

CITY OF CONCORD



OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2022
JULY 1, 2021 – JUNE 30, 2022

For the City of Concord, New Hampshire, as
adopted by the Concord City Council on June
21, 2021


City Manager

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Finance Committee Budget Schedule

May 13	(Thursday)		Budget Delivery to City Council
May 20	(Thursday)	5:30 PM	City Manager's Fiscal Year 2022 Budget Presentation -Schedule -Transmittal Letter -Budget Summaries -Resolutions -General Fund Revenue Non Public Session
May 24	(Monday)	5:30 PM	General Government (Administration) Public Safety -Police -Fire General Services
May 27	(Thursday)	5:30 PM	Community Development Leisure Services -Library -Parks and Recreation Human Services Capital Improvement Program -TIF Districts -Capital
May 31	(Monday)		Holiday
June 3	(Thursday)	5:30 PM	Special Revenue Funds -Inspection -Parking -Airport -Conservation Property -Golf -Arena -Solid Waste Enterprise Funds -Water -Wastewater
June 21	(Monday)	5:30 PM	Committee Work Session Public Hearings Public Hearing Action (Budget Adoption)



CITY OF CONCORD

New Hampshire's Main Street™

City Manager's Office

Thomas J. Aspell, Jr.
City Manager

May 13, 2021

Honorable Mayor and Council:

I am pleased to present you with the Fiscal Year 2022 proposed budget. As Council will surely recognize, the last year and a half has been a challenge unlike any of us have experienced in our lifetimes. I am extremely grateful for City Council's support of our staff. Council's leadership and direction have afforded our organization the ability to weather the worst of the pandemic's effects while, at the same time, never losing focus on the future. Cognizant of the risks, our employees have stepped up to task and continue to provide outstanding customer service to our community. Thanks to their efforts and your guidance, I am able to submit to you a budget—amidst an on-going global pandemic—that meets the community's short and mid-term needs while still keeping an eye on the Council's long-term vision; all within a 2.5% tax rate increase.

FY 2022 Budgetary Challenges and Trends

This budget provides the necessary resources for the City's continued vigorous public health response to COVID-19 and works to establish our position for a shared recovery. The unprecedented social and economic change wrought by COVID-19 to our City and our State, brings us to a moment where we must responsibly make investments that ensure our public health and economic vitality is best positioned for the future.

It is essential to reinforce that this proposed budget is not exempt from significant structural challenges and countervailing economic trends. Most fundamentally, as the state capital, approximately a 25% of Concord's land value is not taxable. In a community where 63% of the City's General Fund budget relies on ad valorem tax revenue, this poses an ongoing obstacle.

In addition to the structural challenge of the state's taxation system, one of the largest impacts on the FY 2022 budget was from the New Hampshire Retirement System (NHRS). The NHRS employer rate adjustment increased the City's Group I (non-Police/Fire) contributions by 26% resulting in a \$1.2 million increase to the City's required contribution. This level of pension rate inflation is not sustainable in the long term without increased revenue or service reductions.

Recruitment and succession are also proving to be stubborn challenges whose impacts on service delivery will become more difficult with time. Our recruitment experience validates that the recent wage increase for the Concord Patrol Officers has improved the number of viable candidates for the department. Other departments continue to face challenges to fill supervisory and technical positions. Internal succession is also a growing area of concern.

The COVID-19 pandemic created dramatic economic turmoil to all sectors of our local economy, private and non-profit, including the City budget. The City Council had planned for just this moment with years of shared fiscal responsibility that allowed us to be a well-prepared capital city.

Fiscal responsibility is and has been the foundation of the proposed Operating and Capital budget, and will help accelerate our community's recovery during the coming year.

While there remains weakness in certain sectors of our economy, property tax revenue has proven strong over the past year. Other important local revenues like building permits and motor vehicle registrations also remain strong and are projected to grow slightly as the economy further reopens over the coming year.

The COVID-19 pandemic, of course, has also posed a significant challenge for the FY 2022 budget. In FY 2021, the City relied on the use of \$1.5 million in unassigned fund balance to achieve a 0% tax rate increase. A balanced budget is the City Council's top priority since it is vital for the proper health of the City's finances and its bond rating which, in turn, affords the City with the financial flexibility to pursue community-wide projects. However, it is also important not to lose sight of the fact that the continued use of unassigned fund balance diminishes the City's fiscal health and poses future challenges. Despite this measure, the City's unassigned fund balance on June 30, 2020 was 20.1%. Use of \$1.5 million of Unassigned Fund balance for the FY 2021 budget would have the effect of reducing the fund balance percentage. This year, I am recommending the use of \$1.75 million in unassigned fund balance. My expectation is to return the City to a balanced budget in a phased approach over the next few years.

A new dynamic to this budget is the recently passed federal legislation known as the American Rescue Plan Act that will provide more than four million dollars in federal funding to the City. While formal notice has not yet been received, the funding will be made available over the next two years. These funds can be used to offset revenue declines due to the pandemic to ensure the City's stability and fiscal resiliency over the next few budget cycles.

Coupled with the pandemic, efforts by the Federal Reserve to stimulate the economy via record low interest rates have had dramatic negative consequences for the City's investment income. Interest revenue was budgeted at \$390,000 in FY 2021. The actual is anticipated to be \$48,000. For FY 2022, only \$45,000 is contemplated.

One positive from the national macroeconomic picture is that there is a significant amount of liquidity in the marketplace. When combined with extremely low interest rates, this is encouraging many developers to move forward with building and construction projects. To date, there are nearly ten different housing developments in various stages of planning and due diligence currently underway in Concord, which will help address the City Council Priority Goal 2e, Housing. Although it is unlikely that all will come to fruition, if even a fraction are built, the community would start to see the most significant housing growth in well over 20 years.

FY 2021 Recap

This year was one of tremendous resilience shown by City Council, staff and the public. Staff committed to strict COVID protocols including staggered shifts, remote work, plexiglass shields, and masks to ensure that City services could be provided in a consistent and quality fashion. Thanks to this diligence there were very few gaps in City services. The use of online services for payment rose by 34% citywide with dramatic increases of 65% in the City Clerk's office and nearly 89% in the Parking Fund. City Council also took the lead in holding their meetings virtually which, in some respects, actually provided the public with greater access than in the past. The City's myriad boards and commissions followed suit.

City Hall and the Annex were open to the public through most of FY 2021 thanks to the great work and leadership provided by staff's "Return to Work Committee." This group consistently found ways to adapt to changing state and federal protocols in order to ensure that residents could transact their municipal business in a safe manner. One of these measures was the creation of the City Hall Greeter who not only helped screen visitors to the building, but also served as an informational ambassador for the entire City organization.

The City received \$604,000 in reimbursements from the Federal government (through the State) in FY 2021 to address many of its COVID-19 related expenses.

The City reached a major milestone to contain its health insurance costs further addressing City Council Priority Goal 1a and 1b this past year. Council accepted the contract with the Concord Fire Officers Association thereby bringing the last of the City's six collective bargaining units onto a high deductible health plan as the cost driver. The City's non-contractual staff were folded into this plan earlier in the year. This action, over time, should reap increased savings.

Although the Manager's budget is usually dominated by fiscal considerations, I would be remiss not to mention the great work done by the Concord Fire Department to address the very real physiological threat that was the COVID-19 virus in FY 2021. The Department pioneered the use of a "COVID" ambulance for calls where there were suspected COVID infections to reduce the likelihood of cross-contamination of other fire apparatus and, therefore, to better protect our residents and staff. The COVID ambulance was used during significant outbreaks, primarily at the New Hampshire State Prison and when Concord Hospital was on diversion. The Department also coordinated with State and Federal authorities to secure PPE for the entire City organization. Ultimately, when the vaccines became available, it was Concord Fire that was on the front lines leading local public health network efforts to ensure that as many people in our community were vaccinated as possible. A lot of credit for our City's success is attributable to the advocacy and foresight of former Chief Guy Newbury and new Chief Sean Brown and their entire team.

Of course, the pandemic's effects were not just limited to biological threats. Many small businesses struggled to stay afloat with lost customers and reduced contracts. To assist local businesses reeling from these financial impacts, the City Council re-authorized the temporary, expanded outdoor dining program. Across Concord, nearly 30 restaurants took advantage of this initiative to install tables and chairs on sidewalks, bump-outs, in parking lots and in on-street parking spaces. The City also appropriated \$15,000 to provide small grants, through the Greater Concord Chamber of Commerce, to 10 restaurants to reimburse them for facility upgrades needed to address COVID.

Additionally since the start of the pandemic and shifting work priorities, City staff, while paused for a period of time, continue to work on the strategic implementation of several new computer software applications. The Community Development Department remains focused on the Energov Software and has been working on implementation sessions remotely. This program is now scheduled to “Go Live” in November 2021. The new financial software (ERP) also continues to move forward. The current phase, Human Capital Management (HCM), is scheduled to “Go Live” on July 1, 2021. The next phase that started in February 2021 is the Utility Billing Module, is expected to “Go Live” in April 2022. The last phase of the main ERP software solution is the Tax Module and is expected to start implementation in February 2022.

Although COVID influenced much of what the City did in FY 2021, it did not limit the City from reaching significant milestones in terms of public infrastructure. Work began on replacing Pump Station #4 at the Water Treatment Facility. This \$4.8 million upgrade is critical to ensuring that the City’s water supply is not interrupted. The City also continued its paving program consistent with the adopted budget and carried out maintenance activities during 27 winter events. The City also moved forward with the replacement of three bridges: Hooksett Turnpike, Birchdale Road and North Pembroke Road bridges.

