitors and AED's used by the Fire Department, Police Department and in City Buildings.

SERVICE Cardiac Monitors and AED's provide are a critical life saving device.
 IMPACT:

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	500,000	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.
		\$500,000	2024 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#527-Cardiac Monitor & AED Replacement Program
	TOTAL	\$500,000

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	0	0	185,000	0	0	0	0	185,000
General	Capital Transfer	0	20,000	0	0	0	0	0	0	0	0	20,000
	Total	0	20,000	0	0	0	185,000	0	0	0	0	205,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #528-Pocket Parks

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Capital Transfer	20,000	Crack seal and/or resurface basketball courts in three pocket parks.
		<u>\$20,000</u>	2019 Subtotal
2023	General G.O. Bonds	185,000	Replace playground equipment in four pocket parks.
		<u>\$185,000</u>	2023 Subtotal
	TOTAL	<u>\$205,000</u>	

**2018-2027
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 Storrs Street Parking Garage (formerly known as the Capital Commons Municipal Parking Garage). The garage opened in July 2007. The 177,000SF facility contains 516 parking spaces.

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. Unmitigated deterioration of parking structure could result in loss of revenue due to decreased usage and prolonged closures necessitated by more extensive repairs resulting from neglect.

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Parking	Capital Transfer	0	0	0	22,750	0	24,850	0	27,500	0	0	75,100
Parking	G.O. Bonds	0	600,000	0	0	0	0	350,000	0	0	875,000	1,825,000
	Total	0	600,000	0	22,750	0	24,850	350,000	27,500	0	875,000	1,900,100

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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
2019	Parking G.O. Bonds	600,000	Concrete repairs (\$4,600), waterproofing repairs & replacement (\$215,000), Plumbing repairs including new water service (\$70,000), new surveillance system (\$75,000), improved exterior signage (\$30,000), gates and signage for permit system (\$50,000), masonry and door repairs for Red River Theatre vestibule (\$30,000), repaint pavement markings (\$9,000), as well as A&E services and contingency.
		\$600,000	2019 Subtotal
2021	Parking Capital Transfer	22,750	Clean drainage system (\$12,750), repaint pavement markings (\$10,000)
		\$22,750	2021 Subtotal
2023	Parking Capital Transfer	24,850	Clean drainage system (\$14,000), repaint pavement markings (\$10,850).
		\$24,850	2023 Subtotal
2024	Parking G.O. Bonds	350,000	Concrete repairs (\$6,000), waterproofing repairs and replacement (\$275,000), A&E services and contingency.
		\$350,000	2024 Subtotal
2025	Parking Capital Transfer	27,500	Clean drainage system (\$15,500), repaint pavement markings (\$12,000).
		\$27,500	2025 Subtotal
2027	Parking G.O. Bonds	875,000	Twenty year renovation. Repair / replace mechanical systems (\$4,000), repair / replace plumbing system (\$310,000), upgrade lighting fixtures (\$200,000), replace elevator (\$175,000), repaint pavement markings (\$13,000), as well as A&E services and contingency.
		\$875,000	2027 Subtotal
TOTAL		\$1,900,100	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Golf	G.O. Bonds	60,000	0	160,000	60,000	0	30,000	0	0	0	0	310,000
	Total	60,000	0	160,000	60,000	0	30,000	0	0	0	0	310,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #530-Golf Course Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	Golf G.O. Bonds	60,000	Replace chemical sprayer.
		\$60,000	2018 Subtotal
2020	Golf G.O. Bonds	130,000	Replace 2 fairway mowers.
	Golf G.O. Bonds	30,000	Replace one utility vehicle.
		\$160,000	2020 Subtotal
2021	Golf G.O. Bonds	30,000	Replace 1980 bed knife grinder and reel grinder.
	Golf G.O. Bonds	30,000	Replace triplex mower.
		\$60,000	2021 Subtotal
2023	Golf G.O. Bonds	30,000	Replace one utility vehicle.
		\$30,000	2023 Subtotal
	TOTAL	\$310,000	

**2018-2027
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 Facility Cond. Productivity

Mandates Service Def. Tax Base Exp. City Master Pl.

O + M Costs Council Goals Timeliness

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Airport	Capital Transfer	0	0	0	0	0	0	0	8,334	37,500	60,000	105,834
Other	State	0	0	0	0	0	0	0	8,334	37,500	60,000	105,834
Other	Federal	0	0	0	0	0	0	0	150,000	675,000	1,080,000	1,905,000
	Total	0	0	0	0	0	0	0	166,668	750,000	1,200,000	2,116,668

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #534-Tie Down Rehabilitation and Expansion

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Other Federal	150,000	Design reconstruction and expansion of tie-down area. Federal share.
	Airport Capital Transfer	8,334	City share.
	Other State	8,334	State share.
		\$166,668	2025 Subtotal
2026	Other Federal	675,000	Construct approximately 2 acres of new aircraft tie down aprons. Federal share.
	Other State	37,500	State share.
	Airport Capital Transfer	37,500	City share.
		\$750,000	2026 Subtotal
2027	Other Federal	1,080,000	Reconstruct existing aircraft tie down aprons. Federal share.
	Airport Capital Transfer	60,000	City share.
	Other State	60,000	State share.
		\$1,200,000	2027 Subtotal
	TOTAL	\$2,116,668	

**2018-2027
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	☒ New	☐ H	Safety	☐ L	Facility Cond.	☐ M	Productivity	
SERVED:	☐ Replace	☐ N/A	Mandates	☐ H	Service Def.	☐ L	Tax Base Exp.	☐ L City Master Pl.
	☐ Rebuild	☐ L	O + M Costs	☐ L	Council Goals	☐ L	Timeliness	Intersection Improvement
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Following the completion of Regional Drive in 2005, traffic along the Regional Drive corridor continues to grow. As a result of continued development along Chenell Drive as well as development along the Regional Drive corridor, the Traffic Operations Committee has been monitoring traffic volumes, accident data and the frequency of pedestrian activities at critical intersections along the arterial corridor. In an effort to maintain acceptable levels of service and traffic safety, intersection improvements will be required. Intersection improvements could be in the form of a roundabout or traffic signal.

SERVICE IMPACT: Improved vehicle safety and increased capacity along this designated arterial corridor.

IMPACT IF NOT FUNDED: Potential increases in congestion and accidents, as well as potentially reduced Level of Service.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2012

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

25

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	425,000	0	0	425,000
General	Impact Fees Traf Dist 4	0	0	0	0	0	0	75,000	0	0	0	75,000
	Total	0	0	0	0	0	0	75,000	425,000	0	0	500,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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>	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #543-Merrimack River Greenway Trail Project

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: City-wide along Merrimack River Corridor

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The 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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #543-Merrimack River Greenway Trail Project

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	1,100,000	0	0	1,100,000
Other	State	0	800,000	0	0	800,000	0	0	8,800,000	0	0	10,400,000
General	Donations	0	200,000	0	0	200,000	0	0	1,100,000	0	0	1,500,000
Total		0	1,000,000	0	0	1,000,000	0	0	11,000,000	0	0	13,000,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Other State	800,000	Design and construction of Phase 1 (A) of the Merrimack River Greenway Trail (MRGT) from Manchester Street to Loudon Road to be funded with a NHDOT Grant and donations. Design/Administration: \$125,000 Construction: \$800,000 Construction Engineering/Administration: \$75,000
	General Donations	200,000	Design and construction of Phase 1 (A) of the MRGT. Donation portion (20%)
		<u>\$1,000,000</u>	2019 Subtotal
2022	Other State	800,000	Design and construction of Phase 1 (B) of the Merrimack River Greenway Trail (MRGT) from Manchester Street to Loudon Road to be funded with a NHDOT Grant and donations. Design/Administration: \$125,000 Construction: \$800,000 Construction Engineering/Administration: \$75,000
	General Donations	200,000	Design and construction of Phase 1 (B) of the MRGT. Donation portion (20%)
		<u>\$1,000,000</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)

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#543-Merrimack River Greenway Trail Project
		Design/Administration: \$1,650,000
		Construction: \$8,250,000
		Construction Engineering/Administration: \$1,100,000
		\$11,000,000
		2025 Subtotal
TOTAL		\$13,000,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #550-Roundabout Maintenance

I. PROJECT TYPE: Intersections

II. LOCATION: Roundabout at Liberty/Centre/Auburn, North State/Franklin, and Washington/Village Intersections.

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.	L City Master Pl.
	☒ Rebuild	L O + M Costs	N/A Council Goals	H Timeliness	Intersection Improvement
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Capital Transfer	0	50,000	0	50,000	0	0	0	75,000	0	0	175,000
	Total	0	50,000	0	50,000	0	0	0	75,000	0	0	175,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #550-Roundabout Maintenance

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.
		<u>\$50,000</u>	2019 Subtotal
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>	

**2018-2027
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	<u>M</u>	Safety	<u>L</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	☐ Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>L</u>	Council Goals	<u>L</u>	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. Should the new library project move forward in the future, then the City may defer or entirely 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Capital Transfer	0	0	0	0	0	10,000	0	0	0	0	10,000
General	G.O. Bonds	50,000	30,000	70,000	125,000	155,000	130,000	130,000	100,000	300,000	0	1,090,000
	Total	50,000	30,000	70,000	125,000	155,000	140,000	130,000	100,000	300,000	0	1,100,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #551-Library Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	35,000	Replace chair lift in Main Library. (Green Street)
	General G.O. Bonds	15,000	Masonry and flashing repairs for the parapet wall which encircles the Library's roof. (Green Street)
		<u>\$50,000</u>	2018 Subtotal
2019	General G.O. Bonds	20,000	Paint, flooring and ceiling tile upgrades. (Green Street)
	General G.O. Bonds	10,000	Door, window and 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)
	General Capital Transfer	10,000	Chimney repair. (Penacook)
		<u>\$140,000</u>	2023 Subtotal
2024	General G.O. Bonds	100,000	Furniture and finishes upgrades.
	General G.O. Bonds	30,000	Fire alarm system upgrades. (Green Street)

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#551-Library Maintenance	
		\$130,000	2024 Subtotal
2025	General G.O. Bonds	100,000	Refurbish HVAC system and controls. (Green Street)
		\$100,000	2025 Subtotal
2026	General G.O. Bonds	300,000	Window refurbishment/replacement. (Green Street)
		\$300,000	2026 Subtotal
	TOTAL	\$1,100,000	

**2018-2027
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 a decade 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 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Capital Transfer	0	0	0	0	0	0	0	0	0	50,000	50,000
	Total	0	0	0	0	0	0	0	0	0	50,000	50,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #555-Handgun Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General Capital Transfer	50,000	Replacement of Handguns purchased new in FY2017.
		\$50,000	2027 Subtotal
	TOTAL	\$50,000	

**2018-2027
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	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 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	250,000	30,000	1,135,000	120,000	0	0	0	0	0	0	1,535,000
	Total	250,000	30,000	1,135,000	120,000	0	0	0	0	0	0	1,535,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	250,000	Full depth reconstruction of 5 tennis courts.
		\$250,000	2018 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#557-Memorial Field		
2019	General	G.O. Bonds	30,000	Update of the 2012 Structural Engineering Assessment of bleachers at the football stadium bleachers and Doane Diamond. Updated report shall include a revised opinion of cost for proposed repair or replacement of the bleachers.
			\$30,000	2019 Subtotal
2020	General	G.O. Bonds	790,000	Repair / replacement of foot ball stadium bleachers, together with the press box and related improvements. (Design and Construction).
	General	G.O. Bonds	315,000	Repair or replace bleachers at Doane Diamond.
	General	G.O. Bonds	30,000	Remove and install new asphalt pavement beneath selected bleacher sections serving the football stadium.
			\$1,135,000	2020 Subtotal
2021	General	G.O. Bonds	120,000	Resurface the track. Last resurfacing in 2008.
			\$120,000	2021 Subtotal
	TOTAL		\$1,535,000	

**2018-2027
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	☐ M	Safety	☐ M	Facility Cond.	☐	Productivity	
SERVED:	☐ Replace	☐ L	Mandates	☐ L	Service Def.	☐ N/A	Tax Base Exp.	City Master Pl.
	☐ Rebuild	☐ H	O + M Costs	☐	Council Goals	☐ M	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: 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)

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #560-Fire Training Facility

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	570,000	0	0	0	0	0	0	0	0	0	570,000
General	Capital Close-out	29,250	0	0	0	0	0	0	0	0	0	29,250
	Total	599,250	0	0	0	0	0	0	0	0	0	599,250

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	570,000	Construction of new Fire Training Grounds facility at the Old Turnpike Road Landfill. Alternate location might be City owned property located near 30 Terrill Park Drive. (Design and construction).
	General Capital Close-out	29,250	Close-out share. Fire Training Grounds relocation / replacement.
		<u>\$599,250</u>	2018 Subtotal
	TOTAL	<u>\$599,250</u>	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: Citywide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Capital Transfer	0	10,000	0	0	0	0	0	0	0	0	10,000
General	G.O. Bonds	40,000	135,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	575,000
	Total	40,000	145,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	585,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	40,000	Phase II-Form Four Replacement.
		<u>\$40,000</u>	2018 Subtotal
2019	General G.O. Bonds	50,000	Replacement of failing fire alarm cable. (City wide)
	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	10,000	Remove Civil Defense Sirens that have been out of service for over 28 years.
		<u>\$145,000</u>	2019 Subtotal
2020	General G.O. Bonds	50,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$50,000</u>	2020 Subtotal
2021	General G.O. Bonds	50,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$50,000</u>	2021 Subtotal
2022	General G.O. Bonds	50,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$50,000</u>	2022 Subtotal
2023	General G.O. Bonds	50,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$50,000</u>	2023 Subtotal
2024	General G.O. Bonds	50,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$50,000</u>	2024 Subtotal
2025	General G.O. Bonds	50,000	Replacement of failing fire alarm cable. (City wide)

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#561-Fire Alarm Infrastructure Replacement		
			\$50,000	2025 Subtotal
2026	General	G.O. Bonds	50,000	Replacement of failing fire alarm cable. (City wide)
			\$50,000	2026 Subtotal
2027	General	G.O. Bonds	50,000	Replacement of failing fire alarm cable. (City wide)
			\$50,000	2027 Subtotal
	TOTAL		\$585,000	

**2018-2027
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	M	Council Goals	L	Timeliness	Long-Range Planning
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to update the City Master Plan. State Law requires that a municipality's Master Plan be updated from "time to time". The commonly accepted planning horizon for a Master Plan is 10 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 inefficient use of real estate, 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) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	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

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #563-Master Plan Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	200,000	Placeholder for outside services to assist with updating the City's 2008 Master Plan. Project timed to coincide with the release of 2020 Census Data.
		\$200,000	2021 Subtotal
TOTAL		\$200,000	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #567-Penacook Riverfront Parks

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Tanner Street & 11-35 Canal Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	☐ Safety	☐ Facility Cond.	☐ Productivity	
	☒ 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 program capital improvements for the Penacook Riverfront Park located on Tanner Street, as well as a proposed new riverfront park to be located on portions of the former Allied Leather Tannery Complex at 11 - 35 Canal Street.

Property comprising the Tanner Street Riverfront Park was assembled by the City during 1947 - 1982. The last major capital investment for the property occurred in the late 1980s. Projects included within this CIP for the Tanner Street Park 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.

The second river front park is a new facility which will be constructed on a 1.5 acre portion of the former Allied Leather Tannery site located at 11-35 Canal Street, Penacook. Proposed improvements will be based on preliminary conceptual designs prepared by CMA Engineers and Ironwood Landscape Architects in 2015.

SERVICE IMPACT: Improvements will help revitalize an underutilized public properties directly abutting the Contoocook River. In addition, public investment will serve as a catalyst for private investment in abutting properties.

IMPACT IF NOT FUNDED: The Tanner Street facility will continue to deteriorate. Eventually, the facility will become an attractive nuisance and location for illicit activity. A poorly maintained facility will serve as a disincentive for private investment in abutting properties. Failure to proceed with the new park at the former Tannery Site will result in a missed opportunity to improve an important waterfront property which could help leverage future redevelopment of the remaining Tannery site and abutting properties.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #567-Penacook Riverfront Parks

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	0	185,000	0	0	0	0	0	185,000
Other	Tax Increment Financing	0	0	1,200,000	0	0	0	0	0	0	0	1,200,000
	Total	0	0	1,200,000	0	185,000	0	0	0	0	0	1,385,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Other Tax Increment Financing	1,200,000	Design and construction of a new riverfront park to be set on 1.5 +/- acres of the former Allied Leather Tannery site located at 11-35 Canal Street. The Park's final design shall be based upon preliminary concepts prepared by CMA Engineers and Ironwood Landscape Architects in 2015.
		<u>\$1,200,000</u>	2020 Subtotal
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.
		<u>\$185,000</u>	2022 Subtotal
	TOTAL	\$1,385,000	

**2018-2027
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 the Parks and Recreation Department's smaller turf equipment. Phased replacement of equipment will minimize potential service interruptions due to break downs / failures.

SERVICE IMPACT: Routine replacement maintains or improves current levels of service for maintenance of recreational assets, helps provide for more efficient maintenance of facilities due to advances in equipment technology, reduces repair costs due to use of newer equipment, and reduce repair costs and equipment "downtime" due to use of new equipment.

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 result in 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	35,000	66,000	11,000	19,000	49,000	53,000	0	0	0	0	233,000
	Total	35,000	66,000	11,000	19,000	49,000	53,000	0	0	0	0	233,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	25,000	Replace 2008 John Deere mower with 2,400 +/- hours of use. (Cemeteries)
	General G.O. Bonds	10,000	Replace two (2) 2004 front mounted leaf blower attachments. (Parks and Cemeteries)
		<u>\$35,000</u>	2018 Subtotal
2019	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	23,000	Replace infield pro. (Parks)
	General G.O. Bonds	18,000	Replace out-front rotary mower. (Cemeteries)
		<u>\$66,000</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
	TOTAL	<u>\$233,000</u>	

**2018-2027
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 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 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 unresolved 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	900,000	0	0	900,000
	Total	0	0	0	0	0	0	0	900,000	0	0	900,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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.
		\$900,000	2025 Subtotal
	TOTAL	\$900,000	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #571-I-393/Horseshoe Pond Drainage Improvements

I. PROJECT TYPE: Storm Sewer

II. LOCATION: I-393/North Main Street/Horseshoe Pond Drainage Area

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☒ New ☐ 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 ☐ Other

DESCRIPTION: Reoccurring flooding along the I-393 Corridor and North Main Street has resulted in private property damage. This project, undertaken in cooperation with NHDOT and NHDES, shall replace affected drainage systems and provide improved storm water overflow capacity within the subject intersection.

SERVICE IMPACT: Provides long-term solution to drainage problem and eliminates ongoing property damage.

IMPACT IF NOT FUNDED: Without improvement, the drainage area will still be subject to ongoing intermittent flooding and property damage.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	100,000*	0	0	0	0	0	0	0	0	0	100,000
	Total	100,000	0	0	0	0	0	0	0	0	0	100,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #571-I-393/Horseshoe Pond Drainage Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	100,000	Potential mitigation payment for wetland impacts associated with proposed storm water improvements.
		<u>\$100,000</u>	2018 Subtotal
	TOTAL	<u>\$100,000</u>	

**2018-2027
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 SERVED: ☐ New Safety Facility Cond. Productivity
☒ 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 the 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Airport	Capital Transfer	0	0	0	0	0	10,554	0	0	0	0	10,554
Other	Federal	0	0	0	0	0	190,000	0	0	0	0	190,000
Other	State	0	0	0	0	0	10,554	0	0	0	0	10,554
	Total	0	0	0	0	0	211,108	0	0	0	0	211,108

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #572-Airport Master Plan

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	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	2023 Subtotal
TOTAL		\$211,108	

**2018-2027
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	<u>H</u>	Safety	<u>H</u>	Facility Cond.	<u>M</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>L</u>	Council Goals	<u>M</u>	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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Capital Transfer	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	0	260,000
General	G.O. Bonds	0	0	0	30,000	0	0	0	750,000	30,000	0	810,000
	Total	20,000	30,000	30,000	60,000	30,000	30,000	30,000	780,000	60,000	0	1,070,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General Capital Transfer	20,000	Systematic replacement of firefighting protective clothing.
		\$20,000	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 G.O. Bonds	30,000	Replacement of Active Shooter PPE
	General Capital Transfer	30,000	Systematic replacement of firefighting protective clothing.
		\$60,000	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.
		\$780,000	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

PROJECT:						FIRE	#573-Fire Department Personnel Protective Equipment
2026	General	G.O. Bonds	30,000				Active Shooter personal protective equipment replacement.
	General	Capital Transfer	30,000				Systematic replacement of firefighting protective clothing.
			\$60,000	2026 Subtotal			
TOTAL			\$1,070,000				

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Equip Replace Reserve	35,750	0	0	0	0	0	0	0	0	0	35,750
General	G.O. Bonds	0	0	150,000	0	0	0	0	0	0	0	150,000
General	Capital Close-out	8,913	0	0	0	0	0	0	0	0	0	8,913
General	Capital Transfer	135,250	150,000	220,000	160,000	170,000	170,000	180,000	180,000	190,000	190,000	1,745,250
	Total	179,913	150,000	370,000	160,000	170,000	170,000	180,000	180,000	190,000	190,000	1,939,913

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General Capital Transfer	114,250	Replacement of 4 vehicles.
	General Equip Replace Reserve	35,750	Equipment Reserve Fund share. Replacement of 4 vehicles.
	General Capital Close-out	8,913	Close-out share. Light bar replacement project.
	General Capital Transfer	21,000	Phase III: Cruiser light bar replacement. Replace 6 cruiser light bars.
		<u>\$179,913</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	Replace 4 vehicles.
	General G.O. Bonds	150,000	Replace Police Command Vehicle.
	General Capital Transfer	60,000	Replace Evidence Van.
		<u>\$370,000</u>	2020 Subtotal
2021	General Capital Transfer	160,000	Replace 4 vehicles.
		<u>\$160,000</u>	2021 Subtotal
2022	General Capital Transfer	170,000	Replace 4 vehicles.
		<u>\$170,000</u>	2022 Subtotal
2023	General Capital Transfer	170,000	Replace 4 vehicles.
		<u>\$170,000</u>	2023 Subtotal
2024	General Capital Transfer	180,000	Replace 4 vehicles.
		<u>\$180,000</u>	2024 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#575-Police Vehicle & Equipment Replacement	
2025	General Capital Transfer	180,000	Replace 4 vehicles.
		<u>\$180,000</u>	2025 Subtotal
2026	General Capital Transfer	190,000	Replace 4 vehicles.
		<u>\$190,000</u>	2026 Subtotal
2027	General Capital Transfer	190,000	Replace 4 vehicles.
		<u>\$190,000</u>	2027 Subtotal
	TOTAL	<u>\$1,939,913</u>	

**2018-2027
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 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 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Capital Transfer	0	30,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000	290,000
General	G.O. Bonds	40,000	0	0	0	0	0	0	0	0	0	40,000
	Total	40,000	30,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000	330,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #576-General Facility Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	25,000	Purchase power man lift for General Services Department Public Properties Division.
	General G.O. Bonds	15,000	Ductless split replacement at City Hall.
		<u>\$40,000</u>	2018 Subtotal
2019	General Capital Transfer	30,000	Placeholder for future projects.
		<u>\$30,000</u>	2019 Subtotal
2020	General Capital Transfer	30,000	Placeholder for future projects.
		<u>\$30,000</u>	2020 Subtotal
2021	General Capital Transfer	30,000	Placeholder for future projects.
		<u>\$30,000</u>	2021 Subtotal
2022	General Capital Transfer	30,000	Placeholder for future projects.
		<u>\$30,000</u>	2022 Subtotal
2023	General Capital Transfer	30,000	Placeholder for future projects.
		<u>\$30,000</u>	2023 Subtotal
2024	General Capital Transfer	35,000	Placeholder for future projects.
		<u>\$35,000</u>	2024 Subtotal
2025	General Capital Transfer	35,000	Placeholder for future projects.
		<u>\$35,000</u>	2025 Subtotal
2026	General Capital Transfer	35,000	Placeholder for future projects.