Addressing City Council Priority #2 of expanding community-wide development, the Council approved the construction of two roundabouts on Hoit and Whitney Roads in Penacook as well as improvements to the nearby I-93 on-ramp. The City’s lead on this \$4.7 million project will not only provide a much-needed safety improvement for motorists, pedestrians and cyclists, it will also open up the Whitney Road corridor to new tax-generating development and ensure that Penacook secures a full-service supermarket; long a priority for the Village.

The City also provided a \$287,000 loan from the City’s revolving loan fund to local company, Eastern Analytical, to afford them the ability to remain and expand in Concord. The City Council entered into a development agreement with the John Flatley Company for construction of 64 units of rental housing at the former Employment Security site, and helps to achieve the City Council’s Priority Goal 2a.

In the northern portion of downtown bounded by Main Street, I-393, I-93, and Loudon Road, the City purchased a property at 10-12 Higgins Place and began negotiations with the State of New Hampshire to acquire the former NHDOT garage property on Stickney Avenue as first steps toward redevelopment of this gateway to our city (*City Council Priority Goal 5*).

Addressing City Council Priority Goal 8c, the Council set for public hearing in June, the potential purchase of 5.7 miles of the discontinued Pan Am rail line with a goal of converting that corridor into the Merrimack River Greenway Trail.

Despite the fact that the City was not able to operate its pools in FY 2021, other recreational amenities saw record utilization. The City’s trail system exploded in popularity as residents and visitors sought out COVID-friendly activities. Beaver Meadow Golf Course saw tremendous usage allowing the Golf Fund to post revenues \$290,000 ahead of FY 2020 as of March 31st.

Alternatively, the Parking and Arena funds realized losses due to the pandemic. As of March 31st, the Parking Fund revenues were down \$397,000 or 54% compared to FY 2020. For the same reporting period, the Arena showed a \$125,000 decrease in revenue as compared to FY 2020.

The past year has also been marked by a greater awareness locally and nationally of socio-cultural issues such as systemic racism and police brutality. Gaining a better understanding of diversity, inclusion and equity is essential for our organization to succeed. In the spirit of Council Priority #3, the Police Department reviewed and refreshed its Use of Force Policy that for years had already included many of the limits on force requested by those protesting other Police departments across the country. The Human Resources (HR) department hosted a series of DEI (diversity, equity, inclusion) training sessions for department directors, division managers and supervisors. City Council also appropriated dollars for its own training through the National League of Cities. Recruitment efforts have also been expanded to use more diverse resources for job solicitations such as the Local Government Hispanic Network and the local “Overcomers” community organization. The City is also designated as a Recovery Friendly Workplace, as such we have been able to provide free Opioid Workplace Training for supervisors virtually. The City is utilizing the State of New Hampshire bonding program for justice involved individuals as we explore employment opportunities for those in recovery. The City’s Human Resources Director participates on the Greater Concord Chamber of Commerce’s Equity Committee.

Another issue of particular sensitivity for our community is the lack of housing. Concord is presently experiencing a “seller’s market” with a robust appreciation in housing prices and residential rental rates. Housing supply is extremely limited relative to demand creating challenges in terms of employee recruitment, quality of life, etc. To incentivize greater housing development in FY 2021, the City Council adopted a change in how water and sewer special investment fees are paid providing developers with greater flexibility to pay these fees over time. The City also sold its former Water Tower lot in Penacook to CATCH which allowed it to break ground on a 42-unit development of workforce housing. This is in addition to the Caleb Penacook Landing development which earlier added another 34 units of affordable housing at the former tannery site, again addressing Council Priority Goal 2e. Several new housing proposals are currently being reviewed by the City that—if built—should greatly relieve some of the pressure on the market.

FY 2022 Budget Overview

The FY 2022 budget I present to you totals \$109.3 million across all funds and results in a projected 2.5% tax rate increase. Reflective of the on-going pandemic, this is a conservative budget that does not propose any significant new programs but meets Council priorities for economic development, recreational opportunities, and capital investment in public infrastructure. This budget also continues the City’s paving program, provides for robust winter maintenance, and includes limited dollars for targeted staff training.

Assumptions

This budget relies on the use of \$1.75 million in unassigned fund balance to limit the tax rate increase to 2.5%. It anticipates \$40,000,000 in real growth and a budget-to-budget increase of \$196,000 in building permit revenue and of \$100,000 in motor vehicle registrations. It holds constant what is anticipated from the State Highway Block Grant program as well as the State Meals and Rooms tax based on the City’s FY 2021 experience. It also includes a reduction in PILOT payments to the City of approximately \$90,000 largely attributable to the effect of the pandemic on the economy, and a reduction of \$48,000 in Recreation Department revenues.

Of particular note, the budget projects a \$26,200 loss for the Arena Fund and a \$210,000 loss for the Parking Fund. The budget also includes a reduction of \$263,000 in State Aid Grant funding for the Wastewater Fund. In terms of the capital budget, the proposed FY 2022 program is a total investment of approximately \$12 million.

Positions

In FY 2021, the City Council voted to move the City's economic development efforts away from a generalist approach to one more project-centered. This methodology is more in line with Concord's successful history with projects such as Capital Plaza, Capital Commons, Smile and Love Your Neighbor buildings, Main Street, etc. To accomplish this, City Council provided funding for a Fellowship position, through ICMA's Local Government Management Fellowship Program, for the remainder of FY 2021. The City interviewed several candidates as part of the ICMA program and has hired a Fellow to start in July. This position will report directly to the City Manager. The total budget for this position is \$95,000. This budget also eliminates funding for the Economic Development Director position; a savings of \$170,000.

Position changes are also included for the Community Development Department within the Code Administration Division. The part-time Licensing Coordinator position has been in furlough status since March 2020. This position was largely focused on special event coordination and running the City's banner program. The pandemic has dramatically reduced that workload and what little events have occurred have been coordinated by the Health and Licensing Officer. Where there has been a growing need, however, is for additional health inspection services. With only one full-time and one part-time employee, the Health Office of Code Administration has, for years, struggled to inspect food service establishments at the intervals recommended by best practice. With the increase in outdoor dining, the Health Office's tasks have increased. This budget eliminates the Licensing Coordinator position and proposes that the City hire an additional part-time Health Services Inspector. Tasks traditionally associated with the Licensing Coordinator position would be shared by the entire Health Services staff. The Health Services Inspector and Licensing Coordinator positions are in the same labor grade and the proposed work hours (19 per week) would remain the same. These two changes result in a net decrease from FY 2021 of \$4,600.

This budget also proposes the addition of a Trails Ranger position within Community Development. Concord has over 80 miles of trails. The pandemic illustrated the incredible popularity of the City's trail system with record numbers of users and the unfortunate side effects of illegal parking, trail wear and tear, trespassing issues, and litter. To address this, this budget includes a 20 hour per week Trails Ranger position. The Conservation Commission has agreed to fund this position in FY 2022 from the Conservation Fund. This position would provide basic trail maintenance, monitor trail usage, report on violations and problems, and, overall, provide a City presence on the growing trail system. The addition of the Trail Ranger directly addresses Council Priority Goal 8d. The FY 2022 budget for this position is \$22,600.

With the expansion of technology and remote work across the City, the IT department has been pressed to address many more requests for service. Due to limited staff, a number of those requests have been delayed or turned down. This budget includes a Help Desk Technician which will allow system administrators to address the backlog of documentation needed to properly support the growing IT enterprise, as well as address the lack of many applications. The budget for this position is \$75,000.

This budget also adds a part time Equipment Operator position in the Wastewater Fund, an increase of \$12,000, and provides funding to increase the General Services Division Head labor grade from 22 to 23.

This budget also includes the elimination of funding in FY 2022 for:

- Assistant City Prosecutor: \$131,000 (will reconsider in FY 2023)
- Temporary wages for employees not hired in Recreation: \$18,000
- Vacant Parking Enforcement Officers and a part time Parking Meter Technician: \$166,000

Paving

In FY 2021, the City programmed \$2.2 million for the paving program. The General Fund transfer to the Highway Reserve is proposed to be reduced by \$126,000 for FY 2022 and no increased funding for the FY 2022 allocation. Despite this, the amount of dollars programmed for paving in the FY 2022 capital budget increases to \$2.3 million and remains consistent with City Council's plan.

Recreation

This budget includes funding for the operation of five of the City's seven pools for a programmed savings of \$31,300. Securing a sufficient number of lifeguards has proven to be problematic. One of the five pools proposed to operate this summer is the recently reconstructed Merrill Park pool.

Water/Wastewater

The two utility funds continue to provide the City with critical services to meet the growing demand in future years. A 3.5% water rate increase for FY 2022 and an 8% increase for the Wastewater fund is proposed.

The rate increases are necessary to meet the ongoing operational cost increases and capital infrastructure needs. The Wastewater fund has a number of capital projects planned. Additionally, these funds have undergone a rate structure review and a proposal to City Council is forthcoming to revise the structure to include a fixed fee based on meter size and align the billing with industry norms and best practices. This will also allow for a seamless transition to the new Munis billing software currently in the implementation stages. This new rate structure change is revenue neutral to the funds. Also, as mentioned earlier in this letter, the State of New Hampshire has notified the City that the Wastewater State Aid Grant revenue is being eliminated and that represents a loss of \$263,000 for FY 2022.

Special Revenue Funds

Parking Fund

The Parking fund realized a significant decline in revenue in FY 2021 (\$745,000 projected) as the pandemic took hold. Employees of downtown businesses worked remotely, and customer visits to restaurants, and local retail stores declined dramatically. Additionally, recreational venues for movies and live performances closed completely for a significant period of time and reopening has been gradual and in accordance with Governor Sununu's executive orders. While the Parking fund worked to reduce expenses in FY 2021, the fund will still realize a significant loss (\$480,000). For FY 2022, the Parking Fund is presented with a significant realignment of revenues and expenses but will still budget a loss for the fiscal year (\$210,000). This fund will continue to manage struggle until revenues return to normal and may require support from the General Fund in the near term.