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#576-General Facility Repairs	
		\$35,000	2026 Subtotal
2027	General Capital Transfer	35,000	Placeholder for future projects.
		\$35,000	2027 Subtotal
	TOTAL	\$330,000	

**2018-2027
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 ☐ 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	25,000	0	60,000	0	0	0	0	0	600,000	685,000
	Total	0	25,000	0	60,000	0	0	0	0	0	600,000	685,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	25,000	Repairs to the fountain at Bicentennial Square.
		\$25,000	2019 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#579-Downtown Squares	
2021	General G.O. Bonds	60,000	Refurbish the stairs at Eagle Square Amphitheater.
		<u>\$60,000</u>	2021 Subtotal
2027	General G.O. Bonds	600,000	Replacement of brick pavers and related infrastructure throughout Bicentennial Square.
		<u>\$600,000</u>	2027 Subtotal
	TOTAL	<u>\$685,000</u>	

**2018-2027
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	<u>H</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>L</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	☒ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Donations	450,000*	0	0	0	0	0	0	0	0	0	450,000
	Total	450,000	0	0	0	0	0	0	0	0	0	450,000

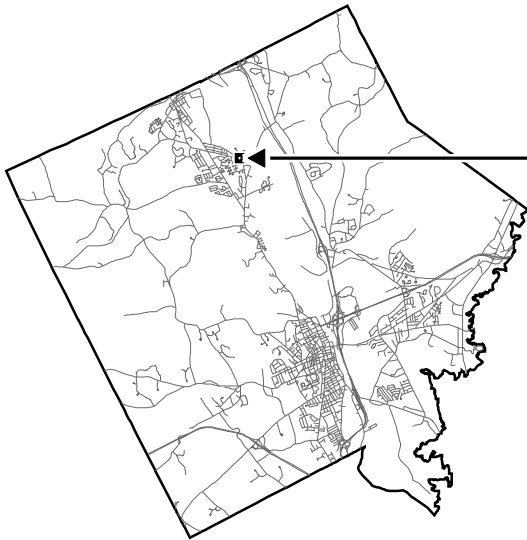
CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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>	



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Engineering Services Division
City of Concord, New Hampshire

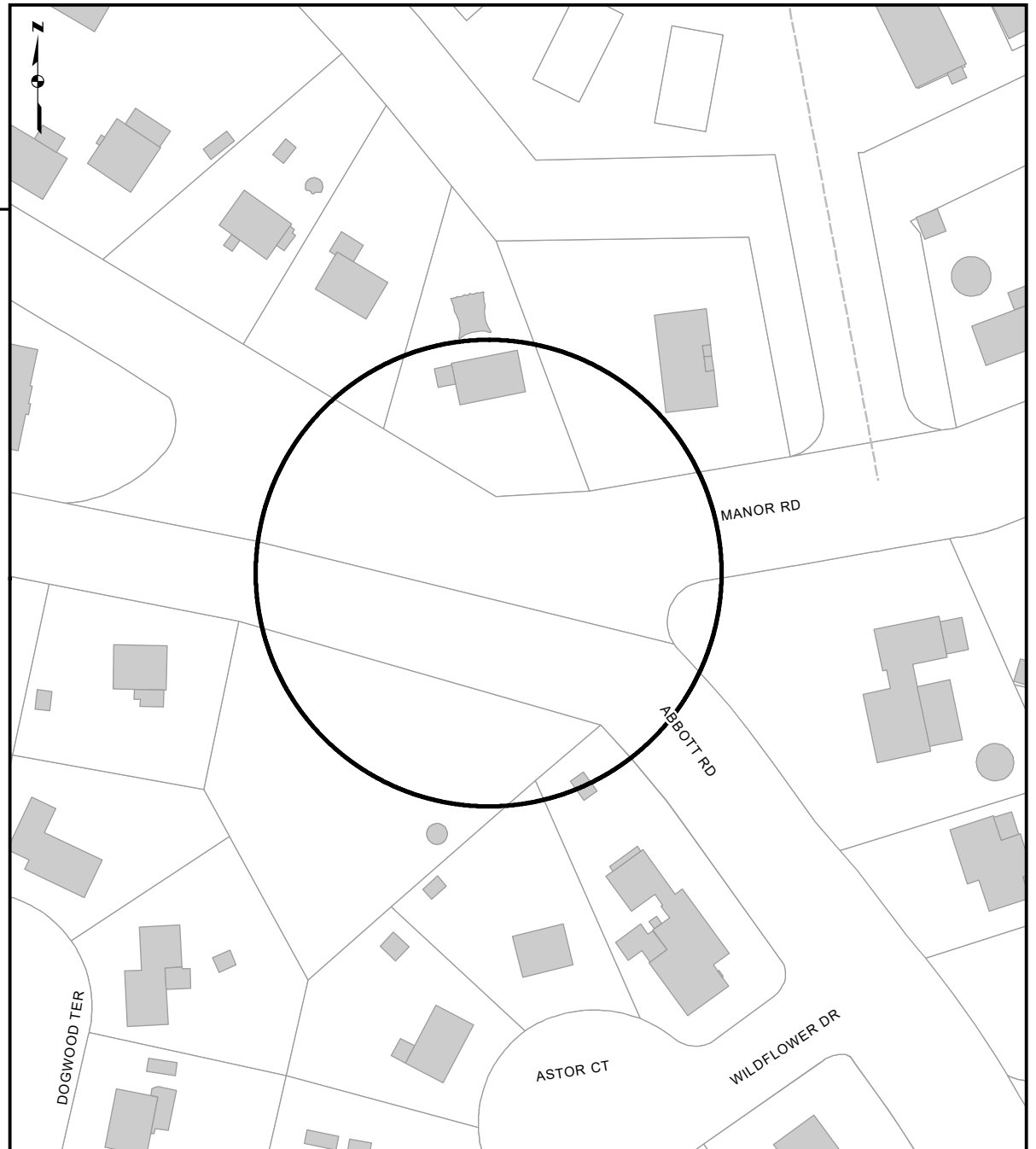
GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale



**FY 2018
CIP PROJECT #582
MANOR ROAD/ABBOTT ROAD
ROUNDAABOUT INTERSECTION
IMPROVEMENT PROJECT**



**2018-2027
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	☒ New	☐ M	Safety	☐ Facility Cond.	☐ Productivity	
SERVED:	☐ Replace	☐ Mandates	☐ L Service Def.	☐ Tax Base Exp.	☐ City Master Pl.	
	☐ Rebuild	☐ H O + M Costs	☐ Council Goals	☐ N/A Timeliness	☐ Long-Range Planning	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis					

DESCRIPTION: 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: Emergency services response times and levels of service for East Concord will remain unchanged.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	5,000,000	0	5,000,000
	Total	0	0	0	0	0	0	0	0	5,000,000	0	5,000,000

**2018-2027
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	

**2018-2027
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 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: 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Other	State	0	30,000	0	0	0	0	0	0	0	0	30,000
General	G.O. Bonds	0	30,000	0	0	0	0	0	0	0	0	30,000
Other	Federal	0	240,000	0	0	0	0	0	0	0	0	240,000
	Total	0	300,000	0	0	0	0	0	0	0	0	300,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
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
2019	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	2019 Subtotal
TOTAL		\$300,000	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #587-Cemetery Improvements

I. PROJECT TYPE: Cemeteries

II. LOCATION: City Cemeteries

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for routine 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	50,000	55,000	55,000	120,000	60,000	160,000	30,000	75,000	350,000	35,000	990,000
	Total	50,000	55,000	55,000	120,000	60,000	160,000	30,000	75,000	350,000	35,000	990,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #587-Cemetery Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	50,000	Paving select roads Blossom Hill. Phase 1 of 6.
		\$50,000	2018 Subtotal
2019	General G.O. Bonds	55,000	Paving select roads Blossom Hill. Phase 2 of 6.
		\$55,000	2019 Subtotal
2020	General G.O. Bonds	55,000	Paving select roads Blossom Hill. Phase 3 of 6.
		\$55,000	2020 Subtotal
2021	General G.O. Bonds	60,000	To add 250 feet of metal fence. The area in front of Beaver School where cars line up to drop off/pick up currently has not fence separating the graves and the roadway.
	General G.O. Bonds	60,000	Paving select roads Blossom Hill. Phase 4 of 6.
		\$120,000	2021 Subtotal
2022	General G.O. Bonds	60,000	Paving select roads Blossom Hill. Phase 5 of 6.
		\$60,000	2022 Subtotal
2023	General G.O. Bonds	60,000	Paving select roads Blossom Hill. Phase 6 of 6.
	General G.O. Bonds	100,000	Create/Build fire proof room for record storage.
		\$160,000	2023 Subtotal
2024	General G.O. Bonds	30,000	Computer system to convert all paper records to a digital format, as well as improve mapping capabilities for plots and graves.
		\$30,000	2024 Subtotal
2025	General G.O. Bonds	75,000	Dredge pong, fix granite pond wall and guard rail at Blossom Hill.
		\$75,000	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #587-Cemetery Improvements

2026	General G.O. Bonds	350,000	The historic retaining wall along the access road in blossom Hill failed fall 2016. This project will rebuild the wall as it was prior to the emergency fix that was completed fall 2016.
		\$350,000	2026 Subtotal
2027	General G.O. Bonds	35,000	Purchase Columbarium at Blossom Hill Cemetery
		\$35,000	2027 Subtotal
	TOTAL	\$990,000	

**2018-2027
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	0	2,100,000	0	0	0	0	0	2,100,000
Other	Federal	0	0	0	0	8,400,000	0	0	0	0	0	8,400,000
	Total	0	0	0	0	10,500,000	0	0	0	0	0	10,500,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Other Federal	8,400,000	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	2,100,000	City Share of bridge replacement/repairs (20%).
		\$10,500,000	2022 Subtotal
TOTAL		\$10,500,000	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #589-Downtown Corridor Streetscape Improvement Project

I. PROJECT TYPE: Downtown

II. LOCATION: Side streets within the Central Business District (CBD) between North Main Street and North State Street and Storrs Street.

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to design and construct streetscape improvements to side streets within the Central Business District (CBD) as originally outlined in previous Downtown master plans and studies, as well as a continuation of the streetscape improvements of the 2015/2016 Downtown Complete Streets Improvement Project (CIP 460).

Streetscape improvements to side streets during the 2015/2016 Main Street project were limited. This project will continue streetscape improvements including sidewalks, lighting, and way finding signage along Park Street, Capitol Street, School Street, Warren Street, Depot Street, Hills Avenue, Fayette Street, Thompson Street, Concord Street, and Theatre Street.

SERVICE IMPACT: Improved use and appearance of the Downtown Corridor 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #589-Downtown Corridor Streetscape Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	630,000	4,170,000
	Total	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	630,000	4,170,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	450,000	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.
		<u>\$450,000</u>	2020 Subtotal
2021	General G.O. Bonds	620,000	Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Park Street with particular focus on the entrances to City Plaza.
		<u>\$620,000</u>	2021 Subtotal
2022	General G.O. Bonds	850,000	Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Capitol Street with particular focus on the entrances to City Plaza and Evans Lane.
		<u>\$850,000</u>	2022 Subtotal
2023	General G.O. Bonds	610,000	Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along School Street with particular focus on the entrances to Evans Lane and the School Street Parking Garage.
		<u>\$610,000</u>	2023 Subtotal
2024	General G.O. Bonds	450,000	Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Concord Street.
		<u>\$450,000</u>	2024 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		CD-ENGINEERING SERVICES	#589-Downtown Corridor Streetscape Improvement Project	
2025	General	G.O. Bonds	360,000	Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Depot Street with particular focus on the entrances to Low Avenue and Kennedy Lane.
			\$360,000	2025 Subtotal
2026	General	G.O. Bonds	200,000	Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Fayette Street.
			\$200,000	2026 Subtotal
2027	General	G.O. Bonds	250,000	Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Thompson Street with particular focus on the entrances to the abutting City development parcels.
	General	G.O. Bonds	200,000	Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Theatre Street.
	General	G.O. Bonds	180,000	Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Hills Avenue with particular focus on the entrances to public parking areas and the Storrs Street Parking Garage.
			\$630,000	2027 Subtotal
TOTAL			\$4,170,000	

**2018-2027
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	M	Safety	M	Facility Cond.	N/A	Productivity	
SERVED:	☐ Replace	L	Mandates	M	Service Def.	L	Tax Base Exp.	L City Master Pl.
	☒ Rebuild	L	O + M Costs	L	Council Goals	L	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to reconstruct concrete sidewalks within the Downtown Civic District bounded 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 2015/2016 Downtown Complete Streets Improvement Project (CIP 460).

SERVICE IMPACT: Improved use and appearance of downtown sidewalks will provide a safe and accessible walking surface 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	750,000	0	0	0	0	0	0	0	750,000
	Total	0	0	750,000	0	0	0	0	0	0	0	750,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #590-Downtown Civic District Sidewalk Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	750,000	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.
		\$750,000	2020 Subtotal
TOTAL		\$750,000	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #594-New Central Fire Station

I. PROJECT TYPE: Public Buildings

II. LOCATION: To be determined

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Design and construction of new combined Central Fire Station.

Central Station was constructed in 1977 and is reaching the end of its useful life. The most recent apparatus purchase (Tower 1) was custom built with clearances of approximately 3 inches from the top of the truck to the door frame and approximately 6 inches at the rear of the truck to the wall and 6 inches at the front of the truck to the bay door. The building has no room for additional vehicles and with the anticipated increases in demand for medical services an additional ambulance will be required in the near future.

SERVICE
IMPACT:

IMPACT IF NOT FUNDED: Ability to properly store vehicles and equipment will be compromised as physical dimensions of size of apparatus continuously get larger in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	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

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #594-New Central Fire Station

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	5,000,000	Placeholder: Construct and furnish a new Central Fire Station pending outcome of needs assessment and location studies. New building and furnishings only.
		\$5,000,000	2027 Subtotal
TOTAL		\$5,000,000	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #595-Parking Meters

I. PROJECT TYPE: Parking

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	<u>N/A</u>	Safety	<u>H</u>	Facility Cond.	<u>H</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	☒ Rebuild	<u>H</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>N/A</u>	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 2017, the City had 85 Kiosk Units and 375 single space mechanical meters in service which supported approximately 1,223 metered spaces comprised of approximately 408 metered spaces in garages, 49 metered spaces in parking lots, and 766 on-street 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 this important resource, 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Parking	Capital Transfer	0	5,000	5,000	0	7,000	0	8,000	0	9,000	0	34,000
Parking	G.O. Bonds	0	40,000	190,000	300,000	240,000	0	0	0	0	0	770,000
	Total	0	45,000	195,000	300,000	247,000	0	8,000	0	9,000	0	804,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #595-Parking Meters

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Parking G.O. Bonds	40,000	Purchase and install individual smart meters to serve 50 on-street parking spaces located on South Main Street, Dixon Ave, and Concord Street (between South Main & South State).
	Parking Capital Transfer	5,000	Meter maintenance.
		\$45,000	2019 Subtotal
2020	Parking G.O. Bonds	190,000	Install 247 +/- smart meters on sections of South State (Wall to Concord); Wall Street (South State to South); Chesley Street (Pleasant to Wall); South Street (Wall to Thompson); South Spring (Pleasant to Marshall); North State (Centre to Chapel, east side only), Montgomery Street (North State to Court), Court Street (North Main to North State), North Main (Pitman to Court Street).
	Parking Capital Transfer	5,000	Meter maintenance.
		\$195,000	2020 Subtotal
2021	Parking G.O. Bonds	300,000	Replace 375 single space mechanical meters with smart meters.
		\$300,000	2021 Subtotal
2022	Parking G.O. Bonds	240,000	Convert 85 kiosk units put into service in 2010, as well as 2015-2016 during the Complete Streets Project, to new vendor selected for smart meters. Kiosk housings to remain the same; however internal components and face plates to be replaced.
	Parking Capital Transfer	7,000	Meter maintenance.
		\$247,000	2022 Subtotal
2024	Parking Capital Transfer	8,000	Meter maintenance.
		\$8,000	2024 Subtotal
2026	Parking Capital Transfer	9,000	Meter maintenance.
		\$9,000	2026 Subtotal
TOTAL		\$804,000	

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #595-Parking Meters

**2018-2027
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 ☐ 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 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 operating and maintenance costs. Drainage infrastructure within parking 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
Other	Tax Increment Financing	0	0	0	0	0	0	0	265,000	0	0	265,000
Parking	G.O. Bonds	0	0	305,000	420,000	0	0	0	50,000	170,000	0	945,000
	Total	0	0	305,000	420,000	0	0	0	315,000	170,000	0	1,210,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #596-Surface Lots

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Parking G.O. Bonds	305,000	Reconstruction of the parking lot adjacent to the Police Department.
		<u>\$305,000</u>	2020 Subtotal
2021	Parking G.O. Bonds	295,000	Reconstruction of the City Hall / Auditorium parking lot.
	Parking G.O. Bonds	125,000	Reconstruction of the surface parking lot adjacent to the Library.
		<u>\$420,000</u>	2021 Subtotal
2025	Other Tax Increment Financing	265,000	Penacook TIF portion.
	Parking G.O. Bonds	50,000	Reconstruct the Canal Street Parking Lot.
		<u>\$315,000</u>	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).
		<u>\$170,000</u>	2026 Subtotal
	TOTAL	<u>\$1,210,000</u>	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #598-TASER Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION:

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: TASER unit replacement.

SERVICE IMPACT: In 2008, the Police Department acquired 24 Taser units. As of FY2018, these units will be at the end of their useful life. In addition, the Department desires to acquire additional units in the future so each patrolman will have a dedicated Taser assigned to them.

IMPACT IF NOT FUNDED: The Taser model currently in use by the Police Department is being phased out. There is no support or replacements parts that will be available. Unreliable Tasers could jeopardize the safety of officers and the general public.

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	45,000	40,000	0	0	0	0	0	0	0	0	85,000
	Total	45,000	40,000	0	0	0	0	0	0	0	0	85,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	45,000	Phase 1 of 2. Replace 24 TASERs which were put into service in 2008.
		\$45,000	2018 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#598-TASER Replacement	
2019	General G.O. Bonds	40,000	Phase 2 of 2. Purchase 20 additional TASER units.
		<u>\$40,000</u>	2019 Subtotal
	TOTAL	<u>\$85,000</u>	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #599-Zoning Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The current trend in Planning is to shift the regulatory focus away from land use based zoning to form-based zoning, the intent of which is to enhance the appearance and character of the community rather than tightly control land uses. The purpose of this project is to utilize these methods to update Concord's Zoning Ordinance to a Form Based Code template, create new Form Based Code Districts, particularly for downtown Concord and Penacook, and minimize the need for zoning variances in both commercial and residential districts. The project will include community outreach, as well as planning for future form based districts.

SERVICE IMPACT: The revision of the ordinance is intended to improve the development review and approval process, encourage redevelopment, and minimize the need for variances for both residential and nonresidential property owners. It should also simplify and enhance the ordinance by making it a more engaging and user friendly document.

IMPACT IF NOT FUNDED: Implementing solutions to improve the development process and potentially spur redevelopment will be delayed. In addition, an incremental piecemeal approach for updating the ordinances and regulations, which would likely prove to be more expensive in the long-term, would need to be pursued.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20 Expected Bond Term (in Years) 1

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	100,000	100,000	0	0	0	0	0	0	0	0	200,000
General	Capital Transfer	0	0	0	0	60,000	0	0	0	0	0	60,000
	Total	100,000	100,000	0	0	60,000	0	0	0	0	0	260,000

CITY OF CONCORD, NEW HAMPSHIRE

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #599-Zoning Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2018	General G.O. Bonds	100,000	Phase 1 of 2. Zoning Ordinance update (creation of a Form Based Code). Focus on Downtown Concord and Penacook Village.
		\$100,000	2018 Subtotal
2019	General G.O. Bonds	100,000	Phase 2 of 2. Zoning Ordinance update (creation of a Form Based Code). Focus on Downtown Concord and Penacook Village.
		\$100,000	2019 Subtotal
2022	General Capital Transfer	60,000	Potential expansion of Form Based Code Zoning Regulations to the Heights Commercial District, Opportunity Corridor, as well as other residential and commercial districts pending the outcome of Form Based Code amendments undertake during FY2018/2019.
		\$60,000	2022 Subtotal
TOTAL		\$260,000	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #601-Design Guidelines Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Architectural Design Review is required by the Planning Board as part of major site plan applications. The City's current Architectural Design Guidelines were adopted in 1990 and are very outdated. The Architectural Design Review Committee and Planning Board currently have no definitive guide for reviewing applications, other than subjective determinations of neighborhood or corridor compatibility. The updated guidelines should provide more objective criteria for granting approvals.

SERVICE IMPACT: Updated Design Review Guidelines will provide better direction for applicants with regard to layout, design, and architectural features, for proposed developments thereby improving consistency and predictability for applicants with regard to the City's development permitting processes.

IMPACT IF NOT FUNDED: The design review and approval process will continue to be characterized by more subjective and potentially inconsistent determinations.

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	Capital Transfer	0	0	0	0	30,000	0	0	0	0	0	30,000
	Total	0	0	0	0	30,000	0	0	0	0	0	30,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #601-Design Guidelines Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General Capital Transfer	30,000	Architectural Design Review Guidelines update.
		\$30,000	2022 Subtotal
	TOTAL	\$30,000	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #602-Iron Works Road Bridge Replacement Project

I. PROJECT TYPE: Bridges

II. LOCATION: Iron Works Road over Turkey River

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ 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 purpose of this project is to replace the existing bridge on Iron Works Road over the Turkey River. The present deck, superstructure, and substructure are in poor to serious condition due to a number of structurally deficient components. This bridge is municipally owned and is eligible for State Municipal Bridge Aid Program funds (80% State, 20% Local).

SERVICE IMPACT: Continue use for public travel. Replacement bridge to meet all current standards.

IMPACT IF NOT FUNDED: If the bridge is not repaired / replaced, it could become subject to load restrictions or closure.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2017

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	400,000	0	400,000
Other	State	0	0	0	0	0	0	0	0	1,600,000	0	1,600,000
	Total	0	0	0	0	0	0	0	0	2,000,000	0	2,000,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #602-Iron Works Road Bridge Replacement Project

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other State	1,600,000	Design and construction of new bridge. State share (80%) of total project cost.
	General G.O. Bonds	400,000	City share (20%) of total project cost.
		\$2,000,000	2026 Subtotal
	TOTAL		
		\$2,000,000	

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #603-Washington Street Bridge Replacement Project

I. PROJECT TYPE: Bridges

II. LOCATION: Washington Street (P) over the Canal Inlet

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	H	Facility Cond.	N/A	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	H	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to replace the existing bridge on Washington Street in Penacook Village over the Canal Inlet at the Contoocook River. The present deck, superstructure, and substructure are in poor to serious condition due to a number of structurally deficient components. This bridge is municipally owned and is eligible for State Municipal Bridge Aid Program funds (80% State, 20% Local).

SERVICE IMPACT: Continue use for public travel. Replacement bridge to meet all current standards.

IMPACT IF NOT FUNDED: If the bridge is not repaired / replaced, it could become subject to load restrictions or closure.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2017

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	400,000	400,000
Other	State	0	0	0	0	0	0	0	0	0	1,600,000	1,600,000
	Total	0	0	0	0	0	0	0	0	0	2,000,000	2,000,000

**2018-2027
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #603-Washington Street Bridge Replacement Project

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Other State	1,600,000	Design and construction of new bridge. State share (80%) of total project cost.
	General G.O. Bonds	400,000	City share (20%) of total project cost.
		\$2,000,000	2027 Subtotal
	TOTAL		
		\$2,000,000	

2017 AFSCME 2.25% WAGE SCHEDULE

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$10.30	\$10.55	\$10.83	\$11.08	\$11.36	\$11.64	\$11.92	\$12.26	\$12.56	\$12.85	\$13.18	\$13.50	\$13.83	\$14.18	\$14.56	\$14.92
	\$412.00	\$422.00	\$433.20	\$443.20	\$454.40	\$465.60	\$476.80	\$490.40	\$502.40	\$514.00	\$527.20	\$540.00	\$553.20	\$567.20	\$582.40	\$596.80
	\$21,424.00	\$21,944.00	\$22,526.40	\$23,046.40	\$23,628.80	\$24,211.20	\$24,793.60	\$25,500.80	\$26,124.80	\$26,728.00	\$27,414.40	\$28,080.00	\$28,766.40	\$29,494.40	\$30,284.80	\$31,033.60
2	\$10.83	\$11.08	\$11.36	\$11.64	\$11.92	\$12.26	\$12.56	\$12.85	\$13.18	\$13.50	\$13.83	\$14.18	\$14.56	\$14.92	\$15.29	\$15.65
	\$433.20	\$443.20	\$454.40	\$465.60	\$476.80	\$490.40	\$502.40	\$514.00	\$527.20	\$540.00	\$553.20	\$567.20	\$582.40	\$596.80	\$611.60	\$626.00
	\$22,526.40	\$23,046.40	\$23,628.80	\$24,211.20	\$24,793.60	\$25,500.80	\$26,124.80	\$26,728.00	\$27,414.40	\$28,080.00	\$28,766.40	\$29,494.40	\$30,284.80	\$31,033.60	\$31,803.20	\$32,552.00
3	\$11.36	\$11.64	\$11.92	\$12.26	\$12.56	\$12.85	\$13.18	\$13.50	\$13.83	\$14.18	\$14.56	\$14.92	\$15.29	\$15.65	\$16.04	\$16.43
	\$454.40	\$465.60	\$476.80	\$490.40	\$502.40	\$514.00	\$527.20	\$540.00	\$553.20	\$567.20	\$582.40	\$596.80	\$611.60	\$626.00	\$641.60	\$657.20
	\$23,628.80	\$24,211.20	\$24,793.60	\$25,500.80	\$26,124.80	\$26,728.00	\$27,414.40	\$28,080.00	\$28,766.40	\$29,494.40	\$30,284.80	\$31,033.60	\$31,803.20	\$32,552.00	\$33,363.20	\$34,174.40
4	\$11.92	\$12.26	\$12.56	\$12.85	\$13.18	\$13.50	\$13.83	\$14.18	\$14.56	\$14.92	\$15.29	\$15.65	\$16.04	\$16.43	\$16.87	\$17.28
	\$476.80	\$490.40	\$502.40	\$514.00	\$527.20	\$540.00	\$553.20	\$567.20	\$582.40	\$596.80	\$611.60	\$626.00	\$641.60	\$657.20	\$674.80	\$691.20
	\$24,793.60	\$25,500.80	\$26,124.80	\$26,728.00	\$27,414.40	\$28,080.00	\$28,766.40	\$29,494.40	\$30,284.80	\$31,033.60	\$31,803.20	\$32,552.00	\$33,363.20	\$34,174.40	\$35,089.60	\$35,942.40
5	\$12.56	\$12.85	\$13.18	\$13.50	\$13.83	\$14.18	\$14.56	\$14.92	\$15.29	\$15.65	\$16.04	\$16.43	\$16.87	\$17.28	\$17.72	\$18.14
	\$502.40	\$514.00	\$527.20	\$540.00	\$553.20	\$567.20	\$582.40	\$596.80	\$611.60	\$626.00	\$641.60	\$657.20	\$674.80	\$691.20	\$708.80	\$725.60
	\$26,124.80	\$26,728.00	\$27,414.40	\$28,080.00	\$28,766.40	\$29,494.40	\$30,284.80	\$31,033.60	\$31,803.20	\$32,552.00	\$33,363.20	\$34,174.40	\$35,089.60	\$35,942.40	\$36,857.60	\$37,731.20
6	\$13.18	\$13.50	\$13.83	\$14.18	\$14.56	\$14.92	\$15.29	\$15.65	\$16.04	\$16.43	\$16.87	\$17.28	\$17.72	\$18.14	\$18.60	\$19.09
	\$527.20	\$540.00	\$553.20	\$567.20	\$582.40	\$596.80	\$611.60	\$626.00	\$641.60	\$657.20	\$674.80	\$691.20	\$708.80	\$725.60	\$744.00	\$763.60
	\$27,414.40	\$28,080.00	\$28,766.40	\$29,494.40	\$30,284.80	\$31,033.60	\$31,803.20	\$32,552.00	\$33,363.20	\$34,174.40	\$35,089.60	\$35,942.40	\$36,857.60	\$37,731.20	\$38,688.00	\$39,707.20
7	\$13.83	\$14.18	\$14.56	\$14.92	\$15.29	\$15.65	\$16.04	\$16.43	\$16.87	\$17.28	\$17.72	\$18.14	\$18.60	\$19.09	\$19.56	\$20.06
	\$553.20	\$567.20	\$582.40	\$596.80	\$611.60	\$626.00	\$641.60	\$657.20	\$674.80	\$691.20	\$708.80	\$725.60	\$744.00	\$763.60	\$782.40	\$802.40
	\$28,766.40	\$29,494.40	\$30,284.80	\$31,033.60	\$31,803.20	\$32,552.00	\$33,363.20	\$34,174.40	\$35,089.60	\$35,942.40	\$36,857.60	\$37,731.20	\$38,688.00	\$39,707.20	\$40,684.80	\$41,724.80
8	\$14.56	\$14.92	\$15.29	\$15.65	\$16.04	\$16.43	\$16.87	\$17.28	\$17.72	\$18.14	\$18.60	\$19.09	\$19.56	\$20.06	\$20.55	\$21.05
	\$582.40	\$596.80	\$611.60	\$626.00	\$641.60	\$657.20	\$674.80	\$691.20	\$708.80	\$725.60	\$744.00	\$763.60	\$782.40	\$802.40	\$822.00	\$842.00
	\$30,284.80	\$31,033.60	\$31,803.20	\$32,552.00	\$33,363.20	\$34,174.40	\$35,089.60	\$35,942.40	\$36,857.60	\$37,731.20	\$38,688.00	\$39,707.20	\$40,684.80	\$41,724.80	\$42,744.00	\$43,784.00
9	\$15.29	\$15.65	\$16.04	\$16.43	\$16.87	\$17.28	\$17.72	\$18.14	\$18.60	\$19.09	\$19.56	\$20.06	\$20.55	\$21.05	\$21.60	\$22.12
	\$611.60	\$626.00	\$641.60	\$657.20	\$674.80	\$691.20	\$708.80	\$725.60	\$744.00	\$763.60	\$782.40	\$802.40	\$822.00	\$842.00	\$864.00	\$884.80
	\$31,803.20	\$32,552.00	\$33,363.20	\$34,174.40	\$35,089.60	\$35,942.40	\$36,857.60	\$37,731.20	\$38,688.00	\$39,707.20	\$40,684.80	\$41,724.80	\$42,744.00	\$43,784.00	\$44,928.00	\$46,009.60
10	\$16.04	\$16.43	\$16.87	\$17.28	\$17.72	\$18.14	\$18.60	\$19.09	\$19.56	\$20.06	\$20.55	\$21.05	\$21.60	\$22.12	\$22.67	\$23.24
	\$641.60	\$657.20	\$674.80	\$691.20	\$708.80	\$725.60	\$744.00	\$763.60	\$782.40	\$802.40	\$822.00	\$842.00	\$864.00	\$884.80	\$906.80	\$929.60
	\$33,363.20	\$34,174.40	\$35,089.60	\$35,942.40	\$36,857.60	\$37,731.20	\$38,688.00	\$39,707.20	\$40,684.80	\$41,724.80	\$42,744.00	\$43,784.00	\$44,928.00	\$46,009.60	\$47,153.60	\$48,339.20
11	\$16.87	\$17.28	\$17.72	\$18.14	\$18.60	\$19.09	\$19.56	\$20.06	\$20.55	\$21.05	\$21.60	\$22.12	\$22.67	\$23.24	\$23.82	\$24.42
	\$674.80	\$691.20	\$708.80	\$725.60	\$744.00	\$763.60	\$782.40	\$802.40	\$822.00	\$842.00	\$864.00	\$884.80	\$906.80	\$929.60	\$952.80	\$976.80
	\$35,089.60	\$35,942.40	\$36,857.60	\$37,731.20	\$38,688.00	\$39,707.20	\$40,684.80	\$41,724.80	\$42,744.00	\$43,784.00	\$44,928.00	\$46,009.60	\$47,153.60	\$48,339.20	\$49,545.60	\$50,793.60
12	\$17.72	\$18.14	\$18.60	\$19.09	\$19.56	\$20.06	\$20.55	\$21.05	\$21.60	\$22.12	\$22.67	\$23.24	\$23.82	\$24.42	\$25.03	\$25.66
	\$708.80	\$725.60	\$744.00	\$763.60	\$782.40	\$802.40	\$822.00	\$842.00	\$864.00	\$884.80	\$906.80	\$929.60	\$952.80	\$976.80	\$1,001.20	\$1,026.40
	\$36,857.60	\$37,731.20	\$38,688.00	\$39,707.20	\$40,684.80	\$41,724.80	\$42,744.00	\$43,784.00	\$44,928.00	\$46,009.60	\$47,153.60	\$48,339.20	\$49,545.60	\$50,793.60	\$52,062.40	\$53,372.80
13	\$18.60	\$19.09	\$19.56	\$20.06	\$20.55	\$21.05	\$21.60	\$22.12	\$22.67	\$23.24	\$23.82	\$24.42	\$25.03	\$25.66	\$26.31	\$26.96
	\$744.00	\$763.60	\$782.40	\$802.40	\$822.00	\$842.00	\$864.00	\$884.80	\$906.80	\$929.60	\$952.80	\$976.80	\$1,001.20	\$1,026.40	\$1,052.40	\$1,078.40
	\$38,688.00	\$39,707.20	\$40,684.80	\$41,724.80	\$42,744.00	\$43,784.00	\$44,928.00	\$46,009.60	\$47,153.60	\$48,339.20	\$49,545.60	\$50,793.60	\$52,062.40	\$53,372.80	\$54,724.80	\$56,076.80
14	\$19.56	\$20.06	\$20.55	\$21.05	\$21.60	\$22.12	\$22.67	\$23.24	\$23.82	\$24.42	\$25.03	\$25.66	\$26.31	\$26.96	\$27.63	\$28.33
	\$782.40	\$802.40	\$822.00	\$842.00	\$864.00	\$884.80	\$906.80	\$929.60	\$952.80	\$976.80	\$1,001.20	\$1,026.40	\$1,052.40	\$1,078.40	\$1,105.20	\$1,133.20
	\$40,684.80	\$41,724.80	\$42,744.00	\$43,784.00	\$44,928.00	\$46,009.60	\$47,153.60	\$48,339.20	\$49,545.60	\$50,793.60	\$52,062.40	\$53,372.80	\$54,724.80	\$56,076.80	\$57,470.40	\$58,926.40
15	\$20.55	\$21.05	\$21.60	\$22.12	\$22.67	\$23.24	\$23.82	\$24.42	\$25.03	\$25.66	\$26.31	\$26.96	\$27.63	\$28.33	\$29.03	\$29.74
	\$822.00	\$842.00	\$864.00	\$884.80	\$906.80	\$929.60	\$952.80	\$976.80	\$1,001.20	\$1,026.40	\$1,052.40	\$1,078.40	\$1,105.20	\$1,133.20	\$1,161.20	\$1,189.60
	\$42,744.00	\$43,784.00	\$44,928.00	\$46,009.60	\$47,153.60	\$48,339.20	\$49,545.60	\$50,793.60	\$52,062.40	\$53,372.80	\$54,724.80	\$56,076.80	\$57,470.40	\$58,926.40	\$60,382.40	\$61,859.20
16	\$21.60	\$22.12	\$22.67	\$23.24	\$23.82	\$24.42	\$25.03	\$25.66	\$26.31	\$26.96	\$27.63	\$28.33	\$29.03	\$29.74	\$30.51	\$31.27
	\$864.00	\$884.80	\$906.80	\$929.60	\$952.80	\$976.80	\$1,001.20	\$1,026.40	\$1,052.40	\$1,078.40	\$1,105.20	\$1,133.20	\$1,161.20	\$1,189.60	\$1,220.40	\$1,250.80
	\$44,928.00	\$46,009.60	\$47,153.60	\$48,339.20	\$49,545.60	\$50,793.60	\$52,062.40	\$53,372.80	\$54,724.80	\$56,076.80	\$57,470.40	\$58,926.40	\$60,382.40	\$61,859.20	\$63,460.80	\$65,041.60

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
18	\$23.75	\$24.34	\$24.96	\$25.57	\$26.23	\$26.89	\$27.55	\$28.23	\$28.94	\$29.67	\$30.40	\$31.16	\$31.95	\$32.74	\$33.58	\$34.40
40 Hr.	\$949.97	\$973.75	\$998.35	\$1,022.95	\$1,049.19	\$1,075.43	\$1,102.08	\$1,129.14	\$1,157.43	\$1,186.95	\$1,216.06	\$1,246.40	\$1,277.97	\$1,309.54	\$1,343.16	\$1,375.96
ALSO	\$49,398.44	\$50,635.00	\$51,914.20	\$53,193.40	\$54,557.88	\$55,922.36	\$57,308.16	\$58,715.28	\$60,186.36	\$61,721.40	\$63,235.12	\$64,812.80	\$66,454.44	\$68,096.08	\$69,844.32	\$71,549.92
19	\$24.96	\$25.57	\$26.23	\$26.89	\$27.55	\$28.23	\$28.94	\$29.67	\$30.40	\$31.16	\$31.95	\$32.74	\$33.58	\$34.40	\$35.27	\$36.13
40 Hr.	\$998.35	\$1,022.95	\$1,049.19	\$1,075.43	\$1,102.08	\$1,129.14	\$1,157.43	\$1,186.95	\$1,216.06	\$1,246.40	\$1,277.97	\$1,309.54	\$1,343.16	\$1,375.96	\$1,410.81	\$1,445.25
FATS	\$51,914.20	\$53,193.40	\$54,557.88	\$55,922.36	\$57,308.16	\$58,715.28	\$60,186.36	\$61,721.40	\$63,235.12	\$64,812.80	\$66,454.44	\$68,096.08	\$69,844.32	\$71,549.92	\$73,362.12	\$75,153.00
20	\$26.23	\$26.89	\$27.55	\$28.23	\$28.94	\$29.67	\$30.40	\$31.16	\$31.95	\$32.74	\$33.58	\$34.40	\$35.27	\$36.13	\$37.04	\$37.98
40 Hr.	\$1,049.19	\$1,075.43	\$1,102.08	\$1,129.14	\$1,157.43	\$1,186.95	\$1,216.06	\$1,246.40	\$1,277.97	\$1,309.54	\$1,343.16	\$1,375.96	\$1,410.81	\$1,445.25	\$1,481.74	\$1,519.05
O/Com S	\$54,557.88	\$55,922.36	\$57,308.16	\$58,715.28	\$60,186.36	\$61,721.40	\$63,235.12	\$64,812.80	\$66,454.44	\$68,096.08	\$69,844.32	\$71,549.92	\$73,362.12	\$75,153.00	\$77,050.48	\$78,990.60
18	\$23.75	\$24.34	\$24.96	\$25.57	\$26.23	\$26.89	\$27.55	\$28.23	\$28.94	\$29.67	\$30.40	\$31.16	\$31.95	\$32.74	\$33.58	\$34.40
42 Hr.	\$997.47	\$1,022.44	\$1,048.27	\$1,074.10	\$1,101.65	\$1,129.20	\$1,157.18	\$1,185.60	\$1,215.30	\$1,246.30	\$1,276.86	\$1,308.72	\$1,341.87	\$1,375.02	\$1,410.32	\$1,444.76
LT.	\$51,868.36	\$53,166.75	\$54,509.91	\$55,853.07	\$57,285.77	\$58,718.48	\$60,173.57	\$61,651.04	\$63,195.68	\$64,807.47	\$66,396.88	\$68,053.44	\$69,777.16	\$71,500.88	\$73,336.54	\$75,127.42
19	\$24.96	\$25.57	\$26.23	\$26.89	\$27.55	\$28.23	\$28.94	\$29.67	\$30.40	\$31.16	\$31.95	\$32.74	\$33.58	\$34.40	\$35.27	\$36.13
42 Hr.	\$1,048.27	\$1,074.10	\$1,101.65	\$1,129.20	\$1,157.18	\$1,185.60	\$1,215.30	\$1,246.30	\$1,276.86	\$1,308.72	\$1,341.87	\$1,375.02	\$1,410.32	\$1,444.76	\$1,481.35	\$1,517.51
P/Lt.	\$54,509.91	\$55,853.07	\$57,285.77	\$58,718.48	\$60,173.57	\$61,651.04	\$63,195.68	\$64,807.47	\$66,396.88	\$68,053.44	\$69,777.16	\$71,500.88	\$73,336.54	\$75,127.42	\$77,030.23	\$78,910.65
20	\$26.23	\$26.89	\$27.55	\$28.23	\$28.94	\$29.67	\$30.40	\$31.16	\$31.95	\$32.74	\$33.58	\$34.40	\$35.27	\$36.13	\$37.04	\$37.98
42 Hr.	\$1,101.65	\$1,129.20	\$1,157.18	\$1,185.60	\$1,215.30	\$1,246.30	\$1,276.86	\$1,308.72	\$1,341.87	\$1,375.02	\$1,410.32	\$1,444.76	\$1,481.35	\$1,517.51	\$1,555.83	\$1,595.00
Captain	\$57,285.77	\$58,718.48	\$60,173.57	\$61,651.04	\$63,195.68	\$64,807.47	\$66,396.88	\$68,053.44	\$69,777.16	\$71,500.88	\$73,336.54	\$75,127.42	\$77,030.23	\$78,910.65	\$80,903.00	\$82,940.13
21	\$28.94	\$29.67	\$30.40	\$31.16	\$31.95	\$32.74	\$33.58	\$34.40	\$35.27	\$36.13	\$37.04	\$37.98	\$38.94	\$39.89	\$40.90	\$41.91
42 Hr.	\$1,215.30	\$1,246.30	\$1,276.86	\$1,308.72	\$1,341.87	\$1,375.02	\$1,410.32	\$1,444.76	\$1,481.35	\$1,517.51	\$1,555.83	\$1,595.00	\$1,635.47	\$1,675.51	\$1,717.70	\$1,760.31
B/C	\$63,195.68	\$64,807.47	\$66,396.88	\$68,053.44	\$69,777.16	\$71,500.88	\$73,336.54	\$75,127.42	\$77,030.23	\$78,910.65	\$80,903.00	\$82,940.13	\$85,044.41	\$87,126.31	\$89,320.14	\$91,536.35