Arena Fund

The Arena has typically been and still is a very solid operation. FY 2021 saw some obstacles that had operational and budgetary impacts. Overall revenue reductions at the Arena total \$191,000 including ice and facility rentals, Governor shutdown (\$36,000), lost snack bar, pro shop and advertising sales. General Services managed these revenue reductions effectively and adjusted expenses accordingly. Despite this, the Arena fund will still realize an annual loss of approximately \$134,700. The FY 2022 budget contemplates a loss of \$26,200 as it anticipates revenues to recover as operations work their way back to normal.

Golf Fund

The Golf Fund has excelled in operations and revenues during the pandemic. In FY 2021 through March 31, the Fund has recognized \$290,000 more in revenue than in FY 2020. The course has been extremely busy in all areas. Membership to date has increased by 78 as of May 4, 2021, as compared to all memberships through June 30, 2020. Tee time utilization is currently running at 70% compared to 42% in previous years. Tent rental golf outings were postponed from spring and summer 2020 to fall 2020 (FY 2021) and the schedule of outings for FY 2021/2022 has generated four new outing groups. For the first time in many years, Beaver Meadow will defer a portion of the membership revenue collected through June 30, 2021 to FY 2022 and will more closely align this revenue stream with actual course utilization. The Golf Fund is projected to end FY 2021 with a \$179,000 gain.

Airport Fund

General aviation was not immune from the impacts of the pandemic. Fuel sales continue to be down reflecting less flights to and from the facility. Rental income remains consistent. The Airport is expected to end FY 2022 with an operating loss of \$112,000. Based on current trends, the fund's position is expected to go negative in FY 2025.

Per the Airport Advisory Committee's recommendation, the Airport continues to bank its annual allocation of State grant funding to off-set the proposed construction of a new terminal building in FY 2026. With the exception of \$10,000 in CIP 75 (General Maintenance) no other significant capital investments are projected in FY 2022.

Solid Waste Fund

The Solid Waste Fund continues to operate effectively and anticipates an operating loss in FY 2021 of \$78,000, somewhat better than the \$166,000 budgeted loss. The FY 2022 budget projects a loss of \$174,000. A bag price increase continues to be projected in FY 2023. It is important to keep in mind that the 10-year contract with Casella expires in December 2024. This means that the FY 2025 budget will need to consider the new agreement terms with Casella or their successor.

Capital Improvement Program

The City is planning a comprehensive \$12 million Capital Improvement Program budget for FY 2022 that continues to invest in revitalizing the community and providing for responsible maintenance and repair of the City's infrastructure. As in other previous economic downturns, the Capital Improvement Program continues to make investments with long-terms needs and costs in mind.

This year's Capital Improvement Program continues to pay attention to the direct needs of the community by investing in city roads and bridges, equipment for public safety and infrastructure maintenance, to include parks and outdoor recreation consistent with strategic plans that have been developed with the community. The program continues to make civic and open spaces, which the community enjoys, more active and vibrant.

Bonded capital projects, across all funds are planned to increase by \$987,000 for FY 2022.

TIF Districts continue to be an integral part of the City's economic development portfolio. Use of these districts allows the City to spur development that likely would not have occurred without the City's participation in the infrastructure needed to move projects forward. This is evidenced by the ongoing success of the North End Opportunity Corridor District and planned future expansion and development along Storrs Street. The Sears Block District continues to bring new projects forward with the likely redevelopment of the former New Hampshire Employment Security site and the Penacook District with the current development that is occurring at Exit 17 and Hoit Road. While these are long term projects that take years to pay dividends, the NEOC TIF has been returning a portion of its value back to the tax rolls for more than a decade and it is projected that the other TIF districts will do the same in the future.

Conclusion

While the pandemic's total fiscal impact still remains to be seen and will play itself out over the coming years, this budget identifies a course for a sustainable and equitable recovery and maintains the high level of programs and services the community has come to expect.

The FY 2022 budget recognizes the current challenges while remaining grounded in fiscal responsibility avoiding reductions in service and making significant strides in the accomplishment of City Council priorities. As the City reopens we will continue to make important investments with both the Fiscal Year 2022 Operating Budget and Capital Improvement Program.

I am very proud of the dedicated city staff that work for this organization. As we move forward toward a successful recovery, we will remain focused on all parts of the community and create opportunities and avenues for long-term success.

Sincerely,

A handwritten signature in blue ink, appearing to read "Thomas J. Aspell Jr.", written over a horizontal line.

Thomas J. Aspell Jr.
City Manager



City of Concord

FISCAL YEAR 2022

Budget in Brief





**AA+
S&P Bond
Rating**

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

**Distinguished
Budget
Presentation
Award -
6th Year**

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

This budget continues the efforts of City Council and City staff toward the fulfillment of the City's goals. It provides necessary resources for the City's continued response to COVID-19, the effects of which will be ongoing for some time. Additionally, it addresses investments to ensure economic vitality in the future.

City of Concord budget details are available online at concordnh.gov.



TOTAL BUDGET OVERVIEW

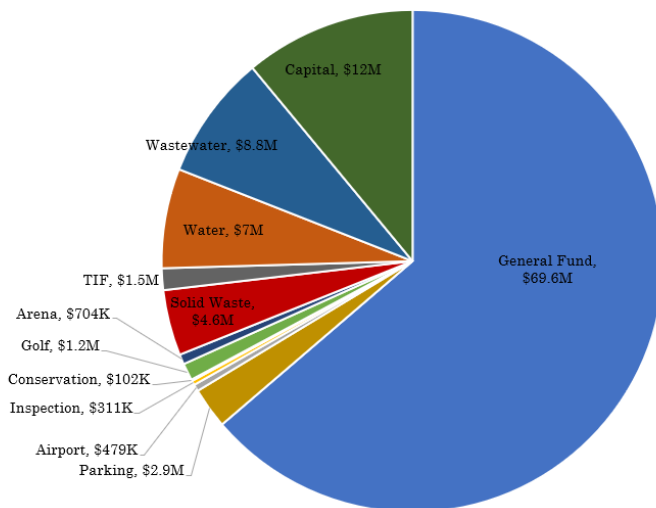
**The proposed FY22 budget includes a
2.5% tax rate increase**

FY21 Adopted Budget*: \$106.6 million

FY22 Proposed Budget*: \$109.3 million

\$2.7 million year to year increase

***Includes CIP (Capital Improvement Projects)**



Property Tax Rates

CONCORD: \$26.76



School	City	County
\$15.00	\$9.32	\$2.44

PENACOOK: \$29.93



School	City	County
\$18.17	\$9.32	\$2.44

Tax Rate Impact



*A 2.5% tax rate increase
(City portion) equates to
\$57.50 for a \$250K house.*

What Do City Taxes Pay For?



32%
Fire

30%
Police

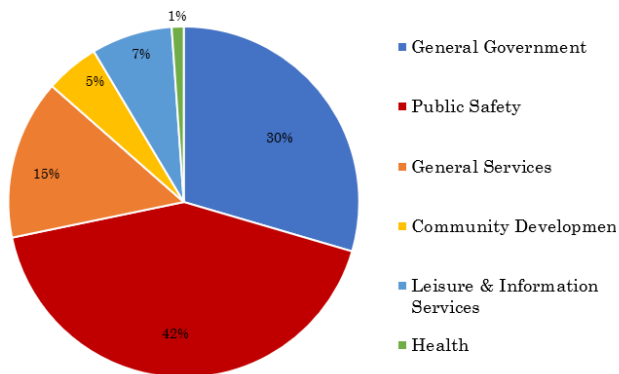
22%
**General
Services**

16%
**Debt
Service**

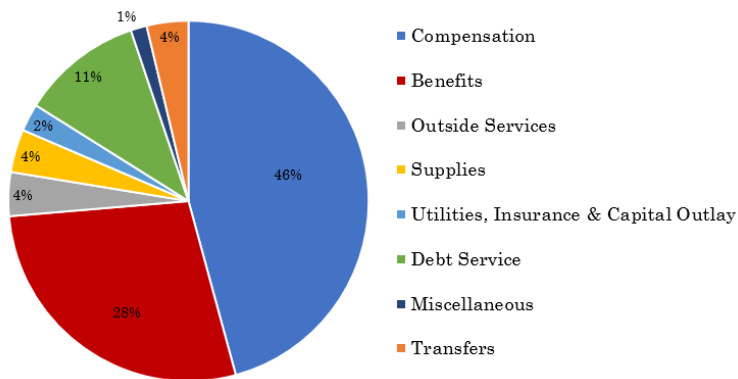
GENERAL FUND OVERVIEW

\$69.6 MILLION

General Fund Expenses By Function



General Fund Expenses By Category



BUDGET TO BUDGET GENERAL FUND COMPARISON

FISCAL YEAR 2021 TO FISCAL YEAR 2022

Notable Budget Increases / Decreases



**WAGES:
+\$854K**



**BENEFITS:
+\$1.26 million**



**USE OF FUND
BALANCE:
+\$250K**



**DEBT SERVICE:
-\$98K**

NOTABLE ITEMS IN THE FY 22 BUDGET



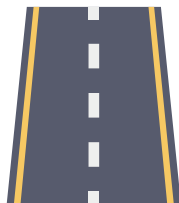
**2 New Ambulances:
\$550K**



**4 New Police Cruisers:
\$200K**



**Local Gov't
Management Fellow :
\$95K**



**Neighborhood Paving
Program:
\$2.4 million**



**8% Wastewater
Rate Increase**



**3.5% Water
Rate Increase**

NOTABLE ITEMS IN THE FY 22 BUDGET

The following funds are, and continue to be, heavily influenced by the COVID-19 pandemic.