CPPA WAGE SCHEDULE

2.50%

Effective 1/1/2017	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 3% MPO	MAX+ 3% MPO +3% 20 YR
Hourly	\$ 23.37	\$ 24.77	\$ 26.26	\$ 27.84	\$ 29.52	\$ 31.27	\$ 31.27	\$ 32.21	\$ 32.21
Weekly	\$ 934.80	\$ 990.80	\$ 1,050.40	\$ 1,113.60	\$ 1,180.80	\$ 1,250.80	\$ 1,250.80	\$ 1,288.40	\$ 1,288.40
Yearly	\$ 48,609.60	\$ 51,521.60	\$ 54,620.80	\$ 57,907.20	\$ 61,401.60	\$ 65,041.60	\$ 65,041.60	\$ 66,996.80	\$ 66,996.80
Merit 3%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,951.25	\$ 2,009.90	\$ 2,009.90
Market Adjustment 3%							\$ -	\$ -	\$ 2,009.90
Total Yearly	\$ 48,609.60	\$ 51,521.60	\$ 54,620.80	\$ 57,907.20	\$ 61,401.60	\$ 65,041.60	\$ 66,992.85	\$ 69,006.70	\$ 71,016.60

DEU 7%

Effective 1/1/2017	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 3% MPO	MAX+ 3% MPO +3% 20 YR
Hourly	\$ 25.01	\$ 26.50	\$ 28.10	\$ 29.79	\$ 31.59	\$ 33.46	\$ 33.46	\$ 34.46	\$ 34.46
Weekly	\$ 1,000.40	\$ 1,060.00	\$ 1,124.00	\$ 1,191.60	\$ 1,263.60	\$ 1,338.40	\$ 1,338.40	\$ 1,378.40	\$ 1,378.40
Yearly	\$ 52,020.80	\$ 55,120.00	\$ 58,448.00	\$ 61,963.20	\$ 65,707.20	\$ 69,596.80	\$ 69,596.80	\$ 71,676.80	\$ 71,676.80
Merit 3%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,087.90	\$ 2,150.30	\$ 2,150.30
Market Adjustment 3%							\$ -	\$ -	\$ 2,150.30
Total Yearly	\$ 52,020.80	\$ 55,120.00	\$ 58,448.00	\$ 61,963.20	\$ 65,707.20	\$ 69,596.80	\$ 71,684.70	\$ 73,827.10	\$ 75,977.40

CID 1.5%

Effective 1/1/2017	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 3% MPO	MAX+ 3% MPO +3% 20 YR
Hourly	\$ 23.72	\$ 25.14	\$ 26.65	\$ 28.26	\$ 29.96	\$ 31.74	\$ 31.74	\$ 32.69	\$ 32.69
Weekly	\$ 948.80	\$ 1,005.60	\$ 1,066.00	\$ 1,130.40	\$ 1,198.40	\$ 1,269.60	\$ 1,269.60	\$ 1,307.60	\$ 1,307.60
Yearly	\$ 49,337.60	\$ 52,291.20	\$ 55,432.00	\$ 58,780.80	\$ 62,316.80	\$ 66,019.20	\$ 66,019.20	\$ 67,995.20	\$ 67,995.20
Merit 3%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,980.58	\$ 2,039.86	\$ 2,039.86
Market Adjustment 3%							\$ -	\$ -	\$ 2,039.86
Total Yearly	\$ 49,337.60	\$ 52,291.20	\$ 55,432.00	\$ 58,780.80	\$ 62,316.80	\$ 66,019.20	\$ 67,999.78	\$ 70,035.06	\$ 72,074.92

Effective 1/1/2017 - 2.5% COLA, Blended (Adjusted) rate for sworn positions. Parking Supervisor Position based on NC COLA in 2/2016.

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	\$22.72	\$23.40	\$24.10	\$24.82	\$25.56	\$26.33	\$27.13	\$27.95	\$28.77	\$29.63	\$29.63
Weekly	\$908.80	\$936.00	\$964.00	\$992.80	\$1,022.40	\$1,053.20	\$1,085.20	\$1,118.00	\$1,150.80	\$1,185.20	\$1,185.20
Yearly	\$47,257.60	\$48,672.00	\$50,128.00	\$51,625.60	\$53,164.80	\$54,766.40	\$56,430.40	\$58,136.00	\$59,841.60	\$61,630.40	\$61,630.40
Merit											\$1,848.91
Yearly *											\$63,479.31

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	\$29.02	\$29.89	\$30.77	\$31.73	\$32.67	\$33.63	\$34.60	\$35.68	\$36.76	\$37.86	\$37.86
Weekly	\$1,160.80	\$1,195.60	\$1,230.80	\$1,269.20	\$1,306.80	\$1,345.20	\$1,384.00	\$1,427.20	\$1,470.40	\$1,514.40	\$1,514.40
Yearly	\$60,361.60	\$62,171.20	\$64,001.60	\$65,998.40	\$67,953.60	\$69,950.40	\$71,968.00	\$74,214.40	\$76,460.80	\$78,748.80	\$78,748.80
Merit											\$2,362.46
Yearly *											\$81,111.26

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	\$30.10	\$30.98	\$31.87	\$32.80	\$33.74	\$34.73	\$35.70	\$36.75	\$37.85	\$38.95	\$38.95
Weekly	\$1,204.00	\$1,239.20	\$1,274.80	\$1,312.00	\$1,349.60	\$1,389.20	\$1,428.00	\$1,470.00	\$1,514.00	\$1,558.00	\$1,558.00
Yearly	\$62,608.00	\$64,438.40	\$66,289.60	\$68,224.00	\$70,179.20	\$72,238.40	\$74,256.00	\$76,440.00	\$78,728.00	\$81,016.00	\$81,016.00
Merit											\$2,430.48
Yearly *											\$83,446.48

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	\$30.48	\$31.39	\$32.31	\$33.30	\$34.31	\$35.31	\$36.34	\$37.46	\$38.61	\$39.75	\$39.75
Weekly	\$1,219.20	\$1,255.60	\$1,292.40	\$1,332.00	\$1,372.40	\$1,412.40	\$1,453.60	\$1,498.40	\$1,544.40	\$1,590.00	\$1,590.00
Yearly	\$63,398.40	\$65,291.20	\$67,204.80	\$69,264.00	\$71,364.80	\$73,444.80	\$75,587.20	\$77,916.80	\$80,308.80	\$82,680.00	\$82,680.00
Merit											\$2,480.40
Yearly *											\$85,160.40

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	\$31.55	\$32.47	\$33.42	\$34.41	\$35.38	\$36.41	\$37.44	\$38.54	\$39.69	\$40.85	\$40.85
Weekly	\$1,262.00	\$1,298.80	\$1,336.80	\$1,376.40	\$1,415.20	\$1,456.40	\$1,497.60	\$1,541.60	\$1,587.60	\$1,634.00	\$1,634.00
Yearly	\$65,624.00	\$67,537.60	\$69,513.60	\$71,572.80	\$73,590.40	\$75,732.80	\$77,875.20	\$80,163.20	\$82,555.20	\$84,968.00	\$84,968.00
Merit											\$2,549.04
Yearly *											\$87,517.04

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	\$33.56	\$34.53	\$35.61	\$36.66	\$37.73	\$38.89	\$40.07	\$41.29	\$42.51	\$43.77	\$43.77
Weekly	\$1,342.40	\$1,381.20	\$1,424.40	\$1,466.40	\$1,509.20	\$1,555.60	\$1,602.80	\$1,651.60	\$1,700.40	\$1,750.80	\$1,750.80
Yearly	\$69,804.80	\$71,822.40	\$74,068.80	\$76,252.80	\$78,478.40	\$80,891.20	\$83,345.60	\$85,883.20	\$88,420.80	\$91,041.60	\$91,041.60
Merit											\$2,731.25
Yearly *											\$93,772.85

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	\$34.63	\$35.63	\$36.67	\$37.77	\$38.81	\$39.98	\$41.15	\$42.36	\$43.59	\$44.85	\$44.85
Weekly	\$1,385.20	\$1,425.20	\$1,466.80	\$1,510.80	\$1,552.40	\$1,599.20	\$1,646.00	\$1,694.40	\$1,743.60	\$1,794.00	\$1,794.00
Yearly	\$72,030.40	\$74,110.40	\$76,273.60	\$78,561.60	\$80,724.80	\$83,158.40	\$85,592.00	\$88,108.80	\$90,667.20	\$93,288.00	\$93,288.00
Merit											\$2,798.64
Yearly *											\$96,086.64

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						

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
12	\$17.23	\$17.65	\$18.10	\$18.55	\$19.01	\$19.50	\$19.98	\$20.48	\$20.99	\$21.50	\$22.05	\$22.60	\$23.17	\$23.75	\$24.35	\$24.95
Dispatcher	\$689.21	\$706.02	\$724.06	\$742.10	\$760.55	\$779.82	\$799.09	\$819.18	\$839.68	\$860.18	\$881.91	\$904.05	\$926.60	\$949.97	\$974.16	\$997.94
40 Hr.	\$35,838.92	\$36,713.04	\$37,651.12	\$38,589.20	\$39,548.60	\$40,550.64	\$41,552.68	\$42,597.36	\$43,663.36	\$44,729.36	\$45,859.32	\$47,010.60	\$48,183.20	\$49,398.44	\$50,656.32	\$51,892.88
13	\$18.10	\$18.55	\$19.01	\$19.50	\$19.98	\$20.48	\$20.99	\$21.50	\$22.05	\$22.60	\$23.17	\$23.75	\$24.35	\$24.95	\$25.58	\$26.22
Lead Dispatcher	\$724.06	\$742.10	\$760.55	\$779.82	\$799.09	\$819.18	\$839.68	\$860.18	\$881.91	\$904.05	\$926.60	\$949.97	\$974.16	\$997.94	\$1,023.36	\$1,048.78
40 Hr.	\$37,651.12	\$38,589.20	\$39,548.60	\$40,550.64	\$41,552.68	\$42,597.36	\$43,663.36	\$44,729.36	\$45,859.32	\$47,010.60	\$48,183.20	\$49,398.44	\$50,656.32	\$51,892.88	\$53,214.72	\$54,536.56
16	\$20.99	\$21.50	\$22.05	\$22.60	\$23.17	\$23.75	\$24.35	\$24.95	\$25.58	\$26.22	\$26.87	\$27.54	\$28.23	\$28.94	\$29.66	\$30.40
FATT	\$839.68	\$860.18	\$881.91	\$904.05	\$926.60	\$949.97	\$974.16	\$997.94	\$1,023.36	\$1,048.78	\$1,074.61	\$1,101.67	\$1,129.14	\$1,157.43	\$1,186.54	\$1,216.06
40 Hr.	\$43,663.36	\$44,729.36	\$45,859.32	\$47,010.60	\$48,183.20	\$49,398.44	\$50,656.32	\$51,892.88	\$53,214.72	\$54,536.56	\$55,879.72	\$57,286.84	\$58,715.28	\$60,186.36	\$61,700.08	\$63,235.12
15	\$19.98	\$20.48	\$20.99	\$21.50	\$22.05	\$22.60	\$23.17	\$23.75	\$24.35	\$24.95	\$25.58	\$26.22	\$26.87	\$27.54	\$28.23	\$28.94
FF	\$839.04	\$860.14	\$881.66	\$903.19	\$926.01	\$949.25	\$972.93	\$997.47	\$1,022.87	\$1,047.84	\$1,074.53	\$1,101.22	\$1,128.34	\$1,156.75	\$1,185.60	\$1,215.30
42 Hr.	\$43,630.31	\$44,727.23	\$45,846.53	\$46,965.83	\$48,152.29	\$49,361.13	\$50,592.36	\$51,868.36	\$53,189.14	\$54,487.52	\$55,875.46	\$57,263.39	\$58,673.71	\$60,151.18	\$61,651.04	\$63,195.68
17	\$22.05	\$22.60	\$23.17	\$23.75	\$24.35	\$24.95	\$25.58	\$26.22	\$26.87	\$27.54	\$28.23	\$28.94	\$29.66	\$30.40	\$31.16	\$31.94
FF/P	\$926.01	\$949.25	\$972.93	\$997.47	\$1,022.87	\$1,047.84	\$1,074.53	\$1,101.22	\$1,128.34	\$1,156.75	\$1,185.60	\$1,215.30	\$1,245.87	\$1,276.86	\$1,308.72	\$1,341.44
42 Hr.	\$48,152.29	\$49,361.13	\$50,592.36	\$51,868.36	\$53,189.14	\$54,487.52	\$55,875.46	\$57,263.39	\$58,673.71	\$60,151.18	\$61,651.04	\$63,195.68	\$64,785.08	\$66,396.88	\$68,053.44	\$69,754.78

37.5 Hours

UAW Wage Schedule - 2017

Effective 2/1/17 - 2.25% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$10.13	\$10.37	\$10.64	\$10.89	\$11.18	\$11.43	\$11.72	\$12.02	\$12.34	\$12.63	\$12.97	\$13.27	\$13.61	\$13.94	\$14.27	\$14.66
	\$379.88	\$388.88	\$399.00	\$408.38	\$419.25	\$428.63	\$439.50	\$450.75	\$462.75	\$473.63	\$486.38	\$497.63	\$510.38	\$522.75	\$535.13	\$549.75
	\$19,753.76	\$20,221.76	\$20,748.00	\$21,235.76	\$21,801.00	\$22,288.76	\$22,854.00	\$23,439.00	\$24,063.00	\$24,628.76	\$25,291.76	\$25,876.76	\$26,539.76	\$27,183.00	\$27,826.76	\$28,587.00
2	\$10.64	\$10.89	\$11.18	\$11.43	\$11.72	\$12.02	\$12.34	\$12.63	\$12.97	\$13.27	\$13.61	\$13.94	\$14.27	\$14.66	\$15.03	\$15.40
	\$399.00	\$408.38	\$419.25	\$428.63	\$439.50	\$450.75	\$462.75	\$473.63	\$486.38	\$497.63	\$510.38	\$522.75	\$535.13	\$549.75	\$563.63	\$577.50
	\$20,748.00	\$21,235.76	\$21,801.00	\$22,288.76	\$22,854.00	\$23,439.00	\$24,063.00	\$24,628.76	\$25,291.76	\$25,876.76	\$26,539.76	\$27,183.00	\$27,826.76	\$28,587.00	\$29,308.76	\$30,030.00
3	\$11.18	\$11.43	\$11.72	\$12.02	\$12.34	\$12.63	\$12.97	\$13.27	\$13.61	\$13.94	\$14.27	\$14.66	\$15.03	\$15.40	\$15.79	\$16.17
	\$419.25	\$428.63	\$439.50	\$450.75	\$462.75	\$473.63	\$486.38	\$497.63	\$510.38	\$522.75	\$535.13	\$549.75	\$563.63	\$577.50	\$592.13	\$606.38
	\$21,801.00	\$22,288.76	\$22,854.00	\$23,439.00	\$24,063.00	\$24,628.76	\$25,291.76	\$25,876.76	\$26,539.76	\$27,183.00	\$27,826.76	\$28,587.00	\$29,308.76	\$30,030.00	\$30,790.76	\$31,531.76
4	\$11.72	\$12.02	\$12.34	\$12.63	\$12.97	\$13.27	\$13.61	\$13.94	\$14.27	\$14.66	\$15.03	\$15.40	\$15.79	\$16.17	\$16.58	\$17.01
	\$439.50	\$450.75	\$462.75	\$473.63	\$486.38	\$497.63	\$510.38	\$522.75	\$535.13	\$549.75	\$563.63	\$577.50	\$592.13	\$606.38	\$621.75	\$637.88
	\$22,854.00	\$23,439.00	\$24,063.00	\$24,628.76	\$25,291.76	\$25,876.76	\$26,539.76	\$27,183.00	\$27,826.76	\$28,587.00	\$29,308.76	\$30,030.00	\$30,790.76	\$31,531.76	\$32,331.00	\$33,169.76
5	\$12.34	\$12.63	\$12.97	\$13.27	\$13.61	\$13.94	\$14.27	\$14.66	\$15.03	\$15.40	\$15.79	\$16.17	\$16.58	\$17.01	\$17.44	\$17.85
	\$462.75	\$473.63	\$486.38	\$497.63	\$510.38	\$522.75	\$535.13	\$549.75	\$563.63	\$577.50	\$592.13	\$606.38	\$621.75	\$637.88	\$654.00	\$669.38
	\$24,063.00	\$24,628.76	\$25,291.76	\$25,876.76	\$26,539.76	\$27,183.00	\$27,826.76	\$28,587.00	\$29,308.76	\$30,030.00	\$30,790.76	\$31,531.76	\$32,331.00	\$33,169.76	\$34,008.00	\$34,807.76
6	\$12.97	\$13.27	\$13.61	\$13.94	\$14.27	\$14.66	\$15.03	\$15.40	\$15.79	\$16.17	\$16.58	\$17.01	\$17.44	\$17.85	\$18.29	\$18.74
	\$486.38	\$497.63	\$510.38	\$522.75	\$535.13	\$549.75	\$563.63	\$577.50	\$592.13	\$606.38	\$621.75	\$637.88	\$654.00	\$669.38	\$685.88	\$702.75
	\$25,291.76	\$25,876.76	\$26,539.76	\$27,183.00	\$27,826.76	\$28,587.00	\$29,308.76	\$30,030.00	\$30,790.76	\$31,531.76	\$32,331.00	\$33,169.76	\$34,008.00	\$34,807.76	\$35,665.76	\$36,543.00
7	\$13.61	\$13.94	\$14.27	\$14.66	\$15.03	\$15.40	\$15.79	\$16.17	\$16.58	\$17.01	\$17.44	\$17.85	\$18.29	\$18.74	\$19.23	\$19.71
	\$510.38	\$522.75	\$535.13	\$549.75	\$563.63	\$577.50	\$592.13	\$606.38	\$621.75	\$637.88	\$654.00	\$669.38	\$685.88	\$702.75	\$721.13	\$739.13
	\$26,539.76	\$27,183.00	\$27,826.76	\$28,587.00	\$29,308.76	\$30,030.00	\$30,790.76	\$31,531.76	\$32,331.00	\$33,169.76	\$34,008.00	\$34,807.76	\$35,665.76	\$36,543.00	\$37,498.76	\$38,434.76
8	\$14.27	\$14.66	\$15.03	\$15.40	\$15.79	\$16.17	\$16.58	\$17.01	\$17.44	\$17.85	\$18.29	\$18.74	\$19.23	\$19.71	\$20.19	\$20.67
	\$535.13	\$549.75	\$563.63	\$577.50	\$592.13	\$606.38	\$621.75	\$637.88	\$654.00	\$669.38	\$685.88	\$702.75	\$721.13	\$739.13	\$757.13	\$775.13
	\$27,826.76	\$28,587.00	\$29,308.76	\$30,030.00	\$30,790.76	\$31,531.76	\$32,331.00	\$33,169.76	\$34,008.00	\$34,807.76	\$35,665.76	\$36,543.00	\$37,498.76	\$38,434.76	\$39,370.76	\$40,306.76
9	\$15.03	\$15.40	\$15.79	\$16.17	\$16.58	\$17.01	\$17.44	\$17.85	\$18.29	\$18.74	\$19.23	\$19.71	\$20.19	\$20.67	\$21.23	\$21.76
	\$563.63	\$577.50	\$592.13	\$606.38	\$621.75	\$637.88	\$654.00	\$669.38	\$685.88	\$702.75	\$721.13	\$739.13	\$757.13	\$775.13	\$796.13	\$816.00
	\$29,308.76	\$30,030.00	\$30,790.76	\$31,531.76	\$32,331.00	\$33,169.76	\$34,008.00	\$34,807.76	\$35,665.76	\$36,543.00	\$37,498.76	\$38,434.76	\$39,370.76	\$40,306.76	\$41,398.76	\$42,432.00
10	\$15.79	\$16.17	\$16.58	\$17.01	\$17.44	\$17.85	\$18.29	\$18.74	\$19.23	\$19.71	\$20.19	\$20.67	\$21.23	\$21.76	\$22.29	\$22.83
	\$592.13	\$606.38	\$621.75	\$637.88	\$654.00	\$669.38	\$685.88	\$702.75	\$721.13	\$739.13	\$757.13	\$775.13	\$796.13	\$816.00	\$835.88	\$856.13
	\$30,790.76	\$31,531.76	\$32,331.00	\$33,169.76	\$34,008.00	\$34,807.76	\$35,665.76	\$36,543.00	\$37,498.76	\$38,434.76	\$39,370.76	\$40,306.76	\$41,398.76	\$42,432.00	\$43,465.76	\$44,518.76
11	\$16.58	\$17.01	\$17.44	\$17.85	\$18.29	\$18.74	\$19.23	\$19.71	\$20.19	\$20.67	\$21.23	\$21.76	\$22.29	\$22.83	\$23.44	\$24.01
	\$621.75	\$637.88	\$654.00	\$669.38	\$685.88	\$702.75	\$721.13	\$739.13	\$757.13	\$775.13	\$796.13	\$816.00	\$835.88	\$856.13	\$879.00	\$900.38
	\$32,331.00	\$33,169.76	\$34,008.00	\$34,807.76	\$35,665.76	\$36,543.00	\$37,498.76	\$38,434.76	\$39,370.76	\$40,306.76	\$41,398.76	\$42,432.00	\$43,465.76	\$44,518.76	\$45,708.00	\$46,819.76
12	\$17.44	\$17.85	\$18.29	\$18.74	\$19.23	\$19.71	\$20.19	\$20.67	\$21.23	\$21.76	\$22.29	\$22.83	\$23.44	\$24.01	\$24.60	\$25.21
	\$654.00	\$669.38	\$685.88	\$702.75	\$721.13	\$739.13	\$757.13	\$775.13	\$796.13	\$816.00	\$835.88	\$856.13	\$879.00	\$900.38	\$922.50	\$945.38
	\$34,008.00	\$34,807.76	\$35,665.76	\$36,543.00	\$37,498.76	\$38,434.76	\$39,370.76	\$40,306.76	\$41,398.76	\$42,432.00	\$43,465.76	\$44,518.76	\$45,708.00	\$46,819.76	\$47,970.00	\$49,159.76
13	\$18.29	\$18.74	\$19.23	\$19.71	\$20.19	\$20.67	\$21.23	\$21.76	\$22.29	\$22.83	\$23.44	\$24.01	\$24.60	\$25.21	\$25.87	\$26.50
	\$685.88	\$702.75	\$721.13	\$739.13	\$757.13	\$775.13	\$796.13	\$816.00	\$835.88	\$856.13	\$879.00	\$900.38	\$922.50	\$945.38	\$970.13	\$993.75
	\$35,665.76	\$36,543.00	\$37,498.76	\$38,434.76	\$39,370.76	\$40,306.76	\$41,398.76	\$42,432.00	\$43,465.76	\$44,518.76	\$45,708.00	\$46,819.76	\$47,970.00	\$49,159.76	\$50,446.76	\$51,675.00
14	\$19.23	\$19.71	\$20.19	\$20.67	\$21.23	\$21.76	\$22.29	\$22.83	\$23.44	\$24.01	\$24.60	\$25.21	\$25.87	\$26.50	\$27.16	\$27.84
	\$721.13	\$739.13	\$757.13	\$775.13	\$796.13	\$816.00	\$835.88	\$856.13	\$879.00	\$900.38	\$922.50	\$945.38	\$970.13	\$993.75	\$1,018.50	\$1,044.00
	\$37,498.76	\$38,434.76	\$39,370.76	\$40,306.76	\$41,398.76	\$42,432.00	\$43,465.76	\$44,518.76	\$45,708.00	\$46,819.76	\$47,970.00	\$49,159.76	\$50,446.76	\$51,675.00	\$52,962.00	\$54,288.00

37.5 Hours

UAW Wage Schedule - 2017

Effective 2/1/17 - 2.25% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	\$20.19	\$20.67	\$21.23	\$21.76	\$22.29	\$22.83	\$23.44	\$24.01	\$24.60	\$25.21	\$25.87	\$26.50	\$27.16	\$27.84	\$28.53	\$29.24
	\$757.13	\$775.13	\$796.13	\$816.00	\$835.88	\$856.13	\$879.00	\$900.38	\$922.50	\$945.38	\$970.13	\$993.75	\$1,018.50	\$1,044.00	\$1,069.88	\$1,096.50
	\$39,370.76	\$40,306.76	\$41,398.76	\$42,432.00	\$43,465.76	\$44,518.76	\$45,708.00	\$46,819.76	\$47,970.00	\$49,159.76	\$50,446.76	\$51,675.00	\$52,962.00	\$54,288.00	\$55,633.76	\$57,018.00
16	\$21.23	\$21.76	\$22.29	\$22.83	\$23.44	\$24.01	\$24.60	\$25.21	\$25.87	\$26.50	\$27.16	\$27.84	\$28.53	\$29.24	\$29.99	\$30.74
	\$796.13	\$816.00	\$835.88	\$856.13	\$879.00	\$900.38	\$922.50	\$945.38	\$970.13	\$993.75	\$1,018.50	\$1,044.00	\$1,069.88	\$1,096.50	\$1,124.63	\$1,152.75
	\$41,398.76	\$42,432.00	\$43,465.76	\$44,518.76	\$45,708.00	\$46,819.76	\$47,970.00	\$49,159.76	\$50,446.76	\$51,675.00	\$52,962.00	\$54,288.00	\$55,633.76	\$57,018.00	\$58,480.76	\$59,943.00
17	\$22.29	\$22.83	\$23.44	\$24.01	\$24.60	\$25.21	\$25.87	\$26.50	\$27.16	\$27.84	\$28.53	\$29.24	\$29.99	\$30.74	\$31.49	\$32.29
	\$835.88	\$856.13	\$879.00	\$900.38	\$922.50	\$945.38	\$970.13	\$993.75	\$1,018.50	\$1,044.00	\$1,069.88	\$1,096.50	\$1,124.63	\$1,152.75	\$1,180.88	\$1,210.88

	\$43,465.76	\$44,518.76	\$45,708.00	\$46,819.76	\$47,970.00	\$49,159.76	\$50,446.76	\$51,675.00	\$52,962.00	\$54,288.00	\$55,633.76	\$57,018.00	\$58,480.76	\$59,943.00	\$61,405.76	\$62,965.76
18	\$23.44	\$24.01	\$24.60	\$25.21	\$25.87	\$26.50	\$27.16	\$27.84	\$28.53	\$29.24	\$29.99	\$30.74	\$31.49	\$32.29	\$33.10	\$33.92
	\$879.00	\$900.38	\$922.50	\$945.38	\$970.13	\$993.75	\$1,018.50	\$1,044.00	\$1,069.88	\$1,096.50	\$1,124.63	\$1,152.75	\$1,180.88	\$1,210.88	\$1,241.25	\$1,272.00
	\$45,708.00	\$46,819.76	\$47,970.00	\$49,159.76	\$50,446.76	\$51,675.00	\$52,962.00	\$54,288.00	\$55,633.76	\$57,018.00	\$58,480.76	\$59,943.00	\$61,405.76	\$62,965.76	\$64,545.00	\$66,144.00
19	\$24.60	\$25.21	\$25.87	\$26.50	\$27.16	\$27.84	\$28.53	\$29.24	\$29.99	\$30.74	\$31.49	\$32.29	\$33.10	\$33.92	\$34.78	\$35.63
	\$922.50	\$945.38	\$970.13	\$993.75	\$1,018.50	\$1,044.00	\$1,069.88	\$1,096.50	\$1,124.63	\$1,152.75	\$1,180.88	\$1,210.88	\$1,241.25	\$1,272.00	\$1,304.25	\$1,336.13
	\$47,970.00	\$49,159.76	\$50,446.76	\$51,675.00	\$52,962.00	\$54,288.00	\$55,633.76	\$57,018.00	\$58,480.76	\$59,943.00	\$61,405.76	\$62,965.76	\$64,545.00	\$66,144.00	\$67,821.00	\$69,478.76

40 Hours

UAW Wage Schedule - 2017

Effective 2/1/17 - 2.25% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$10.13	\$10.37	\$10.64	\$10.89	\$11.18	\$11.43	\$11.72	\$12.02	\$12.34	\$12.63	\$12.97	\$13.27	\$13.61	\$13.94	\$14.27	\$14.66
	\$405.20	\$414.80	\$425.60	\$435.60	\$447.20	\$457.20	\$468.80	\$480.80	\$493.60	\$505.20	\$518.80	\$530.80	\$544.40	\$557.60	\$570.80	\$586.40
	\$21,070.40	\$21,569.60	\$22,131.20	\$22,651.20	\$23,254.40	\$23,774.40	\$24,377.60	\$25,001.60	\$25,667.20	\$26,270.40	\$26,977.60	\$27,601.60	\$28,308.80	\$28,995.20	\$29,681.60	\$30,492.80
2	\$10.64	\$10.89	\$11.18	\$11.43	\$11.72	\$12.02	\$12.34	\$12.63	\$12.97	\$13.27	\$13.61	\$13.94	\$14.27	\$14.66	\$15.03	\$15.40
	\$425.60	\$435.60	\$447.20	\$457.20	\$468.80	\$480.80	\$493.60	\$505.20	\$518.80	\$530.80	\$544.40	\$557.60	\$570.80	\$586.40	\$601.20	\$616.00
	\$22,131.20	\$22,651.20	\$23,254.40	\$23,774.40	\$24,377.60	\$25,001.60	\$25,667.20	\$26,270.40	\$26,977.60	\$27,601.60	\$28,308.80	\$28,995.20	\$29,681.60	\$30,492.80	\$31,262.40	\$32,032.00
3	\$11.18	\$11.43	\$11.72	\$12.02	\$12.34	\$12.63	\$12.97	\$13.27	\$13.61	\$13.94	\$14.27	\$14.66	\$15.03	\$15.40	\$15.79	\$16.17
	\$447.20	\$457.20	\$468.80	\$480.80	\$493.60	\$505.20	\$518.80	\$530.80	\$544.40	\$557.60	\$570.80	\$586.40	\$601.20	\$616.00	\$631.60	\$646.80
	\$23,254.40	\$23,774.40	\$24,377.60	\$25,001.60	\$25,667.20	\$26,270.40	\$26,977.60	\$27,601.60	\$28,308.80	\$28,995.20	\$29,681.60	\$30,492.80	\$31,262.40	\$32,032.00	\$32,843.20	\$33,633.60
4	\$11.72	\$12.02	\$12.34	\$12.63	\$12.97	\$13.27	\$13.61	\$13.94	\$14.27	\$14.66	\$15.03	\$15.40	\$15.79	\$16.17	\$16.58	\$17.01
	\$468.80	\$480.80	\$493.60	\$505.20	\$518.80	\$530.80	\$544.40	\$557.60	\$570.80	\$586.40	\$601.20	\$616.00	\$631.60	\$646.80	\$663.20	\$680.40
	\$24,377.60	\$25,001.60	\$25,667.20	\$26,270.40	\$26,977.60	\$27,601.60	\$28,308.80	\$28,995.20	\$29,681.60	\$30,492.80	\$31,262.40	\$32,032.00	\$32,843.20	\$33,633.60	\$34,486.40	\$35,380.80
5	\$12.34	\$12.63	\$12.97	\$13.27	\$13.61	\$13.94	\$14.27	\$14.66	\$15.03	\$15.40	\$15.79	\$16.17	\$16.58	\$17.01	\$17.44	\$17.85
	\$493.60	\$505.20	\$518.80	\$530.80	\$544.40	\$557.60	\$570.80	\$586.40	\$601.20	\$616.00	\$631.60	\$646.80	\$663.20	\$680.40	\$697.60	\$714.00
	\$25,667.20	\$26,270.40	\$26,977.60	\$27,601.60	\$28,308.80	\$28,995.20	\$29,681.60	\$30,492.80	\$31,262.40	\$32,032.00	\$32,843.20	\$33,633.60	\$34,486.40	\$35,380.80	\$36,275.20	\$37,128.00
6	\$12.97	\$13.27	\$13.61	\$13.94	\$14.27	\$14.66	\$15.03	\$15.40	\$15.79	\$16.17	\$16.58	\$17.01	\$17.44	\$17.85	\$18.29	\$18.74
	\$518.80	\$530.80	\$544.40	\$557.60	\$570.80	\$586.40	\$601.20	\$616.00	\$631.60	\$646.80	\$663.20	\$680.40	\$697.60	\$714.00	\$731.60	\$749.60
	\$26,977.60	\$27,601.60	\$28,308.80	\$28,995.20	\$29,681.60	\$30,492.80	\$31,262.40	\$32,032.00	\$32,843.20	\$33,633.60	\$34,486.40	\$35,380.80	\$36,275.20	\$37,128.00	\$38,043.20	\$38,979.20
7	\$13.61	\$13.94	\$14.27	\$14.66	\$15.03	\$15.40	\$15.79	\$16.17	\$16.58	\$17.01	\$17.44	\$17.85	\$18.29	\$18.74	\$19.23	\$19.71
	\$544.40	\$557.60	\$570.80	\$586.40	\$601.20	\$616.00	\$631.60	\$646.80	\$663.20	\$680.40	\$697.60	\$714.00	\$731.60	\$749.60	\$769.20	\$788.40
	\$28,308.80	\$28,995.20	\$29,681.60	\$30,492.80	\$31,262.40	\$32,032.00	\$32,843.20	\$33,633.60	\$34,486.40	\$35,380.80	\$36,275.20	\$37,128.00	\$38,043.20	\$38,979.20	\$39,998.40	\$40,996.80
8	\$14.27	\$14.66	\$15.03	\$15.40	\$15.79	\$16.17	\$16.58	\$17.01	\$17.44	\$17.85	\$18.29	\$18.74	\$19.23	\$19.71	\$20.19	\$20.67
	\$570.80	\$586.40	\$601.20	\$616.00	\$631.60	\$646.80	\$663.20	\$680.40	\$697.60	\$714.00	\$731.60	\$749.60	\$769.20	\$788.40	\$807.60	\$826.80
	\$29,681.60	\$30,492.80	\$31,262.40	\$32,032.00	\$32,843.20	\$33,633.60	\$34,486.40	\$35,380.80	\$36,275.20	\$37,128.00	\$38,043.20	\$38,979.20	\$39,998.40	\$40,996.80	\$41,995.20	\$42,993.60
9	\$15.03	\$15.40	\$15.79	\$16.17	\$16.58	\$17.01	\$17.44	\$17.85	\$18.29	\$18.74	\$19.23	\$19.71	\$20.19	\$20.67	\$21.23	\$21.76
	\$601.20	\$616.00	\$631.60	\$646.80	\$663.20	\$680.40	\$697.60	\$714.00	\$731.60	\$749.60	\$769.20	\$788.40	\$807.60	\$826.80	\$849.20	\$870.40
	\$31,262.40	\$32,032.00	\$32,843.20	\$33,633.60	\$34,486.40	\$35,380.80	\$36,275.20	\$37,128.00	\$38,043.20	\$38,979.20	\$39,998.40	\$40,996.80	\$41,995.20	\$42,993.60	\$44,158.40	\$45,260.80
10	\$15.79	\$16.17	\$16.58	\$17.01	\$17.44	\$17.85	\$18.29	\$18.74	\$19.23	\$19.71	\$20.19	\$20.67	\$21.23	\$21.76	\$22.29	\$22.83
	\$631.60	\$646.80	\$663.20	\$680.40	\$697.60	\$714.00	\$731.60	\$749.60	\$769.20	\$788.40	\$807.60	\$826.80	\$849.20	\$870.40	\$891.60	\$913.20
	\$32,843.20	\$33,633.60	\$34,486.40	\$35,380.80	\$36,275.20	\$37,128.00	\$38,043.20	\$38,979.20	\$39,998.40	\$40,996.80	\$41,995.20	\$42,993.60	\$44,158.40	\$45,260.80	\$46,363.20	\$47,486.40
11	\$16.58	\$17.01	\$17.44	\$17.85	\$18.29	\$18.74	\$19.23	\$19.71	\$20.19	\$20.67	\$21.23	\$21.76	\$22.29	\$22.83	\$23.44	\$24.01
	\$663.20	\$680.40	\$697.60	\$714.00	\$731.60	\$749.60	\$769.20	\$788.40	\$807.60	\$826.80	\$849.20	\$870.40	\$891.60	\$913.20	\$937.60	\$960.40
	\$34,486.40	\$35,380.80	\$36,275.20	\$37,128.00	\$38,043.20	\$38,979.20	\$39,998.40	\$40,996.80	\$41,995.20	\$42,993.60	\$44,158.40	\$45,260.80	\$46,363.20	\$47,486.40	\$48,755.20	\$49,940.80
12	\$17.44	\$17.85	\$18.29	\$18.74	\$19.23	\$19.71	\$20.19	\$20.67	\$21.23	\$21.76	\$22.29	\$22.83	\$23.44	\$24.01	\$24.60	\$25.21
	\$697.60	\$714.00	\$731.60	\$749.60	\$769.20	\$788.40	\$807.60	\$826.80	\$849.20	\$870.40	\$891.60	\$913.20	\$937.60	\$960.40	\$984.00	\$1,008.40
	\$36,275.20	\$37,128.00	\$38,043.20	\$38,979.20	\$39,998.40	\$40,996.80	\$41,995.20	\$42,993.60	\$44,158.40	\$45,260.80	\$46,363.20	\$47,486.40	\$48,755.20	\$49,940.80	\$51,168.00	\$52,436.80
13	\$18.29	\$18.74	\$19.23	\$19.71	\$20.19	\$20.67	\$21.23	\$21.76	\$22.29	\$22.83	\$23.44	\$24.01	\$24.60	\$25.21	\$25.87	\$26.50
	\$731.60	\$749.60	\$769.20	\$788.40	\$807.60	\$826.80	\$849.20	\$870.40	\$891.60	\$913.20	\$937.60	\$960.40	\$984.00	\$1,008.40	\$1,034.80	\$1,060.00
	\$38,043.20	\$38,979.20	\$39,998.40	\$40,996.80	\$41,995.20	\$42,993.60	\$44,158.40	\$45,260.80	\$46,363.20	\$47,486.40	\$48,755.20	\$49,940.80	\$51,168.00	\$52,436.80	\$53,809.60	\$55,120.00
14	\$19.23	\$19.71	\$20.19	\$20.67	\$21.23	\$21.76	\$22.29	\$22.83	\$23.44	\$24.01	\$24.60	\$25.21	\$25.87	\$26.50	\$27.16	\$27.84
	\$769.20	\$788.40	\$807.60	\$826.80	\$849.20	\$870.40	\$891.60	\$913.20	\$937.60	\$960.40	\$984.00	\$1,008.40	\$1,034.80	\$1,060.00	\$1,086.40	\$1,113.60
	\$39,998.40	\$40,996.80	\$41,995.20	\$42,993.60	\$44,158.40	\$45,260.80	\$46,363.20	\$47,486.40	\$48,755.20	\$49,940.80	\$51,168.00	\$52,436.80	\$53,809.60	\$55,120.00	\$56,492.80	\$57,907.20

40 Hours

UAW Wage Schedule - 2017

Effective 2/1/17 - 2.25% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	\$20.19	\$20.67	\$21.23	\$21.76	\$22.29	\$22.83	\$23.44	\$24.01	\$24.60	\$25.21	\$25.87	\$26.50	\$27.16	\$27.84	\$28.53	\$29.24
	\$807.60	\$826.80	\$849.20	\$870.40	\$891.60	\$913.20	\$937.60	\$960.40	\$984.00	\$1,008.40	\$1,034.80	\$1,060.00	\$1,086.40	\$1,113.60	\$1,141.20	\$1,169.60
	\$41,995.20	\$42,993.60	\$44,158.40	\$45,260.80	\$46,363.20	\$47,486.40	\$48,755.20	\$49,940.80	\$51,168.00	\$52,436.80	\$53,809.60	\$55,120.00	\$56,492.80	\$57,907.20	\$59,342.40	\$60,819.20
16	\$21.23	\$21.76	\$22.29	\$22.83	\$23.44	\$24.01	\$24.60	\$25.21	\$25.87	\$26.50	\$27.16	\$27.84	\$28.53	\$29.24	\$29.99	\$30.74
	\$849.20	\$870.40	\$891.60	\$913.20	\$937.60	\$960.40	\$984.00	\$1,008.40	\$1,034.80	\$1,060.00	\$1,086.40	\$1,113.60	\$1,141.20	\$1,169.60	\$1,199.60	\$1,229.60
	\$44,158.40	\$45,260.80	\$46,363.20	\$47,486.40	\$48,755.20	\$49,940.80	\$51,168.00	\$52,436.80	\$53,809.60	\$55,120.00	\$56,492.80	\$57,907.20	\$59,342.40	\$60,819.20	\$62,379.20	\$63,939.20
17	\$22.29	\$22.83	\$23.44	\$24.01	\$24.60	\$25.21	\$25.87	\$26.50	\$27.16	\$27.84	\$28.53	\$29.24	\$29.99	\$30.74	\$31.49	\$32.29
	\$891.60	\$913.20	\$937.60	\$960.40	\$984.00	\$1,008.40	\$1,034.80	\$1,060.00	\$1,086.40	\$1,113.60	\$1,141.20	\$1,169.60	\$1,199.60	\$1,229.60	\$1,259.60	\$1,291.60

	\$46,363.20	\$47,486.40	\$48,755.20	\$49,940.80	\$51,168.00	\$52,436.80	\$53,809.60	\$55,120.00	\$56,492.80	\$57,907.20	\$59,342.40	\$60,819.20	\$62,379.20	\$63,939.20	\$65,499.20	\$67,163.20
18	\$23.44	\$24.01	\$24.60	\$25.21	\$25.87	\$26.50	\$27.16	\$27.84	\$28.53	\$29.24	\$29.99	\$30.74	\$31.49	\$32.29	\$33.10	\$33.92
	\$937.60	\$960.40	\$984.00	\$1,008.40	\$1,034.80	\$1,060.00	\$1,086.40	\$1,113.60	\$1,141.20	\$1,169.60	\$1,199.60	\$1,229.60	\$1,259.60	\$1,291.60	\$1,324.00	\$1,356.80
	\$48,755.20	\$49,940.80	\$51,168.00	\$52,436.80	\$53,809.60	\$55,120.00	\$56,492.80	\$57,907.20	\$59,342.40	\$60,819.20	\$62,379.20	\$63,939.20	\$65,499.20	\$67,163.20	\$68,848.00	\$70,553.60
19	\$24.60	\$25.21	\$25.87	\$26.50	\$27.16	\$27.84	\$28.53	\$29.24	\$29.99	\$30.74	\$31.49	\$32.29	\$33.10	\$33.92	\$34.78	\$35.63
	\$984.00	\$1,008.40	\$1,034.80	\$1,060.00	\$1,086.40	\$1,113.60	\$1,141.20	\$1,169.60	\$1,199.60	\$1,229.60	\$1,259.60	\$1,291.60	\$1,324.00	\$1,356.80	\$1,391.20	\$1,425.20
	\$51,168.00	\$52,436.80	\$53,809.60	\$55,120.00	\$56,492.80	\$57,907.20	\$59,342.40	\$60,819.20	\$62,379.20	\$63,939.20	\$65,499.20	\$67,163.20	\$68,848.00	\$70,553.60	\$72,342.40	\$74,110.40