Parking Fund: \$210K
Projected Loss



Arena Fund: \$26K
Projected Loss



Golf Fund: \$7K
Projected Gain



Airport Fund: \$112K
Projected Loss

NEW DEBT SERVICE

**FY 22 General Fund
Net Decrease:
\$98K**

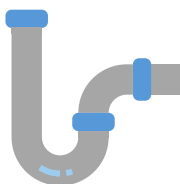
*Principal and interest
payments on bonds issued by
the City to fund Capital
Projects.*



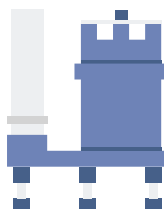
**Public Safety:
\$167K**



**General Vehicle &
Equipment Replacement:
\$115K**



**Water
Infrastructure:
\$92K**



**Wastewater
Improvements:
\$153K**

NEIGHBORHOOD STREET PAVING PROGRAM

The City of Concord is staying on task with the neighborhood street paving program plan for FY 22.

FY22: \$2.4 million

**Annual transfer from the General Fund to the
Highway Reserve:**

- FY21: \$1.3 million
- FY22: \$1.2 million

CAPITAL IMPROVEMENT PROJECTS



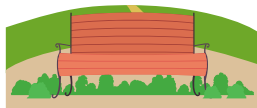
**Bridge & Dam
Projects: \$320K**



**Water Meter
Replacement:
\$125K**



**Golf Course
Improvements:
\$525K**



**Penacook
Riverfront
Park: \$110K**



**Merrimack River
Greenway Trail:
\$1.3 million**



**General Services
Vehicle
Replacement:
\$1.2 million**

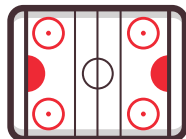


**Sewer plant
improvements:
\$2.3 million**

CAPITAL IMPROVEMENT PROJECTS



**City Hall
Improvements:
\$708K**



**Arena
Improvements:
\$160K**



**Library
Improvements:
\$160K**



**City-Wide Parks &
Recreational Facility
Improvements:
\$940K**

SUSTAINABILITY INITIATIVES

FISCAL YEAR 2022



**2,090 new LED
street lights**



**Trails Ranger
position**



Weatherize Concord



**Growth Award,
Arbor Day Foundation
(2020)**

CONCORD AT A GLANCE



**80+ miles
of trails**



**230+ acres
of parks**



**220 miles of
roads**



**204K circulation items
from Concord libraries
(2020)**



**52K calls for
service/responses for
Police & Fire (2020)**



**8th Top Real Estate
Market in the U.S.
(Realtor.com, April 2021)**



LOOKING FORWARD

The COVID-19 pandemic's total fiscal impact still remains to be seen and will likely have lingering impacts for years to come. While the City of Concord has been able to maintain a healthy economic position through years of strategic planning, ongoing budget challenges remain and will persist. Fiscal responsibility will continue to be the foundation of the proposed operating and capital budgets, and will help accelerate our community's recovery during the coming year.

Budget Summary

Revenue by Function	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
General Fund					
General Government	\$59,855,443	\$60,876,064	\$62,314,588	\$60,259,243	\$62,212,131
Public Safety	\$4,448,513	\$3,787,794	\$3,899,241	\$3,712,214	\$3,722,166
General Services	\$932,773	\$930,740	\$1,036,425	\$1,037,009	\$949,465
Community Development	\$1,807,412	\$1,327,205	\$1,326,937	\$1,453,038	\$1,272,426
Leisure and Information Services	\$1,252,924	\$1,565,850	\$1,578,084	\$1,231,525	\$1,502,545
Health	\$42,863	\$10,000	\$21,774	\$17,770	\$10,000
Sub Total	\$68,339,929	\$68,497,653	\$70,177,048	\$67,710,800	\$69,668,734
Special Revenue Funds					
Inspection	\$434,621	\$291,200	\$291,200	\$297,823	\$310,521
Parking	\$2,498,785	\$3,069,699	\$3,072,274	\$2,325,161	\$2,671,531
Airport	\$359,907	\$375,110	\$375,116	\$362,642	\$366,911
Conservation Property	\$77,936	\$92,792	\$92,792	\$92,845	\$102,374
Golf	\$1,080,421	\$1,130,751	\$1,139,919	\$1,374,248	\$1,208,888
Arena	\$640,785	\$680,600	\$691,728	\$489,426	\$678,180
Solid Waste	\$4,352,382	\$4,416,452	\$4,417,010	\$4,123,660	\$4,446,091
Sub Total	\$9,444,837	\$10,056,604	\$10,080,040	\$9,065,805	\$9,784,496
Enterprise Funds					
Water	\$6,401,920	\$6,381,560	\$6,386,790	\$6,570,398	\$6,510,860
Wastewater	\$7,891,291	\$8,127,654	\$8,137,483	\$8,338,654	\$8,449,403
Sub Total	\$14,293,211	\$14,509,214	\$14,524,274	\$14,909,052	\$14,960,263
Capital and Other Funds					
Capital Projects	\$16,239,557	\$10,844,504	\$17,408,094	\$8,913,508	\$12,042,749
North End Opp Cor TIF District	\$497,857	\$494,675	\$494,675	\$453,485	\$368,325
Sears Block TIF District	\$1,211,932	\$1,233,900	\$1,233,900	\$1,157,880	\$1,049,830
Penacook Village TIF District	\$588,583	\$149,735	\$149,735	\$148,135	\$206,260
Sub Total	\$18,537,929	\$12,722,814	\$19,286,404	\$10,673,008	\$13,667,164
Total Revenue	\$110,615,906	\$105,786,285	\$114,067,766	\$102,358,665	\$108,080,657

Budget Summary

Expense by Function	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
General Fund					
General Government	\$21,389,468	\$21,049,081	\$22,264,836	\$21,825,847	\$20,599,551
Public Safety	\$27,508,054	\$28,051,162	\$28,345,378	\$29,118,393	\$29,394,176
General Services	\$9,558,140	\$9,978,764	\$10,084,449	\$9,825,478	\$10,256,997
Community Development	\$3,650,644	\$3,662,560	\$3,702,291	\$3,595,476	\$3,449,783
Leisure and Information Services	\$4,528,169	\$5,037,881	\$5,050,115	\$4,451,167	\$5,199,162
Health	\$637,809	\$718,205	\$729,979	\$595,322	\$769,064
Sub Total	\$67,272,284	\$68,497,653	\$70,177,048	\$69,411,683	\$69,668,734
Special Revenue Funds					
Inspection	\$439,644	\$279,502	\$279,502	\$338,327	\$310,521
Parking	\$2,557,108	\$3,171,675	\$3,174,250	\$2,805,154	\$2,881,180
Airport	\$392,865	\$461,327	\$461,333	\$450,286	\$478,703
Conservation Property	\$69,155	\$92,792	\$92,792	\$92,845	\$102,374
Golf	\$1,078,416	\$1,130,751	\$1,139,919	\$1,195,270	\$1,201,929
Arena	\$680,543	\$668,245	\$679,373	\$624,103	\$704,338
Solid Waste	\$4,178,653	\$4,582,662	\$4,583,220	\$4,201,740	\$4,619,835
Sub Total	\$9,396,385	\$10,386,954	\$10,410,390	\$9,707,725	\$10,298,880
Enterprise Funds					
Water	\$6,129,182	\$6,806,207	\$6,811,437	\$6,893,592	\$7,005,233
Wastewater	\$8,256,516	\$8,538,963	\$8,548,792	\$8,342,391	\$8,766,529
Sub Total	\$14,385,698	\$15,345,170	\$15,360,229	\$15,235,983	\$15,771,762
Capital and Other Funds					
Capital Projects	\$16,239,557	\$10,844,504	\$17,408,094	\$10,285,623	\$12,042,749
North End Opp Cor TIF District	\$224,634	\$244,985	\$244,985	\$244,985	\$245,810
Sears Block TIF District	\$1,034,579	\$1,231,445	\$1,231,445	\$1,232,085	\$1,200,550
Penacook Village TIF District	\$548,217	\$58,095	\$58,095	\$51,685	\$81,125
Sub Total	\$18,046,988	\$12,379,029	\$18,942,619	\$11,814,378	\$13,570,234
Total Expense	\$109,101,354	\$106,608,805	\$114,890,287	\$106,169,769	\$109,309,609

Budget Summary

Revenue by Classification	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
General Fund					
Property Taxes	\$41,872,607	\$42,194,952	\$42,608,575	\$43,082,514	\$44,157,853
Other Taxes	\$789,442	\$808,479	\$808,479	\$790,640	\$709,572
Intergov Revenue	\$5,583,981	\$4,861,248	\$5,203,123	\$5,253,699	\$4,096,234
Rental Income	\$199,561	\$285,940	\$285,940	\$186,540	\$278,502
Fines and Penalties	\$570,825	\$566,500	\$566,500	\$547,900	\$586,000
Licenses and Permits	\$1,509,505	\$988,480	\$948,480	\$966,200	\$1,164,785
Investment Income	\$613,031	\$390,000	\$140,000	\$48,000	\$45,000
Donations	\$48,237	\$48,200	\$48,200	\$45,100	\$48,200
Transfer In	\$3,957,460	\$3,964,400	\$4,079,600	\$3,920,693	\$3,901,793
Use of Fund Bal/RE	\$0	\$1,500,000	\$2,501,692	\$0	\$1,750,000
Motor Vehicle Reg	\$7,104,853	\$7,000,000	\$7,000,000	\$7,000,000	\$7,100,000
Dept Service Charges	\$3,601,865	\$3,603,259	\$3,603,259	\$3,350,878	\$3,532,394
Retiree Health Reimb	\$1,356,856	\$1,338,680	\$1,338,680	\$1,317,500	\$1,334,950
Other Revenue	\$1,131,705	\$947,515	\$1,044,520	\$1,201,135	\$963,450
Sub Total	\$68,339,929	\$68,497,653	\$70,177,048	\$67,710,800	\$69,668,734
Special Revenue Funds					
Intergov Revenue	\$176,631	\$76,541	\$94,477	\$88,554	\$76,541
Rental Income	\$1,726,568	\$1,611,800	\$1,611,800	\$1,697,072	\$1,789,071
Fines and Penalties	\$331,542	\$558,667	\$558,667	\$294,835	\$336,090
Licenses and Permits	\$113,861	\$90,700	\$90,700	\$90,700	\$100,700
Investment Income	\$15,747	\$13,500	\$13,500	\$3,629	\$3,410
Transfer In	\$1,405,572	\$1,487,708	\$1,487,708	\$1,447,165	\$1,522,503
Use of Fund Bal/RE	\$0	\$25,000	\$30,500	\$25,000	\$34,000
Dept Service Charges	\$531,494	\$456,485	\$456,485	\$393,225	\$458,836
Parking-Metered	\$1,057,206	\$1,462,750	\$1,462,750	\$784,825	\$1,048,000
SW Commercial Sales	\$1,338,790	\$1,598,808	\$1,598,808	\$1,215,670	\$1,542,087
SW Residential Sales	\$1,609,968	\$1,576,725	\$1,576,725	\$1,667,790	\$1,660,385
Golf Permit and Fees	\$530,813	\$550,170	\$550,170	\$727,737	\$623,547
Pro Shop Sales	\$467,614	\$498,050	\$498,050	\$590,468	\$543,676
Other Revenue	\$139,031	\$49,700	\$49,700	\$39,135	\$45,650
Sub Total	\$9,444,837	\$10,056,604	\$10,080,040	\$9,065,805	\$9,784,496

Budget Summary

Revenue by Classification (continued)	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Enterprise Funds					
Intergov Revenue	\$58,749	\$234,304	\$249,364	\$239,534	\$0
Rental Income	\$0	\$4,190	\$4,190	\$4,190	\$4,190
Fines and Penalties	\$47,726	\$58,000	\$58,000	\$58,000	\$58,000
Licenses and Permits	\$1,100	\$1,500	\$1,500	\$1,500	\$1,500
Investment Income	\$129,217	\$180,000	\$180,000	\$180,000	\$180,000
Capital Contribution	\$150,309	\$60,000	\$60,000	\$85,518	\$60,000
Use of Fund Bal/RE	\$0	\$0	\$0	\$0	\$0
Dept Service Charges	\$295,688	\$303,100	\$303,100	\$303,100	\$303,100
Water Sales	\$5,913,801	\$5,923,700	\$5,923,700	\$6,081,790	\$6,061,840
Wastewater Sales	\$7,567,782	\$7,637,000	\$7,637,000	\$7,847,250	\$8,201,893
Retiree Health Reimb	\$88,583	\$103,120	\$103,120	\$103,120	\$85,440
Other Revenue	\$40,257	\$4,300	\$4,300	\$5,050	\$4,300
Sub Total	\$14,293,211	\$14,509,214	\$14,524,274	\$14,909,052	\$14,960,263
Capital and Other Funds					
Capital Projects	\$16,239,557	\$10,844,504	\$17,408,094	\$8,913,508	\$12,042,749
Property Taxes	\$1,758,463	\$1,862,010	\$1,862,010	\$1,756,720	\$1,618,540
Investment Income	\$40,809	\$14,000	\$14,000	\$2,780	\$3,550
Other Revenue	\$499,100	\$2,300	\$2,300	\$0	\$2,325
Sub Total	\$18,537,929	\$12,722,814	\$19,286,404	\$10,673,008	\$13,667,164
Total Revenue	\$110,615,906	\$105,786,285	\$114,067,766	\$102,358,665	\$108,080,657

Budget Summary

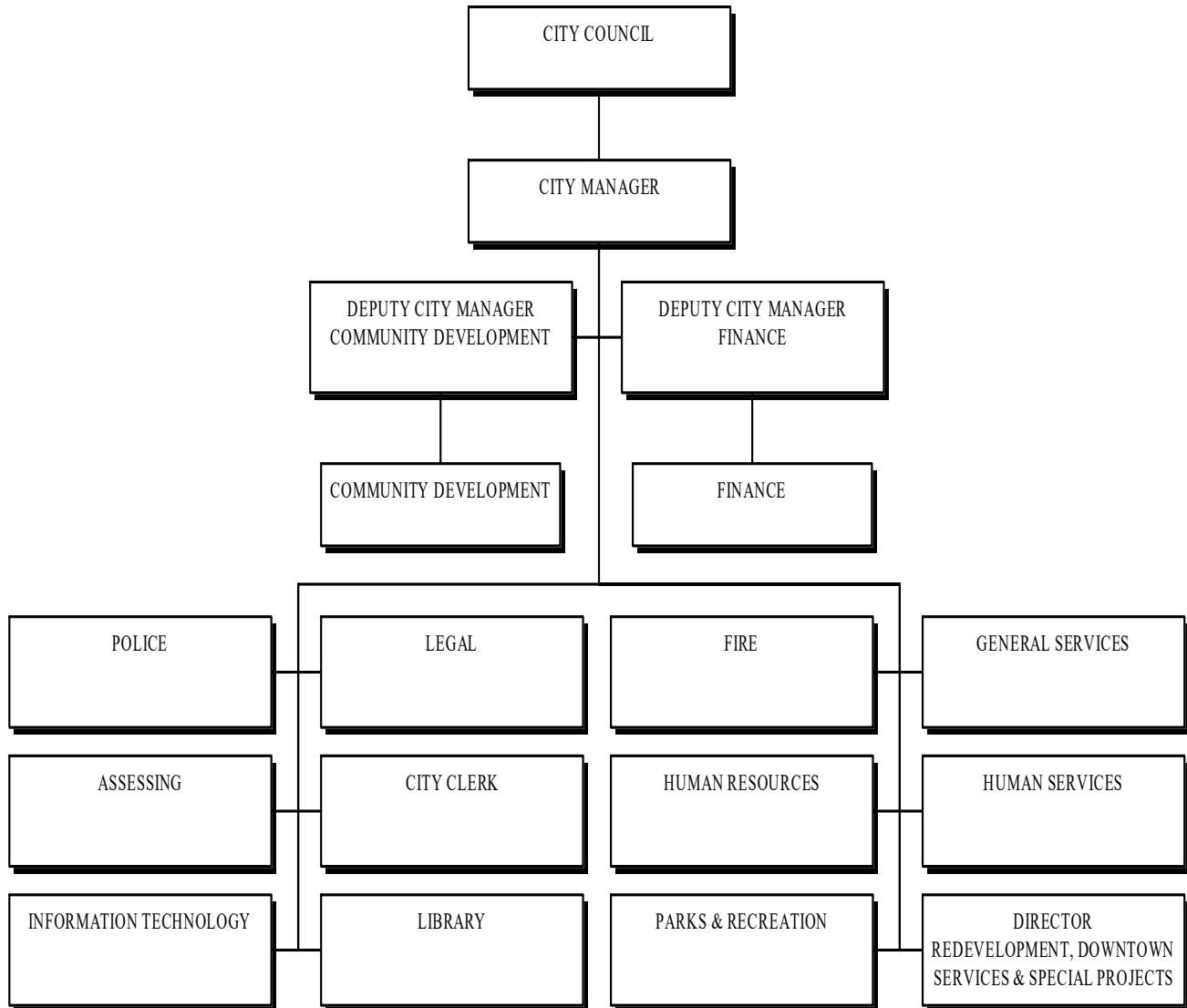
Expense by Classification	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
General Fund					
Compensation	\$29,948,456	\$31,019,334	\$31,262,692	\$31,513,522	\$31,873,197
Fringe Benefits	\$17,408,634	\$18,164,543	\$18,259,791	\$18,076,397	\$19,420,679
Outside Services	\$2,438,903	\$2,696,716	\$2,823,846	\$2,413,560	\$2,735,726
Supplies	\$2,534,739	\$2,703,882	\$2,800,908	\$2,791,522	\$2,684,351
Utilities	\$1,218,891	\$1,226,280	\$1,226,280	\$1,222,851	\$1,213,666
Insurance	\$471,342	\$460,690	\$461,408	\$447,524	\$482,943
Capital Outlay	\$35,916	\$25,700	\$55,700	\$20,700	\$25,600
Debt Service	\$7,333,341	\$7,688,239	\$7,688,239	\$7,688,239	\$7,590,250
Miscellaneous	\$900,201	\$1,090,330	\$1,102,104	\$822,980	\$1,039,790
Transfer Out	\$4,981,862	\$3,421,938	\$4,496,080	\$4,414,388	\$2,602,531
Sub Total	\$67,272,284	\$68,497,653	\$70,177,048	\$69,411,683	\$69,668,734
Special Revenue Funds					
Compensation	\$1,606,382	\$1,646,414	\$1,661,856	\$1,601,179	\$1,643,967
Fringe Benefits	\$712,760	\$785,038	\$786,331	\$745,903	\$798,733
Outside Services	\$4,507,834	\$5,088,758	\$5,094,877	\$4,516,868	\$4,975,954
Supplies	\$308,170	\$424,610	\$425,192	\$414,808	\$419,393
Utilities	\$215,904	\$219,530	\$219,530	\$229,352	\$226,840
Insurance	\$41,130	\$38,500	\$38,500	\$38,430	\$42,566
Capital Outlay	\$15,750	\$0	\$0	\$0	\$0
Debt Service	\$1,432,442	\$1,644,300	\$1,644,300	\$1,634,260	\$1,596,980
Miscellaneous	\$247,038	\$240,399	\$240,399	\$227,730	\$229,361
Transfer Out	\$308,975	\$299,405	\$299,405	\$299,195	\$365,086
Sub Total	\$9,396,385	\$10,386,954	\$10,410,390	\$9,707,725	\$10,298,880