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$10.09	\$10.34	\$10.62	\$10.87	\$11.15	\$11.41	\$11.70	\$12.00	\$12.30	\$12.60	\$12.94	\$13.24	\$13.57	\$13.92	\$14.26	\$14.62
	\$403.60	\$413.60	\$424.80	\$434.80	\$446.00	\$456.40	\$468.00	\$480.00	\$492.00	\$504.00	\$517.60	\$529.60	\$542.80	\$556.80	\$570.40	\$584.80
	\$20,987.20	\$21,507.20	\$22,089.60	\$22,609.60	\$23,192.00	\$23,732.80	\$24,336.00	\$24,960.00	\$25,584.00	\$26,208.00	\$26,915.20	\$27,539.20	\$28,225.60	\$28,953.60	\$29,660.80	\$30,409.60
2	\$10.62	\$10.87	\$11.15	\$11.41	\$11.70	\$12.00	\$12.30	\$12.60	\$12.94	\$13.24	\$13.57	\$13.92	\$14.26	\$14.62	\$15.00	\$15.35
	\$424.80	\$434.80	\$446.00	\$456.40	\$468.00	\$480.00	\$492.00	\$504.00	\$517.60	\$529.60	\$542.80	\$556.80	\$570.40	\$584.80	\$600.00	\$614.00
	\$22,089.60	\$22,609.60	\$23,192.00	\$23,732.80	\$24,336.00	\$24,960.00	\$25,584.00	\$26,208.00	\$26,915.20	\$27,539.20	\$28,225.60	\$28,953.60	\$29,660.80	\$30,409.60	\$31,200.00	\$31,928.00
3	\$11.15	\$11.41	\$11.70	\$12.00	\$12.30	\$12.60	\$12.94	\$13.24	\$13.57	\$13.92	\$14.26	\$14.62	\$15.00	\$15.35	\$15.74	\$16.12
	\$446.00	\$456.40	\$468.00	\$480.00	\$492.00	\$504.00	\$517.60	\$529.60	\$542.80	\$556.80	\$570.40	\$584.80	\$600.00	\$614.00	\$629.60	\$644.80
	\$23,192.00	\$23,732.80	\$24,336.00	\$24,960.00	\$25,584.00	\$26,208.00	\$26,915.20	\$27,539.20	\$28,225.60	\$28,953.60	\$29,660.80	\$30,409.60	\$31,200.00	\$31,928.00	\$32,739.20	\$33,529.60
4	\$11.70	\$12.00	\$12.30	\$12.60	\$12.94	\$13.24	\$13.57	\$13.92	\$14.26	\$14.62	\$15.00	\$15.35	\$15.74	\$16.12	\$16.54	\$16.96
	\$468.00	\$480.00	\$492.00	\$504.00	\$517.60	\$529.60	\$542.80	\$556.80	\$570.40	\$584.80	\$600.00	\$614.00	\$629.60	\$644.80	\$661.60	\$678.40
	\$24,336.00	\$24,960.00	\$25,584.00	\$26,208.00	\$26,915.20	\$27,539.20	\$28,225.60	\$28,953.60	\$29,660.80	\$30,409.60	\$31,200.00	\$31,928.00	\$32,739.20	\$33,529.60	\$34,403.20	\$35,276.80
5	\$12.30	\$12.60	\$12.94	\$13.24	\$13.57	\$13.92	\$14.26	\$14.62	\$15.00	\$15.35	\$15.74	\$16.12	\$16.54	\$16.96	\$17.38	\$17.79
	\$492.00	\$504.00	\$517.60	\$529.60	\$542.80	\$556.80	\$570.40	\$584.80	\$600.00	\$614.00	\$629.60	\$644.80	\$661.60	\$678.40	\$695.20	\$711.60
	\$25,584.00	\$26,208.00	\$26,915.20	\$27,539.20	\$28,225.60	\$28,953.60	\$29,660.80	\$30,409.60	\$31,200.00	\$31,928.00	\$32,739.20	\$33,529.60	\$34,403.20	\$35,276.80	\$36,150.40	\$37,003.20
6	\$12.94	\$13.24	\$13.57	\$13.92	\$14.26	\$14.62	\$15.00	\$15.35	\$15.74	\$16.12	\$16.54	\$16.96	\$17.38	\$17.79	\$18.26	\$18.72
	\$517.60	\$529.60	\$542.80	\$556.80	\$570.40	\$584.80	\$600.00	\$614.00	\$629.60	\$644.80	\$661.60	\$678.40	\$695.20	\$711.60	\$730.40	\$748.80
	\$26,915.20	\$27,539.20	\$28,225.60	\$28,953.60	\$29,660.80	\$30,409.60	\$31,200.00	\$31,928.00	\$32,739.20	\$33,529.60	\$34,403.20	\$35,276.80	\$36,150.40	\$37,003.20	\$37,980.80	\$38,937.60
7	\$13.57	\$13.92	\$14.26	\$14.62	\$15.00	\$15.35	\$15.74	\$16.12	\$16.54	\$16.96	\$17.38	\$17.79	\$18.26	\$18.72	\$19.20	\$19.67
	\$542.80	\$556.80	\$570.40	\$584.80	\$600.00	\$614.00	\$629.60	\$644.80	\$661.60	\$678.40	\$695.20	\$711.60	\$730.40	\$748.80	\$768.00	\$786.80
	\$28,225.60	\$28,953.60	\$29,660.80	\$30,409.60	\$31,200.00	\$31,928.00	\$32,739.20	\$33,529.60	\$34,403.20	\$35,276.80	\$36,150.40	\$37,003.20	\$37,980.80	\$38,937.60	\$39,936.00	\$40,913.60
8	\$14.26	\$14.62	\$15.00	\$15.35	\$15.74	\$16.12	\$16.54	\$16.96	\$17.38	\$17.79	\$18.26	\$18.72	\$19.20	\$19.67	\$20.15	\$20.64
	\$570.40	\$584.80	\$600.00	\$614.00	\$629.60	\$644.80	\$661.60	\$678.40	\$695.20	\$711.60	\$730.40	\$748.80	\$768.00	\$786.80	\$806.00	\$825.60
	\$29,660.80	\$30,409.60	\$31,200.00	\$31,928.00	\$32,739.20	\$33,529.60	\$34,403.20	\$35,276.80	\$36,150.40	\$37,003.20	\$37,980.80	\$38,937.60	\$39,936.00	\$40,913.60	\$41,912.00	\$42,931.20
9	\$15.00	\$15.35	\$15.74	\$16.12	\$16.54	\$16.96	\$17.38	\$17.79	\$18.26	\$18.72	\$19.20	\$19.67	\$20.15	\$20.64	\$21.17	\$21.70
	\$600.00	\$614.00	\$629.60	\$644.80	\$661.60	\$678.40	\$695.20	\$711.60	\$730.40	\$748.80	\$768.00	\$786.80	\$806.00	\$825.60	\$846.80	\$868.00
	\$31,200.00	\$31,928.00	\$32,739.20	\$33,529.60	\$34,403.20	\$35,276.80	\$36,150.40	\$37,003.20	\$37,980.80	\$38,937.60	\$39,936.00	\$40,913.60	\$41,912.00	\$42,931.20	\$44,033.60	\$45,136.00
10	\$15.74	\$16.12	\$16.54	\$16.96	\$17.38	\$17.79	\$18.26	\$18.72	\$19.20	\$19.67	\$20.15	\$20.64	\$21.17	\$21.70	\$22.23	\$22.80
	\$629.60	\$644.80	\$661.60	\$678.40	\$695.20	\$711.60	\$730.40	\$748.80	\$768.00	\$786.80	\$806.00	\$825.60	\$846.80	\$868.00	\$889.20	\$912.00
	\$32,739.20	\$33,529.60	\$34,403.20	\$35,276.80	\$36,150.40	\$37,003.20	\$37,980.80	\$38,937.60	\$39,936.00	\$40,913.60	\$41,912.00	\$42,931.20	\$44,033.60	\$45,136.00	\$46,238.40	\$47,424.00
11	\$16.54	\$16.96	\$17.38	\$17.79	\$18.26	\$18.72	\$19.20	\$19.67	\$20.15	\$20.64	\$21.17	\$21.70	\$22.23	\$22.80	\$23.36	\$23.95
	\$661.60	\$678.40	\$695.20	\$711.60	\$730.40	\$748.80	\$768.00	\$786.80	\$806.00	\$825.60	\$846.80	\$868.00	\$889.20	\$912.00	\$934.40	\$958.00
	\$34,403.20	\$35,276.80	\$36,150.40	\$37,003.20	\$37,980.80	\$38,937.60	\$39,936.00	\$40,913.60	\$41,912.00	\$42,931.20	\$44,033.60	\$45,136.00	\$46,238.40	\$47,424.00	\$48,588.80	\$49,816.00
12	\$17.38	\$17.79	\$18.26	\$18.72	\$19.20	\$19.67	\$20.15	\$20.64	\$21.17	\$21.70	\$22.23	\$22.80	\$23.36	\$23.95	\$24.55	\$25.15
	\$695.20	\$711.60	\$730.40	\$748.80	\$768.00	\$786.80	\$806.00	\$825.60	\$846.80	\$868.00	\$889.20	\$912.00	\$934.40	\$958.00	\$982.00	\$1,006.00
	\$36,150.40	\$37,003.20	\$37,980.80	\$38,937.60	\$39,936.00	\$40,913.60	\$41,912.00	\$42,931.20	\$44,033.60	\$45,136.00	\$46,238.40	\$47,424.00	\$48,588.80	\$49,816.00	\$51,064.00	\$52,312.00
13	\$18.26	\$18.72	\$19.20	\$19.67	\$20.15	\$20.64	\$21.17	\$21.70	\$22.23	\$22.80	\$23.36	\$23.95	\$24.55	\$25.15	\$25.80	\$26.45
	\$730.40	\$748.80	\$768.00	\$786.80	\$806.00	\$825.60	\$846.80	\$868.00	\$889.20	\$912.00	\$934.40	\$958.00	\$982.00	\$1,006.00	\$1,032.00	\$1,058.00
	\$37,980.80	\$38,937.60	\$39,936.00	\$40,913.60	\$41,912.00	\$42,931.20	\$44,033.60	\$45,136.00	\$46,238.40	\$47,424.00	\$48,588.80	\$49,816.00	\$51,064.00	\$52,312.00	\$53,664.00	\$55,016.00
14	\$19.20	\$19.67	\$20.15	\$20.64	\$21.17	\$21.70	\$22.23	\$22.80	\$23.36	\$23.95	\$24.55	\$25.15	\$25.80	\$26.45	\$27.09	\$27.77
	\$768.00	\$786.80	\$806.00	\$825.60	\$846.80	\$868.00	\$889.20	\$912.00	\$934.40	\$958.00	\$982.00	\$1,006.00	\$1,032.00	\$1,058.00	\$1,083.60	\$1,110.80
	\$39,936.00	\$40,913.60	\$41,912.00	\$42,931.20	\$44,033.60	\$45,136.00	\$46,238.40	\$47,424.00	\$48,588.80	\$49,816.00	\$51,064.00	\$52,312.00	\$53,664.00	\$55,016.00	\$56,347.20	\$57,761.60

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	\$20.15	\$20.64	\$21.17	\$21.70	\$22.23	\$22.80	\$23.36	\$23.95	\$24.55	\$25.15	\$25.80	\$26.45	\$27.09	\$27.77	\$28.46	\$29.17
	\$806.00	\$825.60	\$846.80	\$868.00	\$889.20	\$912.00	\$934.40	\$958.00	\$982.00	\$1,006.00	\$1,032.00	\$1,058.00	\$1,083.60	\$1,110.80	\$1,138.40	\$1,166.80
	\$41,912.00	\$42,931.20	\$44,033.60	\$45,136.00	\$46,238.40	\$47,424.00	\$48,588.80	\$49,816.00	\$51,064.00	\$52,312.00	\$53,664.00	\$55,016.00	\$56,347.20	\$57,761.60	\$59,196.80	\$60,673.60
16	\$21.17	\$21.70	\$22.23	\$22.80	\$23.36	\$23.95	\$24.55	\$25.15	\$25.80	\$26.45	\$27.09	\$27.77	\$28.46	\$29.17	\$29.91	\$30.65
	\$846.80	\$868.00	\$889.20	\$912.00	\$934.40	\$958.00	\$982.00	\$1,006.00	\$1,032.00	\$1,058.00	\$1,083.60	\$1,110.80	\$1,138.40	\$1,166.80	\$1,196.40	\$1,226.00
	\$44,033.60	\$45,136.00	\$46,238.40	\$47,424.00	\$48,588.80	\$49,816.00	\$51,064.00	\$52,312.00	\$53,664.00	\$55,016.00	\$56,347.20	\$57,761.60	\$59,196.80	\$60,673.60	\$62,212.80	\$63,752.00
17	\$22.23	\$22.80	\$23.36	\$23.95	\$24.55	\$25.15	\$25.80	\$26.45	\$27.09	\$27.77	\$28.46	\$29.17	\$29.91	\$30.65	\$31.43	\$32.22
	\$889.20	\$912.00	\$934.40	\$958.00	\$982.00	\$1,006.00	\$1,032.00	\$1,058.00	\$1,083.60	\$1,110.80	\$1,138.40	\$1,166.80	\$1,196.40	\$1,226.00	\$1,257.20	\$1,288.80
	\$46,238.40	\$47,424.00	\$48,588.80	\$49,816.00	\$51,064.00	\$52,312.00	\$53,664.00	\$55,016.00	\$56,347.20	\$57,761.60	\$59,196.80	\$60,673.60	\$62,212.80	\$63,752.00	\$65,374.40	\$67,017.60
18	\$23.36	\$23.95	\$24.55	\$25.15	\$25.80	\$26.45	\$27.09	\$27.77	\$28.46	\$29.17	\$29.91	\$30.65	\$31.43	\$32.22	\$33.02	\$33.86
	\$934.40	\$958.00	\$982.00	\$1,006.00	\$1,032.00	\$1,058.00	\$1,083.60	\$1,110.80	\$1,138.40	\$1,166.80	\$1,196.40	\$1,226.00	\$1,257.20	\$1,288.80	\$1,320.80	\$1,354.40
	\$48,588.80	\$49,816.00	\$51,064.00	\$52,312.00	\$53,664.00	\$55,016.00	\$56,347.20	\$57,761.60	\$59,196.80	\$60,673.60	\$62,212.80	\$63,752.00	\$65,374.40	\$67,017.60	\$68,681.60	\$70,428.80
19	\$24.55	\$25.15	\$25.80	\$26.45	\$27.09	\$27.77	\$28.46	\$29.17	\$29.91	\$30.65	\$31.43	\$32.22	\$33.02	\$33.86	\$34.70	\$35.56
	\$982.00	\$1,006.00	\$1,032.00	\$1,058.00	\$1,083.60	\$1,110.80	\$1,138.40	\$1,166.80	\$1,196.40	\$1,226.00	\$1,257.20	\$1,288.80	\$1,320.80	\$1,354.40	\$1,388.00	\$1,422.40
	\$51,064.00	\$52,312.00	\$53,664.00	\$55,016.00	\$56,347.20	\$57,761.60	\$59,196.80	\$60,673.60	\$62,212.80	\$63,752.00	\$65,374.40	\$67,017.60	\$68,681.60	\$70,428.80	\$72,176.00	\$73,964.80
20	\$25.80	\$26.45	\$27.09	\$27.77	\$28.46	\$29.17	\$29.91	\$30.65	\$31.43	\$32.22	\$33.02	\$33.86	\$34.70	\$35.56	\$36.45	\$37.37
	\$1,032.00	\$1,058.00	\$1,083.60	\$1,110.80	\$1,138.40	\$1,166.80	\$1,196.40	\$1,226.00	\$1,257.20	\$1,288.80	\$1,320.80	\$1,354.40	\$1,388.00	\$1,422.40	\$1,458.00	\$1,494.80
	\$53,664.00	\$55,016.00	\$56,347.20	\$57,761.60	\$59,196.80	\$60,673.60	\$62,212.80	\$63,752.00	\$65,374.40	\$67,017.60	\$68,681.60	\$70,428.80	\$72,176.00	\$73,964.80	\$75,816.00	\$77,729.60
21	\$28.46	\$29.17	\$29.91	\$30.65	\$31.43	\$32.22	\$33.02	\$33.86	\$34.70	\$35.56	\$36.45	\$37.37	\$38.29	\$39.24	\$40.23	\$41.24
	\$1,138.40	\$1,166.80	\$1,196.40	\$1,226.00	\$1,257.20	\$1,288.80	\$1,320.80	\$1,354.40	\$1,388.00	\$1,422.40	\$1,458.00	\$1,494.80	\$1,531.60	\$1,569.60	\$1,609.20	\$1,649.60
	\$59,196.80	\$60,673.60	\$62,212.80	\$63,752.00	\$65,374.40	\$67,017.60	\$68,681.60	\$70,428.80	\$72,176.00	\$73,964.80	\$75,816.00	\$77,729.60	\$79,643.20	\$81,619.20	\$83,678.40	\$85,779.20
22	\$31.43	\$32.22	\$33.02	\$33.86	\$34.70	\$35.56	\$36.45	\$37.37	\$38.29	\$39.24	\$40.23	\$41.24	\$42.28	\$43.33	\$44.41	\$45.51
	\$1,257.20	\$1,288.80	\$1,320.80	\$1,354.40	\$1,388.00	\$1,422.40	\$1,458.00	\$1,494.80	\$1,531.60	\$1,569.60	\$1,609.20	\$1,649.60	\$1,691.20	\$1,733.20	\$1,776.40	\$1,820.40
	\$65,374.40	\$67,017.60	\$68,681.60	\$70,428.80	\$72,176.00	\$73,964.80	\$75,816.00	\$77,729.60	\$79,643.20	\$81,619.20	\$83,678.40	\$85,779.20	\$87,942.40	\$90,126.40	\$92,372.80	\$94,660.80
23	\$34.70	\$35.56	\$36.45	\$37.37	\$38.29	\$39.24	\$40.23	\$41.24	\$42.28	\$43.33	\$44.41	\$45.51	\$46.66	\$47.82	\$49.02	\$50.25
	\$1,388.00	\$1,422.40	\$1,458.00	\$1,494.80	\$1,531.60	\$1,569.60	\$1,609.20	\$1,649.60	\$1,691.20	\$1,733.20	\$1,776.40	\$1,820.40	\$1,866.40	\$1,912.80	\$1,960.80	\$2,010.00
	\$72,176.00	\$73,964.80	\$75,816.00	\$77,729.60	\$79,643.20	\$81,619.20	\$83,678.40	\$85,779.20	\$87,942.40	\$90,126.40	\$92,372.80	\$94,660.80	\$97,052.80	\$99,465.60	\$101,961.60	\$104,520.00
24	\$38.29	\$39.24	\$40.23	\$41.24	\$42.28	\$43.33	\$44.41	\$45.51	\$46.66	\$47.82	\$49.02	\$50.25	\$51.49	\$52.78	\$54.10	
	\$1,531.60	\$1,569.60	\$1,609.20	\$1,649.60	\$1,691.20	\$1,733.20	\$1,776.40	\$1,820.40	\$1,866.40	\$1,912.80	\$1,960.80	\$2,010.00	\$2,059.60	\$2,111.20	\$2,164.00	
	\$79,643.20	\$81,619.20	\$83,678.40	\$85,779.20	\$87,942.40	\$90,126.40	\$92,372.80	\$94,660.80	\$97,052.80	\$99,465.60	\$101,961.60	\$104,520.00	\$107,099.20	\$109,782.40	\$112,528.00	
25	\$42.28	\$43.33	\$44.41	\$45.51	\$46.66	\$47.82	\$49.02	\$50.25	\$51.49	\$52.78	\$54.10	\$55.45	\$56.85	\$58.27		
	\$1,691.20	\$1,733.20	\$1,776.40	\$1,820.40	\$1,866.40	\$1,912.80	\$1,960.80	\$2,010.00	\$2,059.60	\$2,111.20	\$2,164.00	\$2,218.00	\$2,274.00	\$2,330.80		
	\$87,942.40	\$90,126.40	\$92,372.80	\$94,660.80	\$97,052.80	\$99,465.60	\$101,961.60	\$104,520.00	\$107,099.20	\$109,782.40	\$112,528.00	\$115,336.00	\$118,248.00	\$121,201.60		
26	\$46.66	\$47.82	\$49.02	\$50.25	\$51.49	\$52.78	\$54.10	\$55.45	\$56.85	\$58.27	\$59.72	\$61.22	\$62.75			
	\$1,866.40	\$1,912.80	\$1,960.80	\$2,010.00	\$2,059.60	\$2,111.20	\$2,164.00	\$2,218.00	\$2,274.00	\$2,330.80	\$2,388.80	\$2,448.80	\$2,510.00			
	\$97,052.80	\$99,465.60	\$101,961.60	\$104,520.00	\$107,099.20	\$109,782.40	\$112,528.00	\$115,336.00	\$118,248.00	\$121,201.60	\$124,217.60	\$127,337.60	\$130,520.00			
27	\$51.49	\$52.78	\$54.10	\$55.45	\$56.85	\$58.27	\$59.72	\$61.22	\$62.75	\$64.30	\$65.92	\$67.58				
	\$2,059.60	\$2,111.20	\$2,164.00	\$2,218.00	\$2,274.00	\$2,330.80	\$2,388.80	\$2,448.80	\$2,510.00	\$2,572.00	\$2,636.80	\$2,703.20				
	\$107,099.20	\$109,782.40	\$112,528.00	\$115,336.00	\$118,248.00	\$121,201.60	\$124,217.60	\$127,337.60	\$130,520.00	\$133,744.00	\$137,113.60	\$140,566.40				

APPENDIX B - REDUCTIONS

City Manager

Professional Development & Expen	100.00
	100.00

Legal

Professional Development & Expen	65.00
	65.00

Assessing

Professional Development & Expen	230.00
	230.00

Human Resources

Prof & Tech Serv-Other	250.00
Professional Development & Expen	2,305.00
	2,555.00

Finance

Mileage & Business Expense	318.50
Office IT and Printed Supplies	600.00
Postal and Delivery Services	800.00
Professional Development & Expen	615.00
	2,333.50