Budget Summary

Expense by Classification (continued)	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Enterprise Funds					
Compensation	\$2,574,168	\$2,780,991	\$2,793,631	\$2,735,058	\$3,188,349
Fringe Benefits	\$1,575,213	\$1,686,514	\$1,688,848	\$1,670,342	\$1,938,133
Outside Services	\$750,351	\$1,430,008	\$1,430,008	\$1,434,221	\$1,490,489
Supplies	\$816,242	\$795,091	\$795,176	\$795,106	\$803,273
Utilities	\$771,622	\$912,620	\$912,620	\$861,490	\$871,240
Insurance	\$102,100	\$97,550	\$97,550	\$97,380	\$100,442
Capital Outlay	\$114,217	\$177,000	\$177,000	\$177,000	\$177,000
Debt Service	\$4,987,611	\$4,768,260	\$4,768,260	\$4,768,250	\$4,724,540
Miscellaneous	\$4,281	\$6,000	\$6,000	\$6,000	\$6,000
Transfer Out	\$2,689,893	\$2,691,136	\$2,691,136	\$2,691,136	\$2,472,296
Sub Total	\$14,385,698	\$15,345,170	\$15,360,229	\$15,235,983	\$15,771,762
Capital and Other Funds					
Capital Projects	\$16,239,557	\$10,844,504	\$17,408,094	\$10,285,623	\$12,042,749
Utilities	\$1,397	\$0	\$0	\$1,180	\$1,200
Outside Services	\$63,217	\$78,580	\$78,580	\$68,630	\$108,120
Debt Service	\$383,149	\$499,960	\$499,960	\$499,960	\$461,880
Transfer Out	\$1,359,668	\$955,985	\$955,985	\$958,985	\$956,285
Sub Total	\$18,046,988	\$12,379,029	\$18,942,619	\$11,814,378	\$13,570,234
Total Expense	\$109,101,354	\$106,608,805	\$114,890,287	\$106,169,769	\$109,309,609

Budget Summary

CITY OF CONCORD, NEW HAMPSHIRE
TABLE OF ORGANIZATION



Budget Summary

Staff Listing by Department

City Manager	FY20	FY21	FY22
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
ICMA Fellow	0.00	0.00	1.00
Public Information Officer	1.00	1.00	1.00
City Manager Total	4.00	4.00	5.00

Legal

Full Time			
Administrative Victim Witness Advocate	2.00	2.00	2.00
Assistant City Prosecutor	3.00	3.00	2.00
City Prosecutor	1.00	1.00	1.00
City Solicitor	1.00	1.00	1.00
Deputy City Solicitor	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00
Full Time Total	9.00	9.00	8.00
Part Time			
Legal Secretary	0.56	0.56	0.56
Victim and Witness Advocate	0.00	0.00	0.00
Part Time Total	0.56	0.56	0.56
Legal Total	9.56	9.56	8.56

Assessing

Full Time			
Administrative Assistant	1.00	1.00	1.00
Appraisal Technician	1.00	1.00	1.00
Appraiser	2.00	2.00	2.00
Deputy Assessor	1.00	1.00	1.00
Director of Real Estate Assessment	1.00	1.00	1.00
Assessing Total	6.00	6.00	6.00

Human Resources

Full Time			
Human Resources & Labor Relations Director	1.00	1.00	1.00
Human Resources Benefits Administrator	1.00	1.00	1.00
Human Resources Generalist	1.00	1.00	1.00
Safety and Training Coordinator	1.00	1.00	1.00
Human Resources Total	4.00	4.00	4.00

Finance

Full Time			
Accountant	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00
City Treasurer	1.00	1.00	1.00
Deputy City Manager Finance	1.00	1.00	1.00

Budget Summary

Finance (continued)	FY20	FY21	FY22
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 I	1.00	1.00	1.00
Purchasing Manager	1.00	1.00	1.00
Revenue Account Specialist	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00
Full Time Total	18.00	18.00	18.00
Part Time			
Municipal Customer Service Representative	0.70	0.70	0.70
Part Time Total	0.70	0.70	0.70
Finance Total	18.70	18.70	18.70
Information Technology			
Full Time			
Assistant IT Director	1.00	1.00	1.00
Helpdesk Technician	0.00	0.00	1.00
Information Technology Director	1.00	1.00	1.00
Systems Administrator I	1.00	1.00	1.00
Systems Administrator II	2.00	2.00	2.00
Systems Analyst I	1.00	1.00	1.00
Systems Analyst II	1.00	1.00	1.00
Information Technology Total	7.00	7.00	8.00
City Clerk			
Full Time			
Administrative Technician II	2.00	2.00	2.00
City Clerk	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
City Clerk Total	4.00	4.00	4.00
Police			
Full Time			
Administrative Assistant	1.00	1.00	1.00
Administrative Technician II	2.00	2.00	2.00
Administrative Technician III	1.00	1.00	1.00
Deputy Police Chief	2.00	3.00	3.00
Fiscal Technician III	2.00	2.00	2.00
Parking Enforcement Officer	6.00	6.00	4.00

Budget Summary

Police (continued)	FY20	FY21	FY22
Full Time			
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	67.00	67.00	67.00
Police Sergeant	9.00	9.00	9.00
Records Supervisor	1.00	1.00	1.00
Full Time Total	110.00	111.00	109.00
Part Time			
Administrative Technician I	0.00	0.60	0.60
Administrative Technician II	1.39	0.79	0.79
Community Services Aide	0.70	0.70	0.70
Parking Technician	0.60	0.60	0.00
Property Room Technician	1.10	1.10	1.10
Part Time Total	3.79	3.79	3.19
Police Total	113.79	114.79	112.19

Fire

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

General Services

Full Time			
Administration Division Manager	1.00	1.00	1.00
Arena Properties Manager	1.00	1.00	1.00
Arena Supervisor	1.00	1.00	1.00

Budget Summary

General Services (continued)	FY20	FY21	FY22
Full Time			
Assistant Administrative Division Manager	1.00	1.00	1.00
Automotive Parts Technician	1.00	1.00	1.00
Building Systems Supervisor	1.00	1.00	1.00
Communication Coordinator	1.00	1.00	1.00
Communication Technician	1.00	1.00	1.00
Custodial Supervisor	1.00	1.00	1.00
Custodian	3.00	3.00	3.00
Deputy General Services Director	1.00	1.00	1.00
Engineering Technician II	1.00	1.00	1.00
Environmental Compliance Manager	1.00	2.00	2.00
Equipment Operator II	4.00	4.00	4.00
Equipment Operator III	3.00	3.00	3.00
Facilities Maintenance Supervisor	1.00	1.00	1.00
Field Technician	2.00	2.00	2.00
Fiscal Supervisor	2.00	1.00	1.00
Fiscal Technician III	1.00	2.00	2.00
Fleet Body and Maintenance Technician	1.00	1.00	2.00
Fleet Maintenance Technician	4.00	4.00	3.00
Fleet Manager	1.00	1.00	1.00
General Services Director	1.00	1.00	1.00
Highway & Utilities Division Superintendent	1.00	1.00	1.00
Highway Systems Supervisor	1.00	1.00	1.00
HVAC Technician	0.00	1.00	1.00
Laboratory IPP Technician	1.00	0.00	0.00
Laboratory Operations Manager	1.00	0.00	0.00
Laborer/Truck Driver	13.00	13.00	14.00
Maintenance-Operations Flex Tech	1.00	1.00	1.00
Maintenance Aide	6.00	6.00	5.00
Maintenance Technician	7.00	6.00	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	1.00	1.00	1.00
Road Crew Supervisor	3.00	3.00	3.00
Senior Maintenance Aide	5.00	5.00	5.00
Sewer Maintenance Supervisor	1.00	1.00	1.00
Sewer System Supervisor	1.00	1.00	1.00
Shop Supervisor	1.00	1.00	1.00
Sign Pavement Marking Supervisor	1.00	1.00	1.00

Budget Summary

General Services (continued)	FY20	FY21	FY22
Full Time			
Tree Maintenance Specialist	1.00	1.00	1.00
Tree Supervisor	1.00	1.00	1.00
Utility Billing Program Manager	0.00	1.00	1.00
Utility Customer Service Representative	1.00	1.00	1.00
Utility Electrician	1.00	1.00	1.00
Utility Technician	3.00	3.00	3.00
Wastewater Crew Leader	1.00	1.00	1.00
Wastewater Maintenance Supervisor	1.00	1.00	1.00
Wastewater Operations Supervisor	0.00	1.00	1.00
Wastewater Plant Operator	4.00	4.00	4.00
Wastewater Treatment Plant Superintendent	1.00	1.00	1.00
Water Conservation Technician	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00
Water Meter Maintenance Supervisor	1.00	0.00	0.00
Water Meter Operations Lead	0.00	1.00	1.00
Water Systems Supervisor	1.00	1.00	1.00
Water Treatment Plant Operations Supervisor	1.00	1.00	1.00
Water Treatment Plant Operator	4.00	3.00	3.00
Water Treatment Plant Superintendent	1.00	1.00	1.00
Welder Mechanic	1.00	1.00	1.00
Full Time Total	111.00	111.00	111.00
Part Time			
Custodian	1.51	1.51	1.50
Equipment Operator III	0.00	0.00	0.20
Fiscal Technician II	0.50	0.50	0.50
Fiscal Technician III	1.01	1.00	1.00
Part Time Total	3.02	3.01	3.20
Shared Laborer/Truck Driver	1.50	1.50	1.50
General Services Total	115.52	115.51	115.70