Information Technology

Professional Development & Expen	40.00
	40.00

Police

Attrition	60,670.00
Other Repairs or Installations	100.00
Prof & Tech Serv	1,600.00
Uniforms and Personal Equipment	2,050.00
	64,420.00

Fire

Building Maint & Repair Supplies	150.00
Building Services and Repairs	1,175.00
Cap Outlay<\$10k-Other	1,000.00
Chemicals	500.00
Office IT and Printed Supplies	200.00
Prof & Tech Serv	600.00
Professional Development & Expen	1,420.00
	5,045.00

General Services

Attrition	40,000.00
Building Maint & Repair Supplies	2,360.00
Building Services and Repairs	740.00
Mileage & Business Expense	75.00
Minor Tools and Equipment	214.00
Office IT and Printed Supplies	320.00
Other Services	940.00
Other Supplies and Equipment	3,620.00
Prof & Tech Serv-Other	30.00
Professional Development & Expen	920.00
Uniforms and Personal Equipment	70.00
	49,289.00

Community Development

Mileage & Business Expense	100.00
Office IT and Printed Supplies	450.00
Prof & Tech Serv	100.00
Professional Development & Expen	510.00
	1,160.00

Library

Library Books and Materials	1,890.00
Office IT and Printed Supplies	861.25
	2,751.25

Parks & Recreation

Grounds and Horticultural Supp	1,420.00
Minor Tools and Equipment	80.00
Office IT and Printed Supplies	80.00
Other Supplies and Equipment	180.00
Professional Development & Expen	380.00
Recreation Supplies and Equip	970.00
Uniforms and Personal Equipment	140.00
	3,250.00

Human Services

Special Programs - General Relief	4,700.00
Special Programs - Rent	49,000.00
	53,700.00

Total Reductions	184,938.75

2018 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
Legal Services			
800	Justice of the Peace Renewals	\$225.00	\$225.00
740	Legal Secretary to Paralegal	\$8,618.00	\$0.00
	Total Department:	\$8,843.00	\$225.00
Assessing			
751	Appraisal & Consulting Services	\$20,000.00	\$0.00
752	Measure & Inspection of Comm & Ind/Exempt Prop	\$145,000.00	\$0.00
	Total Department:	\$165,000.00	\$0.00
Personnel			
760	Conference for New ERP	\$2,070.00	\$0.00
775	JJ Keller Online Training Database	\$945.00	\$0.00
777	National Safety Council OSHA 10/30 Course	\$814.00	\$0.00
723	Online Wellness Portal	\$42,150.00	\$0.00
773	Overtime for Open Enrollment	\$535.00	\$535.00
774	Reclassification of Safety & Training Coordinator	\$4,040.00	\$0.00
776	Safety Awareness Training and Promotional Budget	\$800.00	\$0.00
759	Training Travel for New ERP and Wellness Portal	\$1,500.00	\$0.00
	Total Department:	\$52,854.00	\$535.00
Finance Collections			
821	Increase Hours for PT Customer Srv. Rep.	\$3,824.00	\$0.00
711	NH Tax Collector Workshop	\$50.00	\$50.00
	Total Department:	\$3,874.00	\$50.00
Finance Purchasing			
762	Tuition for Purchasing Agent	\$1,000.00	\$0.00
	Total Department:	\$1,000.00	\$0.00

CITY OF CONCORD, NEW HAMPSHIRE

2018 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
Office of Management & Budget			
808	Certified Public Manager Program	\$1,250.00	\$0.00
	Total Department:	\$1,250.00	\$0.00
Information Technology			
765	Network Engineer to Assistant IT Director	\$6,847.00	\$6,847.00
	Total Department:	\$6,847.00	\$6,847.00
Police - Operations			
722	ATV Equipment	\$500.00	\$500.00
719	Bike Unit Maintenance & Equipment	\$1,500.00	\$1,500.00
737	Biohazard Cleaning	\$2,500.00	\$2,500.00
754	CID Cell Phones	\$6,600.00	\$0.00
721	DEU Training	\$2,000.00	\$0.00
720	Dry Cleaning of Uniform Shirts	\$9,300.00	\$0.00
714	Fitness Room Improvements	\$5,000.00	\$0.00
715	Honor Guard Uniforms	\$3,000.00	\$0.00
757	Leads Online Service	\$4,200.00	\$0.00
712	Patrol Ballistic Shield	\$3,200.00	\$0.00
767	Plausawa Hill Tower Rental	\$4,000.00	\$4,000.00
738	Specialized Investigative Training	\$5,000.00	\$0.00
713	Workstation Replacement Program	\$5,000.00	\$0.00
	Total Department:	\$51,800.00	\$8,500.00
Police - Patrol			
718	Police Canine Unit	\$48,880.00	\$0.00
716	PPT Community Service Aide	\$29,330.00	\$29,330.00
	Total Department:	\$78,210.00	\$29,330.00

2018 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
Police - Support Services			
717	FT Admin Tech II - Records	\$63,010.00	\$0.00
	Total Department:	\$63,010.00	\$0.00
Fire			
792	Additional Ambulance Company	\$770,072.00	\$0.00
794	Emergency Operations Center Equipment	\$1,000.00	\$1,000.00
789	EMT Training	\$27,068.00	\$0.00
787	Fire Alarm and Traffic Technician	\$89,870.00	\$0.00
788	Part Time Administrative Specialist	\$25,102.00	\$0.00
	Total Department:	\$913,112.00	\$1,000.00
GS-Administration			
786	Workforce Readiness Initiative	\$80,350.00	\$0.00
	Total Department:	\$80,350.00	\$0.00
GS-Fleet			
785	Increase Capital Outlay - Emergency Vehicle Repair	\$5,000.00	\$0.00
	Total Department:	\$5,000.00	\$0.00

2018 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
GS-Highway / Utilities			
694	Contracted Pressure Washing of Main St.	\$10,000.00	\$10,000.00
691	Contracted Service to Install Christmas Tree	\$2,000.00	\$0.00
692	Increase OT to Install Christmas Tree Decorations	\$1,840.00	\$0.00
681	Increase Snow and Ice Control Overtime	\$54,940.00	\$0.00
693	Permanent Downtown Services Team Maintenance Aide	\$101,305.00	\$0.00
680	Street Tree Planting	\$35,000.00	\$0.00
679	Weekend Sidewalk Plowing	\$39,090.00	\$39,090.00
Total Department:		\$244,175.00	\$49,090.00
GS-Public Properties			
818	Auditorium Doors	\$20,000.00	\$20,000.00
733	Electric Heat for Bicentennial Square Restrooms	\$5,500.00	\$0.00
731	Funding for NH Electrical Licensure for PPD Staff	\$1,200.00	\$1,200.00
732	Funding for OSHA Certification for PPD Staff	\$1,790.00	\$0.00
730	Mobile Application for Work Order System	\$1,200.00	\$1,200.00
728	Mobile Device Upgrade for Public Properties Staff	\$720.00	\$720.00
746	Municipal Complex Water Supply Element Replacement	\$4,500.00	\$4,500.00
725	PM Service to Sewage and Drain Injector Pumps	\$2,000.00	\$2,000.00
749	Remove ACM Flooring in City Hall Mail Room	\$5,500.00	\$0.00
748	Repair and Replace Siding and Trim at MF Team Room	\$10,500.00	\$0.00
747	Repair Sub-Floor at East Concord Community Center	\$7,500.00	\$0.00
727	Replace Pool Enclosure Gates	\$6,000.00	\$6,000.00
726	Temporary Labor - Summer	\$8,350.00	\$0.00
Total Department:		\$74,760.00	\$35,620.00

2018 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
CD-Administration			
770	Economic Development Marketing/Strategic Planning	\$50,000.00	\$50,000.00
820	Economic Development Marketing/Strategic Planning	(\$50,000.00)	(\$50,000.00)
688	Multi-Media Communications Specialist	\$66,469.00	\$0.00
	Total Department:	\$66,469.00	\$0.00
CD-Code Structural			
771	Administrative Specialist I - PT to FT	\$40,073.00	\$0.00
	Total Department:	\$40,073.00	\$0.00
CD-Community Planning			
781	Forestry Consultant Management and Inspection Fees	\$4,000.00	\$4,000.00
798	Forestry Consultant Management and Inspection Fees	(\$4,000.00)	(\$4,000.00)
780	Local River Advisory Dues	\$1,000.00	\$0.00
778	Trail Intern	\$5,000.00	\$5,000.00
797	Trail Intern	(\$5,000.00)	(\$5,000.00)
	Total Department:	\$1,000.00	\$0.00
Library			
735	Charging Stations	\$1,500.00	\$0.00
695	Circulation Supervisor - 37.5 to 40 hrs	\$4,115.00	\$4,115.00
756	Digitizing City Directories	\$5,350.00	\$0.00
755	Education Assistance	\$750.00	\$750.00
796	Library Annual Costs in Community Center	\$10,792.00	\$0.00
795	Library Start Up Costs in Community Center	\$10,840.00	\$0.00
	Total Department:	\$33,347.00	\$4,865.00

2018 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
Rec-Administration			
673	Citywide Community Center	\$77,230.00	\$0.00
675	Community Center/Dame School Reductions	(\$41,400.00)	(\$41,400.00)
674	White Park Skate House Expenses	\$20,150.00	\$0.00
819	White Park Skate House Revenue	(\$15,000.00)	\$0.00
	Total Department:	\$40,980.00	(\$41,400.00)
Rec-Grounds			
703	3 Point Hitch Chipper	\$3,300.00	\$0.00
782	Additional Porta Potties	\$1,280.00	\$1,280.00
697	Cell Phone Stipend	\$600.00	\$600.00
698	Cemetery Laptop	\$1,500.00	\$1,500.00
710	Clean Fire Supression System	\$3,500.00	\$0.00
702	Loader Bucket Attachment for Park's Small Tractor	\$3,400.00	\$3,400.00
707	Loudon Road Island Maintenance	\$3,500.00	\$3,500.00
699	Memorial Field Replacement Laptop	\$1,500.00	\$0.00
758	Memorial Field Sound System	\$2,000.00	\$2,000.00
708	Millville Cemetery Fence Repairs	\$4,500.00	\$0.00
784	Monkey-Around Playground Repair Supplies	\$2,500.00	\$2,500.00
704	Monument Repair in the Minot Enclosure	\$1,000.00	\$0.00
783	Pickle Ball Supplies	\$500.00	\$500.00
700	Preservation Team and Supplies	\$18,000.00	\$18,000.00
709	Repairs to Trolley Stop Building	\$9,000.00	\$0.00
701	Replacement Trees	\$9,500.00	\$0.00
705	Winter Temps - Parks	\$8,500.00	\$0.00
	Total Department:	\$74,080.00	\$33,280.00

2018 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
HS-Welfare Administration			
689	Human Services Software	\$9,500.00	\$9,500.00
790	Language Bank	\$4,000.00	\$2,000.00
	Total Department:	\$13,500.00	\$11,500.00
	Total Fund:	11	\$2,019,534.00
			\$139,442.00
CD-Engineering Inspection			
772	Fiscal Supervisor to Business Services Admin.	\$1,719.00	\$0.00
	Total Department:	\$1,719.00	\$0.00
	Total Fund:	2100	\$1,719.00
			\$0.00
Police - Parking Enforcement			
804	Capital Commons Meter Revenue Increase	(\$1,500.00)	(\$1,500.00)
802	Durgin Garage Meter Revenue Decrease	\$58,500.00	\$58,500.00
803	Firehouse Meter Revenue Increase	(\$4,000.00)	(\$4,000.00)
805	On Street Parking Revenue Increase	(\$19,350.00)	(\$19,350.00)
806	Parking Lease Capital Commons Revenue Decrease	\$23,520.00	\$23,520.00
801	Parking Ticket Revenue Decrease - Durgin Const.	\$12,000.00	\$12,000.00
	Total Department:	\$69,170.00	\$69,170.00
	Total Fund:	2200	\$69,170.00
			\$69,170.00

2018 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
Golf Course			
815	New pc for operation	\$1,500.00	\$0.00
817	Pro Shop updates	\$750.00	\$0.00
814	Training	\$2,630.00	\$0.00
	Total Department:	\$4,880.00	\$0.00
	Total Fund: 7300	\$4,880.00	\$0.00
Solid Waste			
807	Dumpster at Blossom Hill Cemetery	\$1,800.00	\$0.00
724	Recycling Bins for City Residents	\$6,500.00	\$6,500.00
	Total Department:	\$8,300.00	\$6,500.00
	Total Fund: 7700	\$8,300.00	\$6,500.00
Water Treatment Plant			
811	Additional Generator Fuel	\$40,000.00	\$0.00
750	Water Internship Program	\$7,500.00	\$0.00
	Total Department:	\$47,500.00	\$0.00
Water Admin & Revenue			
809	Provide a Cell Phone Stipend to UM Staff	\$600.00	\$600.00
	Total Department:	\$600.00	\$600.00
	Total Fund: 7800	\$48,100.00	\$600.00

2018 PROGRAM REQUEST SUMMARY

Number	Description	Department	Manager
Wastewater Treatment Plant			
684	Computer for Maintenance Shop Office	\$1,000.00	\$0.00
813	Contract Services	\$10,000.00	\$10,000.00
682	Emergency Call-In IPAD	\$1,200.00	\$1,200.00
812	Herbicide and Pesticide Application Services	\$6,000.00	\$6,000.00
683	Wastewater Internship Program	\$7,500.00	\$0.00
685	Water Environment Federation's Annual Conference	\$2,750.00	\$0.00
	Total Department:	\$28,450.00	\$17,200.00
	Total Fund: 7900	\$28,450.00	\$17,200.00
	Grand Total	\$2,180,153.00	\$232,912.00

2018 OPERATING BUDGET

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.

2018 OPERATING BUDGET

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.

2018 OPERATING BUDGET

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.

2018 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

2018 OPERATING BUDGET

APPENDIX E

INVESTMENT INCOME

Investment Income

USE OF FUND BALANCE/RETAINED EARNINGS

Budgetary Use of Fund Balance

DONATIONS

Donations

Music Program Donations

Fireworks Donation

MOTOR VEHICLE REGISTRATIONS

Vehicle Registrations

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

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

CAPITAL CONTRIBUTIONS

Contribution In Aid

Investment Fee

2018 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

2018 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

2018 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

2018 OPERATING BUDGET

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 retirable only from tax collections, and frequently only from the proceeds of the tax levy whose collection they anticipate.

Tax Increment Finance (TIF) District - financing of public improvements with the incremental taxes created either by new construction, expansion, or renovation of property within a defined portion of the community.

Tax Stabilization Reserve - A reserve of general fund committed fund balance on the balance sheet with Council approval. See the City's most recent Comprehensive Annual Financial Report.

Transfers In/Out – Transfers between City funds. In the General Fund, transfers-in from other funds recognize the cost of providing administrative services by the General Fund to Special Revenue and Enterprise Funds. General Services also charges administrative services to the Special Revenue and Enterprise Funds under its management control.

Trust Fund - Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

Unassigned Fund Balance - The portion of fund equity not assigned, committed, restricted for a specific purpose, or a non-spendable balance. A portion would be available for offsetting future year's expenditures. The City Council Fiscal Goals Committee has set target unassigned fund balance levels to retain for each operating fund to help ensure fiscal health.

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 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 42,620 as of July 1, 2015, a 0.18% 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 current mayor is former City Councilor James P. Bouley who was first elected mayor in November 2007. In November 2015 he was re-elected for his fifth consecutive term. Thomas J. Aspell, Jr., the City Manager, was appointed in April 2006. The City has had four City Managers since 1978. The City Manager, pursuant to the City Charter, has all appointive and dismissal powers for paid employees of the City. Appointive authority for boards and commissions is shared between the Mayor, City Council and City Manager.

In addition to serving as the seat of state and county government, Concord hosts several federal agencies, and is the only full-service local government between Laconia - 25 miles to the north, Manchester - 20 miles to the south, Keene - 54 miles to the west, and Portsmouth - 50 miles to the east. The City provides and annually appropriates for the following services: water treatment and supply; wastewater collection and treatment; solid waste collection and recycling; highway construction and maintenance, including snow plowing, storm sewer system and related infra-structure 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 2016 was 2.4%. This compares favorably to New Hampshire’s rate of 2.8% and to the United States rate of 5.1%. Concord’s rate also remains the lowest among the top three New Hampshire cities with Manchester at 3.1% and Nashua at 3.3%. Concord’s unemployment rates have remained lower than the State since 1992 except for the months of March, April and June, 2005.

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The assessed value of taxable property as of April 1, 2015 increased overall by 2.39% compared to April 1, 2014. 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, 2015 was 228,355, up slightly from \$222,700 the year before.

Tax collections percentage as of June 30, 2016 for the 2015 Tax Year was 98.5%, slightly lower than the previous year. Total tax delinquencies for all years were stated at \$2.6 million, up \$0.5 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 2016, the Mayor and Council issued a call to the Greater Concord Chamber of Commerce and the City's Economic Development Advisory Council to provide strategic recommendations that the City should consider to bolster economic development. The most prominent of these measures was the creation of an Economic Development Director position which was subsequently funded as part of the FY 17 budget.

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, is currently renovating the 34,000 SF building into 20 market rate apartments with ground floor commercial space. The total cost for the project is approximately 2.4 million. The project will be completed in March 2017.

Another key economic development initiative that continued during Fiscal Year 2016 was the \$14 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 15 +/- properties, public art, as well as comprehensive street-scape improvements. The project was 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 2017.
<http://www.nhes.nh.gov/elmi/products/cp/profiles-htm/concord.htm>

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PROJECTED ENDING FY18 FUND BALANCE/NET POSITION

Fund	Estimated Beginning FY18 Fund Balance/ Net Position	FY18 Budget Revenue	FY18 Budget Expense	Projected Increase/(Decrease) in Fund Balance/ Net Position	Projected Ending FY18 Fund Balance/ Net Position	% Change
General Fund	16,581,356	61,799,837	61,799,837	-	16,581,356	0%
Engineering Inspection Fund	78,898	300,750	298,340	2,410	81,308	3%
Parking Fund	29,745	1,918,854	2,101,884	(183,030)	(153,285)	-615%
Airport Fund	471,194	351,177	415,615	(64,438)	406,756	-14%
Conservation Property Management Fund	93,893	130,436	130,436	-	93,893	0%
Total Special Revenue Funds	673,730	2,701,217	2,946,275	(245,058)	428,672	-36%
Water Fund	54,689,874	5,948,960	6,239,108	(290,148)	54,399,726	-1%
Sewer Fund	50,809,055	7,453,662	7,922,057	(468,395)	50,340,660	-1%
Solid Waste Fund	711,459	4,173,350	4,139,917	33,433	744,892	5%
Non-Major	1,197,141	1,727,335	1,722,675	4,660	1,201,801	0%
Total Enterprise Funds	107,407,529	19,303,307	20,023,757	(720,450)	106,687,079	-1%
N End Opportunity Corridor TIF	1,024,495	493,156	213,480	279,676	1,304,171	27%
Sears Block TIF District	93,705	1,076,103	978,809	97,294	190,999	104%
Penacook Village TIF District	83,869	59,365	54,430	4,935	88,804	6%
Total Debt Service Funds	1,202,069	1,628,624	1,246,719	381,905	1,583,974	32%

For Budgetary Purposes Only

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PROJECTED ENDING FY18 FUND BALANCE/NET POSITION DESCRIPTION

Parking Fund

The decline in fund balance is due to increasing expenses and declining revenue. The decline in revenue is due to the loss to Transfer in from trust. The funds available from one thrust have been exhausted. Expenses continue to increase, compensation and fringe benefits increasing the most in terms of dollars. City Council and City staff have been working on a plan to increase revenue through a strategic planning process with considerable input from stakeholders. Final study results are due this summer with a phased implementation plan soon to follow. In the short run, it would appear this fund can no long be self-supporting as fund balance is anticipated to be drained thus, impacting the General fund adversely.

Airport Fund

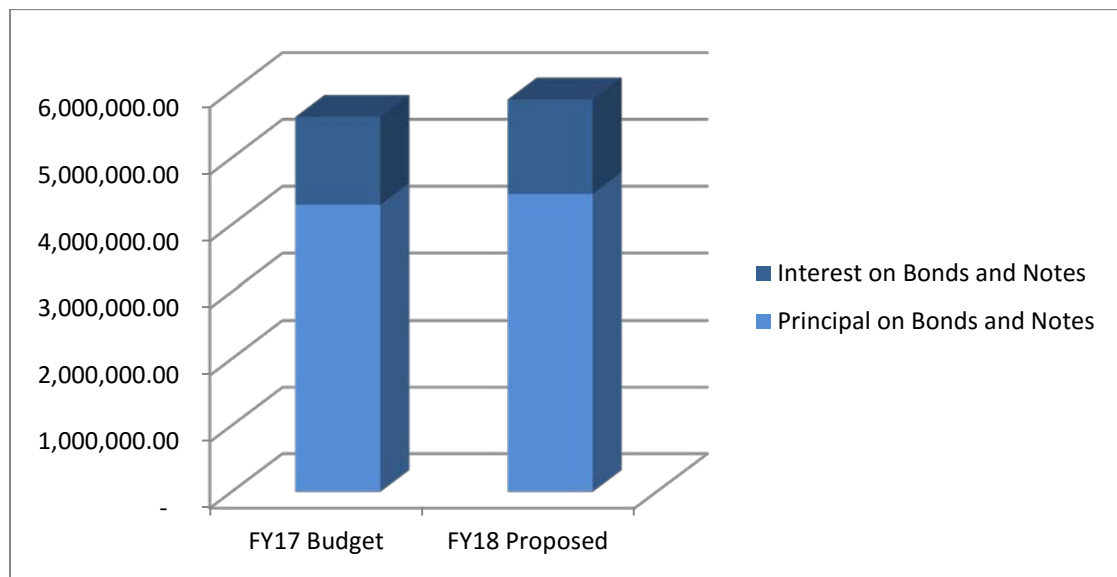
Changes in use of small general aviation airports continue to place significant pressure on this fund. Operating, maintenance, and capital needs continue to be incurred as necessitated by Federal obligations. The fund remains in a positive position although fund deficits are likely to continue until this segment of the local economy experiences long term growth.

Tax Increment Finance (TIF) Districts/Debt Service Funds

The three TIF districts anticipate growth in tax revenue greater than their budgeted expenses. Two of the districts North End Opportunity Corridor and Penacook Village are anticipated to retain more revenue in this budget.

AGGREGATED DEBT SERVICE – OTHER APPROPRIATED FUNDS

Debt Service	FY17 Budget	FY18 Proposed
Bond Costs	68,300	89,700
Interest on Bonds and Notes	1,314,660	1,412,404
Principal on Bonds and Notes	4,297,190	4,459,514
Total	5,680,150	5,961,618



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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
Community Development	X	X						X	
Library	X								
Parks & Recreation	X	X					X		
Human Services	X								

General Fund Pro Forma
FY2017 - FY2023

REVENUES	FY17 Budget	FY17 Estimated	FY18 Budget	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected
Property Taxes	37,484,056	37,597,670	39,029,446	42,538,206	44,778,000	47,588,882	50,744,794	53,838,624
Payment-In-Lieu of Tax	687,086	695,630	700,503	700,500	700,500	700,500	700,500	700,500
Cable TV Franchise	918,460	918,460	918,460	918,500	918,500	936,900	955,600	955,600
Motor Vehicle Registrations	6,275,000	6,468,000	6,389,000	6,484,800	6,614,500	6,812,900	7,017,300	7,122,600
Rooms and Meals Tax	2,191,965	2,191,965	2,191,965	2,192,000	2,192,000	2,257,800	2,257,800	2,325,500
Highway Block Grant	862,762	862,762	862,762	862,800	862,800	862,800	862,800	862,800
Ambulance Service Charge	1,595,000	1,595,000	1,600,000	1,616,000	1,632,200	1,664,800	1,698,100	1,723,600
NHRS subsidy for Retiree Health Ins	974,960	974,960	963,150	953,500	939,200	925,100	911,200	902,100
Transfer In-Water Fund	832,650	832,650	819,878	836,300	853,000	870,100	887,500	905,300
Transfer In-Wastewater Fund	951,705	951,705	1,029,243	1,049,800	1,070,800	1,092,200	1,114,000	1,136,300
Other	7,838,839	6,773,534	7,305,430	7,342,000	7,378,700	7,415,600	7,452,700	7,490,000
Total Revenues	60,612,483	59,862,336	61,809,837	65,494,406	67,940,200	71,127,582	74,602,294	77,962,924

EXPENDITURES:

O&M Expenses	52,105,997	50,807,903	53,204,758	55,558,375	57,719,700	59,998,000	62,379,600	64,855,400
Capital Transfer	391,750	391,750	391,750	741,500	453,500	474,250	641,000	635,000
Transfer Out to SW	990,130	990,130	1,053,684	1,087,043	1,114,219	1,142,075	1,170,627	1,199,982
Transfer Out Trust & Other Funds	1,672,652	1,644,232	898,595	898,595	1,096,586	1,312,159	1,312,200	1,312,200
Capital Outlay	55,200	61,100	54,310	10,000	10,000	10,000	10,000	10,000
(New) Tax Rate Portion of Paving Program				197,986	215,559		-	-
Authorized Unissued Debt		7,193,000						
Bonded CIP	<u>Informational</u>		5,158,000	7,278,000	10,849,400	12,611,000	13,079,000	7,533,000
Associated Debt Service		731,288	524,397	776,320	1,211,516	1,408,228	1,525,883	878,850
Debt Service								
Future Debt Service Estimate				1,255,690	2,003,190	3,166,480	4,493,930	5,901,200
Debt Service	5,396,754	5,376,645	6,206,740	5,745,217	5,327,446	5,024,618	4,594,937	4,049,142
Total Expenditures	60,612,483	59,271,760	61,809,837	65,494,406	67,940,200	71,127,582	74,602,294	77,962,924

Overlay & War Service Credit	567,800	567,800	567,800	567,800	567,800	567,800
<u>Amount to be Raised by Property Taxes</u>	<u>39,597,246</u>	<u>43,106,006</u>	<u>45,345,800</u>	<u>48,156,682</u>	<u>51,312,594</u>	<u>54,406,424</u>
Assessed Value (000)	3,955,771	3,969,771	3,983,771	3,997,771	4,011,771	4,025,771
Projected Property Tax Rate	10.01	10.86	11.38	12.05	12.79	13.51
Projected Increase		8.5%	4.8%	5.9%	6.1%	5.6%

Parking Fund Pro Forma
FY2017 - FY2023

	FY17 Budget	FY 17 Estimate	FY18 Budget	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected
REVENUES:								
Meter/Lease Revenue	1,653,109	1,674,869	1,702,474	1,872,577	1,889,717	1,939,310	2,000,950	2,065,080
Non-Operating Revenue	10,500	10,500	10,500	10,600	10,800	11,100	11,500	12,000
Transfer In-Sears Block TIF District	206,167	206,167	205,130	203,407	203,865	191,100	190,540	237,464
Transfer In-Trust	58,800	58,800	-	-	-	-	-	-
Other	750	2,050	750	800	800	800	800	800
Total Revenues	1,929,326	1,952,386	1,918,854	2,087,384	2,105,182	2,142,310	2,203,790	2,315,344
EXPENDITURES:								
O&M Expenses	1,201,862	1,153,974	1,214,744	1,226,900	1,251,400	1,301,500	1,353,600	1,407,700
Overhead	106,940	106,940	107,030	108,100	110,300	114,700	119,300	124,100
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	13,000	13,000	-	26,800	5,000	61,925	7,000	50,750
Authorized Unissued Debt	Informational		3,248,000					
Bonded CIP			-	740,000	665,000	765,000	240,000	2,700,000
Debt Service								
Future Debt Service Estimate				280,140	349,509	407,799	475,003	489,325
Existing Debt Service Schedule	764,840	764,828	769,610	759,774	752,577	732,250	666,162	636,321
Total Expenditures	2,097,142	2,049,242	2,101,884	2,412,214	2,479,285	2,628,674	2,631,965	2,719,496
Projected Net	(167,816)	(96,856)	(183,030)	(324,830)	(374,104)	(486,364)	(428,175)	(404,152)
FUND POSITION:								
Beginning Working Capital	126,600	126,600	29,744	(153,286)	(478,116)	(852,219)	(1,338,583)	(1,766,759)
Ending Working Capital	(41,216)	29,744	(153,286)	(478,116)	(852,219)	(1,338,583)	(1,766,759)	(2,170,910)
10% of Expenses	209,714	204,924	210,188	241,221	247,929	262,867	263,196	271,950

Airport Fund Pro Forma
FY2017 - FY2023

	FY17 Budget	FY17 Estimates	FY18 Request	FY19 Projected	FY20 Projected	FY21 Projected	FY 22 Projected	FY 23 Projected
REVENUES:								
Leases and Operations	351,233	344,072	351,177	356,119	361,778	367,674	373,826	380,255
Total Revenues	351,233	344,072	351,177	356,119	361,778	367,674	373,826	380,255
EXPENDITURES:								
O&M Expenses	329,827	328,117	325,763	335,540	348,960	364,660	382,890	402,030
Overhead	41,120	41,120	41,212	42,450	43,720	45,470	47,520	49,660
Capital Program								
Capital Transfer	9,976	9,976	15,000	68,500	11,750	26,400	11,400	63,332
CIP Program	-	-	93,000	-	-	-	60,000	-
Debt Service:								
Future Debt Service Estimate				11,160	10,974	10,788	10,602	18,216
Existing Debt Service Estimate	33,850	33,850	33,640	32,839	29,988	29,138	23,288	17,638
Total Expenditures	414,773	413,063	415,615	490,489	445,392	476,456	475,700	550,876
Projected Net	(63,540)	(68,991)	(64,438)	(134,370)	(83,613)	(108,781)	(101,874)	(170,621)
FUND POSITION:								
Beginning Working Capital	540,185	540,185	471,194	406,756	272,386	188,773	79,992	(21,882)
Ending Working Capital	476,645	471,194	406,756	272,386	188,773	79,992	(21,882)	(192,503)
10% of Expenses	41,477	41,306	41,562	49,049	44,539	47,646	47,570	55,088

Golf Fund Pro Forma
FY2017 - FY2023

REVENUES:

	FY17 Budget	FY17 Estimate	FY18 Budget	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected
Sales and Operations								
Camps	37,100	23,030	37,690	38,067	38,448	39,217	40,001	40,801
Seasonal Passes	231,080	237,230	256,000	256,000	258,560	263,731	269,006	274,386
Daily Fees League & Tournament Fees	355,000	356,000	355,000	362,100	369,342	380,422	391,835	399,672
Cart Rental	150,000	155,500	155,000	159,650	164,440	169,373	174,454	177,943
Handicapping	7,000	6,390	7,000	7,000	7,000	7,140	7,283	7,428
Driving Range	58,000	45,740	55,000	56,100	57,222	58,366	59,534	60,724
Golf Simulator Revenue	56,000	64,500	66,000	67,320	68,666	70,040	71,441	72,869
Investment Income	100	110	110	110	-	-	-	-
Concession Income	42,000	35,000	42,000	42,000	42,000	42,840	43,697	44,571
Advertising Revenue: Scorecard and Tee Signs	-	17,000	15,000	20,000	20,000	20,000	20,000	20,000
Miscellaneous	4,000	1,800	1,000	1,000	1,000	1,000	1,000	1,000
Pro Shop Sales Pro Shop Sales-Rentals & Other	136,000	127,210	136,000	141,440	148,512	154,452	159,086	162,268
Transfer In-General Fund	19,760	19,760	-	-	-	-	-	-
Other	-	35	-	-	-	-	-	-
Total Revenues	1,096,040	1,089,305	1,125,800	1,150,787	1,175,189	1,206,581	1,237,335	1,261,662

EXPENDITURES:

	O&M Expenses	925,166	921,610	955,002	983,652	1,013,162	1,053,688	1,090,567	1,112,379
	Overhead	76,560	76,260	76,650	76,650	76,650	80,483	83,299	84,965
Capital Program									
	Capital Outlay	-	-	-	-	-	-	-	-
	Transfer to CIP	4,500	4,500	-	-	-	25,000	-	-
	Authorized Unissued Debt	3,000							
	Bonded CIP Program	Informational							
				123,000	1,015,000	170,000	70,000	95,000	30,000
Debt Service									
	Future Debt Service Estimate				22,960	127,560	142,201	146,416	152,322
	Existing Debt Service Schedule	88,600	88,598	75,565	72,667	70,800	68,062	39,344	19,833
Total Expenditures		1,094,826	1,090,968	1,107,217	1,155,929	1,288,171	1,344,434	1,384,626	1,369,499

Projected Net	1,214	(1,663)	18,583	(5,142)	(112,982)	(137,852)	(147,291)	(107,837)

FUND POSITION:

Adjusted Beginning Working Capital	31,427	31,427	29,764	48,347	43,205	(69,777)	(207,629)	(354,920)
Ending Working Capital	32,641	29,764	48,347	43,205	(69,777)	(207,629)	(354,920)	(462,757)
10% of expenses	109,483	109,097	110,722	115,593	128,817	134,443	138,463	136,950

Arena Fund Pro Forma

FY2017 - FY2023

	FY 17 Budget	FY 17 Estimate	FY 18 Request	FY 19 Projected	FY 20 Projected	FY 21 Projected	FY 22 Projected	FY 23 Projected
REVENUES:								
Sale and Operations	601,735	596,402	601,535	611,160	617,271	623,444	629,678	635,975
Winter Ice Prime Rate/Hr	255	255	260	263	268	271	282	282
Winter Ice Non-Prime Rate/Hr	188	188	190	194	198	200	208	208
Winter In HS Games Rate /Hr	265	265	270	273	278	281	292	292
Transfer In-GF (Share of Debt)								
Total Revenues	601,735	596,402	601,535	611,160	617,271	623,444	629,678	635,975
EXPENDITURES:								
O&M Expenses	479,959	456,375	478,651	488,220	497,980	507,940	518,100	528,500
Overhead	64,350	64,350	65,797	68,429	71,166	74,013	76,973	80,052
Capital Program								
Capital Outlay	-	-	-	-	-	-	-	-
Capital Transfer	2,500	2,500	16,000	-	-	20,000	-	-
Authorized Unissued Debt	Informational		76,500					
Bonded CIP			20,000	75,000	-	100,000	100,000	-
Debt Service								
Prior Year CIP Debt Service	-	-	-	-	6,956	5,662	15,662	54,062
Future Debt Service Estimate	-	-	-	8,203	15,159	20,821	36,483	90,546
Existing Debt Service	52,700	52,702	55,010	54,205	52,855	51,505	50,155	48,805
Total Expenditures	599,509	575,927	615,458	619,056	644,116	674,279	681,712	747,903
Projected Net	2,226	20,475	(13,923)	(7,897)	(26,845)	(50,835)	(52,033)	(111,928)
FUND POSITION:								
Beginning Working Capital	189,324	189,324	209,799	195,876	187,979	161,135	110,300	58,266
Ending Working Capital	191,550	209,799	195,876	187,979	161,135	110,300	58,266	(53,661)
10% of expenses	59,951	59,951	61,546	61,906	64,412	67,428	68,171	74,790

Solid Waste Fund Pro Forma
FY2017 - FY2023

	FY17 Budget	FY 17 Estimate	FY18 Request	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected	FY 23 Projected
REVENUES:								
MV Waste & HHW Recycling	99,961	100,595	99,961	100,961	101,970	102,990	104,020	105,060
PAYT	1,492,470	1,567,870	1,603,155	1,620,018	1,637,335	1,654,913	1,672,756	1,690,865
Commercial & Other	1,350,401	1,318,326	1,415,250	1,436,479	1,458,026	1,479,896	1,502,095	1,524,626
Transfer In-GF	991,130	991,130	1,054,684	1,087,043	1,114,219	1,142,075	1,170,627	1,199,892
Other	300	300	300	300	300	300	300	300
Total Revenues	3,934,262	3,978,221	4,173,350	4,244,800	4,311,851	4,380,174	4,449,797	4,520,743
EXPENDITURES:								
Closed Landfills	72,290	66,980	69,811	71,905	74,062	76,284	78,573	80,930
Recycling	1,027,984	1,004,710	1,060,530	1,087,043	1,114,219	1,142,075	1,170,627	1,199,892
PAYT/Refuse	1,514,225	1,515,325	1,545,629	1,591,998	1,639,758	1,688,951	1,739,619	1,791,808
Commercial & Other	1,358,155	1,351,746	1,425,225	1,460,856	1,497,377	1,534,811	1,573,182	1,612,511
Capital Program								
Capital Transfer	10,000	10,000	10,000	10,000	-	-	-	-
Bonded CIP	Informational					125,000	45,000	
Associated Debt Service						13,958	6,152	
Debt Service								
Future Debt Service Estimate				-	-	-	13,960	20,110
Existing Debt Service Schedule	29,300	29,300	28,722	28,142	27,412	23,682	21,042	20,532
Total Expenditures	4,011,954	3,978,061	4,139,917	4,249,944	4,352,829	4,465,803	4,597,002	4,725,783
Projected Net	(77,692)	160	33,433	(5,144)	(40,978)	(85,629)	(147,205)	(205,040)
FUND POSITION:								
Beginning Working Capital	471,503	471,503	471,663	505,096	499,952	458,974	373,345	226,140
Projected Net	(77,692)	160	33,433	(5,144)	(40,978)	(85,629)	(147,205)	(205,040)
Ending Working Capital	393,811	471,663	505,096	499,952	458,974	373,345	226,140	21,100
Target Working Capital	401,195	397,806	413,992	424,994	435,283	446,580	459,700	472,578

Water Fund Pro Forma
FY2017 - FY2023

	FY17 Request	FY 17 Estimate	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected	FY 23 Projected
REVENUES:								
Sales and Operations	4,393,440	4,550,000	4,468,020	4,678,326	4,932,742	5,219,042	5,527,890	5,854,931
Fixed Rate	1,187,000	1,164,480	1,170,000	1,175,850	1,181,729	1,187,638	1,193,576	1,199,544
Services	209,000	209,750	205,500	211,665	218,015	224,555	231,292	238,231
Investment Fees	20,000	45,000	20,000	20,000	20,000	20,000	20,000	20,000
Reimbursements	38,115	38,495	43,290	44,156	45,480	46,845	48,250	49,698
Other	34,400	53,000	42,150	43,836	45,589	47,413	49,310	51,282
Total Revenues	5,881,955	6,060,725	5,948,960	6,173,833	6,443,556	6,745,494	7,070,318	7,413,686
Anticipated Revenue from Increases			-	245,741	257,308	295,965	313,143	331,673
Net from October Rate Change			-	184,306	192,981	221,973	234,857	248,755
Rate Increase			0.00%	5.50%	5.50%	6.00%	6.00%	6.00%
EXPENDITURES:								
O&M Expenses	2,840,627	2,692,545	2,913,150	3,000,545	3,090,561	3,183,278	3,278,776	3,377,139
Overhead	832,650	832,650	819,878	844,474	869,809	895,903	922,780	950,463
Capital Program								
Capital Outlay	115,000	95,000	119,000	121,000	123,000	127,000	132,000	138,000
Capital Transfer	208,440	208,440	210,250	155,750	151,750	119,125	175,750	156,250
Transfer to Trust	220,000	245,000	220,000	220,000	220,000	220,000	220,000	220,000
Authorized Unissued Debt			136,500					
Bonded CIP	Informational		1,939,000	1,244,500	3,455,000	1,585,000	2,300,000	850,000
Associated Debt Service				266,082	131,101	396,619	160,681	247,389
Debt Service								
Future Debt Service Estimate				266,082	397,183	793,802	954,483	1,201,872
Existing Debt Service Schedule	1,947,700	1,956,795	1,956,830	1,859,000	1,621,701	1,537,260	1,432,520	1,372,090
Total Expenditures	6,164,417	6,030,430	6,239,108	6,466,851	6,474,003	6,876,367	7,116,308	7,415,814
Projected Net	(282,462)	30,295	(290,148)	(293,018)	(30,447)	(130,874)	(45,990)	(2,129)
FUND POSITION:								
Beginning Working Capital	3,004,901	3,004,901	3,035,196	2,745,048	2,452,030	2,421,583	2,290,710	2,244,720
Ending Working Capital	2,722,439	3,035,196	2,745,048	2,452,030	2,421,583	2,290,710	2,244,720	2,242,591
25% Operation Expenses	710,157	710,157	728,288	750,136	772,640	795,819	819,694	844,285
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%)	439,344	455,000	446,802	467,833	493,274	521,904	552,789	585,493
Target Working Capital	1,649,501	1,665,157	1,675,090	1,717,969	1,765,914	1,817,724	1,872,483	1,929,778

Wastewater Fund Pro Forma

FY 2017-2023

	FY17 Budget	FY 17 Estimate	FY18 Request	FY19 Projected	FY20 Projected	FY 21 Projected	FY 22 Projected	FY 23 Projected
REVENUES:								
Sales and Operations	6,293,000	6,550,000	6,514,840	6,830,540	7,201,956	7,592,936	8,005,143	8,469,755
Other Sales	572,000	537,692	495,000	499,950	504,950	509,999	515,099	520,250
Grants	275,578	61,570	267,182	366,577	360,730	91,559	48,092	41,088
Services	22,300	31,300	31,300	31,300	31,300	31,300	31,300	31,300
Investment Fees	40,000	51,500	40,000	40,000	40,000	40,000	40,000	40,000
Reimbursements	38,115	39,250	43,290	44,589	45,926	47,304	48,723	50,185
Other	40,680	60,950	62,050	63,912	65,829	67,804	69,838	71,933
Total Revenues	7,281,673	7,332,262	7,453,662	8,145,567	8,532,491	8,678,002	9,071,396	9,584,711
Anticipated Revenue from Increases			-	358,316	375,680	396,108	417,611	480,309
Net from October Rate Change			-	268,700	281,800	297,100	313,200	360,200
Rate Increase			0.00%	5.50%	5.50%	5.50%	5.50%	6.00%
EXPENDITURES:								
O&M Expenses	3,911,329	3,833,430	3,932,753	4,050,736	4,172,258	4,297,425	4,426,348	4,559,139
Overhead	951,705	951,305	1,029,243	1,060,120	1,091,924	1,124,682	1,158,422	1,193,175
Capital Program								
Capital Outlay	56,000	115,000	58,000	59,500	61,500	63,500	65,500	67,500
Capital Transfer	68,160	68,160	70,250	113,750	81,750	74,125	100,750	168,250
Transfer to Trust	160,000	171,500	160,000	160,000	160,000	160,000	160,000	160,000
Authorized Un-Issued Bonds		136,500						
Bonded CIP	Informational		3,449,000	3,003,500	2,182,500	3,405,000	7,747,500	5,825,000
Prior Year CIP Debt Service				429,369	331,851	251,584	422,529	881,406
Debt Service								
Future Debt Service Estimate				429,369	761,221	1,012,804	1,435,333	2,316,739
Existing Debt Service Schedule	2,427,250	2,400,490	2,672,414	2,469,090	2,376,190	1,727,740	1,533,520	1,470,260
Total Expenditures	7,574,444	7,539,885	7,922,660	8,342,565	8,704,842	8,460,276	8,879,873	9,935,062
Projected Net	(292,771)	(207,623)	(468,998)	(196,998)	(172,351)	217,726	191,523	(350,351)
FUND POSITION:								
		214,004	Current Portion of State Grant					
Beginning Working Capital	3,794,649	3,794,649	3,801,030	3,332,032	3,135,034	2,962,683	3,180,408	3,371,931
Ending Working Capital	3,501,878	3,801,030	3,332,032	3,135,034	2,962,683	3,180,408	3,371,931	3,021,579
25% Operation Expenses	1,215,759	1,196,184	1,240,499	1,277,714	1,316,045	1,355,527	1,396,193	1,438,078
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%)	629,300	655,000	651,484	683,054	720,196	759,294	800,514	846,975
Target Working Capital	2,345,059	2,351,184	2,391,983	2,460,768	2,536,241	2,614,820	2,696,707	2,785,054