Community Development

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

Budget Summary

Community Development (continued)		FY20	FY21	FY22
Full Time				
Economic Development Director		1.00	1.00	0.00
Electrical Inspector		1.00	1.00	1.00
Engineering Aide		1.00	1.00	1.00
Engineering Technician I		1.00	1.00	1.00
Engineering Technician II		3.00	3.00	3.00
Fiscal Supervisor		2.00	2.00	2.00
GIS Analyst		1.00	1.00	1.00
GIS Coordinator		1.00	1.00	1.00
Health and Licensing Officer		1.00	1.00	1.00
Housing Inspector		1.00	1.00	1.00
Plumbing/Fire/Mechanical Inspector		1.00	1.00	1.00
Senior Engineering Technician		1.00	1.00	1.00
Senior Planner		1.00	1.00	1.00
Transportation Engineer		1.00	1.00	1.00
Zoning Administrator		1.00	1.00	1.00
	Full Time Total	31.00	31.00	30.00
Part Time				
Administrative Specialist I		0.70	0.00	0.00
Code Inspector		0.50	0.50	0.50
Health Services Inspector		0.70	0.70	1.18
Licensing Coordinator		0.48	0.48	0.00
Trail Ranger		0.00	0.00	0.50
Permit Technician		0.50	1.00	1.00
	Part Time Total	2.88	2.68	3.18
Community Development Total		33.88	33.68	33.18

Library

Full Time				
Administrative Specialist II		1.00	1.00	1.00
Archivist, Reference and Outreach Coordinator		1.00	1.00	1.00
Assistant Library Director and Technical Services Manager		1.00	1.00	1.00
Children's Branch Services Manager		1.00	0.00	0.00
Circulation Supervisor		1.00	1.00	1.00
Library Director		1.00	1.00	1.00
Library Technician		4.00	4.00	4.00
Reference Librarian		2.00	2.00	2.00
Youth Services Manager		0.00	1.00	1.00
	Full Time Total	12.00	12.00	12.00
Part Time				
Librarian		0.23	0.00	
Library Assistant II		1.26	1.25	1.25
Library Page		3.84	3.85	3.85
Library Technician		3.41	3.76	3.76
	Part Time Total	8.74	8.86	8.86
Library Total		20.74	20.86	20.86

Budget Summary

Parks and Recreation		FY20	FY21	FY22
Full Time				
Assistant Parks and Recreation Director		1.00	1.00	1.00
Building and Grounds Supervisor		2.00	1.00	1.00
Cemetery Administrator		1.00	1.00	1.00
Course and Facilities Manager		0.00	0.00	1.00
Director of Operations and Head Golf Professional		0.00	0.00	1.00
Equipment Maintenance Mechanic		2.00	2.00	2.00
Equipment Operator II		2.00	2.00	2.00
Field Maintenance Specialist		1.00	1.00	1.00
Fiscal Supervisor		1.00	1.00	1.00
Golf Course Manager		1.00	1.00	0.00
Head Golf Professional		1.00	1.00	0.00
Laborer/Truck Driver		4.00	4.00	4.00
Shared with G.S.D. Laborer/Truck Driver		2.50	2.50	2.50
Maintenance Aide		1.00	1.00	1.00
Maintenance Technician		1.00	1.00	1.00
Parks & Recreation Director		1.00	1.00	1.00
Parks Supervisor		0.00	1.00	1.00
Program Coordinator		1.00	1.00	1.00
Recreation Assistant		2.00	2.00	2.00
Senior Maintenance Aide		3.00	3.00	3.00
Full Time Total		27.50	27.50	27.50
Part Time				
Custodian		1.26	1.25	1.25
Guest Services Associates		2.88	2.88	2.88
Recreation Specialist		1.26	1.25	1.25
Senior Citizen Coordinator		0.38	0.38	0.38
Part Time Total		5.77	5.75	5.75
Parks and Recreation Total		33.27	33.25	33.25
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		0.45	0.60	0.60
Part Time Total		0.45	0.60	0.60
Human Services Total		4.45	4.60	4.60
Grand Total			474.04	

Budget Summary

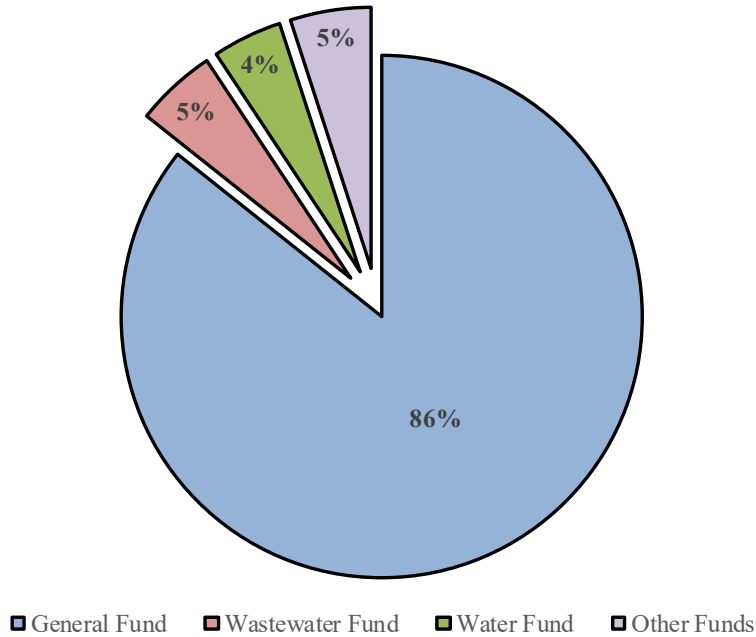
The total number of unique full time and part time positions is 504.

Position Changes for Fiscal Year 2022

Department	Position Change
City Manager	This budget includes the addition of the ICMA Management Fellow.
Legal	Funding for Assistant City Prosecutor positions has been reduced.
Information Technology	Addition of a Helpdesk Technician
Police	Elimination of two Parking Enforcement Officers and one part-time Parking Meter Technician
General Services	Addition of a part-time Equipment Operator III
Community Development	Elimination of the Economic Development Director and part-time Licensing Coordinator positions and the addition of a Health Services Inspector and a part-time Open Space Ranger

Budget Summary

Percentage of Full Time Equivalents by Fund



Budgeted Temporary/Seasonal FTEs by Department

Department - Fund	FY20	FY21	FY22
Assessing - General Fund	0.05	0.05	0.05
City Clerk - General Fund*	4.17	4.17	4.17
Police - General Fund	0.34	0.34	0.34
Community Development - General Fund	1.42	1.42	1.42
Parks & Recreation - General Fund	12.53	11.42	11.06
Parks & Recreation - Golf Fund	6.64	6.64	6.64
General Services – General Fund	5.04	5.04	5.04
General Services - Arena Fund	2.23	2.23	3.23
General Services - Water Fund	0.69	0.69	0.69
General Services - Wastewater Fund	0.31	0.31	0.31
Police - Parking Fund	0.34	0.34	0.34
Total Temporary/Seasonal FTEs	33.76	32.65	33.29

Planned Temporary Staff Levels by Department

Department	FY20	FY21	FY22
Assessing	1	1	1
City Clerk*	158	158	158
Police	3	3	3
General Services	30	30	30
Community Development	5	5	5
Parks & Recreation	84	74	69
Total Temporary Employee Count	281	271	266

* Includes election workers

Resolutions

	<u>Fiscal Year 2021</u> <u>Council Adopted</u>	<u>Fiscal Year 2022</u> <u>Council Adopted</u>
<u>Use of Funds</u>		
Budget Appropriations	\$68,497,653	\$69,668,734
War Credits	\$267,400	\$267,400
Overlay	<u>\$300,000</u>	<u>\$200,000</u>
Total Use of Funds	\$69,065,053	\$70,136,134
<u>Sources of Funds</u>		
Miscellaneous Revenues	\$26,302,701	\$25,510,881
Amount to be Raised by Property Taxes	<u>\$42,762,352</u>	<u>\$44,625,253</u>
Total Sources of Funds	\$69,065,053	\$70,136,134
<u>Tax Rate Determination</u>		
Assessed Value (A.V.) in Thousands of Dollars *	\$4,376,904	\$4,672,801
Amount to be Raised	\$42,762,352	\$44,625,253
Current Year Recommended Tax Rate / \$1,000 A.V.	9.77	9.55 **
Prior Year Tax Rate / \$1,000 A.V.	<u>9.77</u>	<u>9.32 *</u>
Difference	-	0.23
Percentage Change	0.0%	2.5%
<p>* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$4,632,801,359 for municipal purposes and a tax rate of \$9.32 per \$1,000 of assessed value.</p>		
** Portion of the Recommended Tax Rate Allocated to Debt Service		1.62
Portion of the Prior Year Tax Rate Allocated to Debt Service		<u>1.66</u>
Decrease over Prior Year		-0.04
Percentage Change		-2.4%
** Portion of the Recommended Tax Rate Allocated to All Other Costs		7.93
Portion of the Prior Year Tax Rate Allocated to All Other Costs		<u>7.66</u>
Increase/(decrease) over Prior Year		0.27
Percentage Change		3.5%

CITY OF CONCORD

In the year of our Lord two thousand and twenty one

RESOLUTION FIXING AND DETERMINING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2022 ENDING JUNE 30, 2022 FOR THE GENERAL FUND, SPECIAL REVENUE FUNDS, ENTERPRISE FUNDS, DEBT SERVICE FUNDS AND DE MINIMIS ACCOUNTS

WHEREAS, the proposed fiscal year 2022 budget as provided and summarized below; and

WHEREAS, the fiscal year 2022 budget provides for the operations, maintenance, improvements, payment of debt service, and transfers; and

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

The City of Concord resolves as follows:

That there shall be appropriated the sums of:

Section 1:	<u>General Fund</u>	\$69,668,734
Section 2:	<u>Special Revenue Funds</u>	
	Inspection Fund	\$310,521
	Parking Fund	\$2,881,180
	Airport Fund	\$478,703
	Conservation Property Fund	\$102,374
	Golf Fund	\$1,201,929
	Arena Fund	\$704,338
	Solid Waste Fund	\$4,619,835
Section 3:	<u>Enterprise Funds</u>	
	Water Fund	\$7,005,233
	Wastewater Fund	\$8,766,529
Section 3:	<u>Debt Service Funds</u>	
	North End Opportunity Corridor Tax Increment Financing District	\$245,810
	Sears Block Tax Increment Financing District	\$1,200,550
	Penacook Village Tax Increment Financing District	\$81,125
Section 4:	De minimis gifts and donations	\$150,000

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

CITY OF CONCORD

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

RESOLUTION APPROPRIATING FOR FISCAL YEAR 2022 (JULY 1, 2021 TO JUNE 30, 2022) THE SUM OF ELEVEN MILLION THREE HUNDRED NINETY-FOUR THOUSAND FIVE HUNDRED FORTY DOLLARS (\$11,394,540) FOR CAPITAL PROJECTS AND AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE AMOUNT OF SEVEN MILLION EIGHT HUNDRED THOUSAND DOLLARS (\$7,800,000) FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT (DEFINED BELOW)

Page 1 of 2

The City of Concord resolves as follows:

- WHEREAS,** the 2022-2031 Capital Improvement Plan (CIP) includes recommendations for various capital projects; and
- WHEREAS,** the Capital Improvement Program report Budget Listing by Funding Source included in the Fiscal Year 2022 Operating Budget and Capital Improvement Program (the "Budget Document") lists all Fiscal Year 2022 capital projects by CIP project number, title and funding source; and
- WHEREAS,** this resolution authorizing the expenditure of funds for the Fiscal Year 2022 capital projects listed in the Budget Document and related capital improvements within the same CIP project number; and
- WHEREAS,** each year, as part of the CIP closeout process, an additional review of all authorized and unissued projects will occur in conjunction with the City Treasurer and either the projects will be completed shortly or submitted to the City Council for de-authorization; and
- WHEREAS,** RSA 33:9 mandates that a two-thirds vote of all members of the City Council is required to pass a bond resolution; and
- WHEREAS,** the City of Concord has the financial capability to support principal and interest repayments, and the ongoing operation and maintenance costs of these capital improvement projects.

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

1. The sum of 11,394,540
be and is hereby appropriated as follows:

Capital Projects Funds

General Capital Fund(s)	7,883,790
Parking Capital Fund(s)	52,000
Airport Capital Fund(s)	10,000
Golf Capital Fund(s)	140,000
Arena Capital Fund(s)	160,000
Water Capital Fund(s)	456,375
Sewer Capital Fund(s)	2,692,375

CITY OF CONCORD

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

RESOLUTION APPROPRIATING FOR FISCAL YEAR 2022 (JULY 1, 2021 TO JUNE 30, 2022) THE SUM OF ELEVEN MILLION THREE HUNDRED NINETY-FOUR THOUSAND FIVE HUNDRED FORTY DOLLARS (\$11,394,540) FOR CAPITAL PROJECTS AND AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE AMOUNT OF SEVEN MILLION EIGHT HUNDRED THOUSAND DOLLARS (\$7,800,000) FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT (DEFINED BELOW)

Page 2 of 2

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

Capital Projects Funds

General Capital Fund(s) G.O. Bonds	4,635,000	
Parking Capital Fund(s) G.O. Bonds	30,000	
Golf Capital Fund(s) G.O. Bonds	140,000	
Arena Capital Fund(s) G.O. Bonds	160,000	
Water Capital Fund(s) G.O. Bonds	280,000	
Sewer Capital Fund(s) G.O. Bonds	2,555,000	
	Sub-Total Bonds	7,800,000

General Capital Transfer	268,790	
Parking Capital Transfer	22,000	
Airport Capital Transfer	10,000	
Water Capital Transfer	176,375	
Sewer Capital Transfer	62,375	
	Sub-Total Transfers	539,540

Transfer from Trust, Highway Reserve	2,710,000	
Equipment Replacement Reserve	160,000	
Mountain Green Reserve	75,000	
General Impact Fee Recreation Dist. 1	110,000	
	Sub-Total Other	<u>3,055,000</u>
	Total All Sources	11,394,540

3. In order to meet said expenditures, the City Treasurer, with approval of the City Manager, is authorized to issue up to \$7,800,000 in bonds and notes for the City of Concord under RSA 162-K:8, Chapter 280 of the Acts of 2000 and/or the Municipal Finance Act.
4. The discretion of the fixing of dates, maturities, rate of interest, form and other details of such bonds and notes (including whether such bonds or notes shall be issued on a tax exempt or taxable basis) and providing for the sale are hereby delegated to the City Treasurer.
5. Sums as appropriated shall be expended under the direction of the City Manager.
6. The useful life of the improvements is expected to be not less than five (5) years.
7. This resolution shall take effect upon its passage.

General Fund Revenue

<u>Summary</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Property Taxes	\$41,872,607	\$42,194,952	\$42,608,575	\$43,082,514	\$44,157,853
Other Taxes	\$789,442	\$808,479	\$808,479	\$790,640	\$709,572
Intergov Revenue	\$5,583,981	\$4,861,248	\$5,203,123	\$5,253,699	\$4,096,234
Rental Income	\$199,561	\$285,940	\$285,940	\$186,540	\$278,502
Fines and Penalties	\$570,825	\$566,500	\$566,500	\$547,900	\$586,000
Licenses and Permits	\$1,509,505	\$988,480	\$948,480	\$966,200	\$1,164,785
Investment Income	\$613,031	\$390,000	\$140,000	\$48,000	\$45,000
Donations	\$48,237	\$48,200	\$48,200	\$45,100	\$48,200
Transfer In	\$3,957,460	\$3,964,400	\$4,079,600	\$3,920,693	\$3,901,793
Use of Fund Bal/RE	\$0	\$1,500,000	\$2,501,692	\$0	\$1,750,000
Motor Vehicle Reg	\$7,104,853	\$7,000,000	\$7,000,000	\$7,000,000	\$7,100,000
Dept Service Charges	\$3,601,865	\$3,603,259	\$3,603,259	\$3,350,878	\$3,532,394
Retiree Health Reimb	\$1,356,856	\$1,338,680	\$1,338,680	\$1,317,500	\$1,334,950
Other Revenue	\$1,131,705	\$947,515	\$1,044,520	\$1,201,135	\$963,450
Total Revenue	\$68,339,929	\$68,497,653	\$70,177,048	\$67,710,800	\$69,668,734

General Fund Revenue

<u>Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Property Taxes					
Property Taxes	\$41,872,517	\$42,194,952	\$42,608,575	\$43,082,514	\$44,157,853
Property Taxes-Elderly Lein	\$90	\$0	\$0	\$0	\$0
Subtotal	\$41,872,607	\$42,194,952	\$42,608,575	\$43,082,514	\$44,157,853
Other Taxes					
Timber Tax	\$17,274	\$15,000	\$15,000	\$20,000	\$15,000
Payment-In-Lieu-of-Tax (PILOT)	\$771,766	\$793,379	\$793,379	\$770,540	\$694,472
Excavation Activity Tax	\$402	\$100	\$100	\$100	\$100
Subtotal	\$789,442	\$808,479	\$808,479	\$790,640	\$709,572
Intergov Revenue					
Other Gov Agencies - Federal	\$151,591	\$0	\$93,659	\$93,655	\$0
Other Gov Agencies - State	\$1,528,733	\$874,727	\$1,215,140	\$1,330,705	\$125,000
Drug Forfeiture or Restitution	\$14,113	\$5,000	\$5,000	\$6,500	\$5,000
Rooms and Meals Tax	\$2,185,141	\$2,185,000	\$2,175,005	\$2,175,006	\$2,205,005
Highway Block Grant	\$909,634	\$909,730	\$859,528	\$859,530	\$859,530
Railroad Tax	\$1,614	\$1,500	\$1,500	\$1,908	\$1,000
Other Gov Agencies - Local	\$636,163	\$630,676	\$630,676	\$630,676	\$632,089
School District Payments	\$156,992	\$254,615	\$222,615	\$155,720	\$268,610
Subtotal	\$5,583,981	\$4,861,248	\$5,203,123	\$5,253,699	\$4,096,234
Rental Income					
Rental Income	\$199,561	\$285,940	\$285,940	\$186,540	\$278,502
Subtotal	\$199,561	\$285,940	\$285,940	\$186,540	\$278,502
Fines and Penalties					
Fines and Penalties	\$443,726	\$400,000	\$400,000	\$450,000	\$450,000
Parking Penalties	\$60,353	\$100,000	\$100,000	\$52,500	\$80,000
False Alarm Penalties	\$42,745	\$33,500	\$33,500	\$39,000	\$35,000
Fines for Overdue Items	\$17,211	\$27,000	\$27,000	\$400	\$15,000
Fines for Code Prosecution	\$5,046	\$5,000	\$5,000	\$5,000	\$5,000
Court Ordered Payments	\$1,743	\$1,000	\$1,000	\$1,000	\$1,000
Subtotal	\$570,825	\$566,500	\$566,500	\$547,900	\$586,000

General Fund Revenue

	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Licenses and Permits					
Fire Prevention Permits	\$67,210	\$79,000	\$79,000	\$79,000	\$85,245
Construction Permits	\$926,245	\$623,000	\$583,000	\$703,000	\$818,910
Other Permits	\$17,388	\$18,200	\$18,200	\$17,500	\$17,700
Licenses	\$162,517	\$168,280	\$168,280	\$146,700	\$167,930
Street Damage Fees	\$336,145	\$100,000	\$100,000	\$20,000	\$75,000
Subtotal	\$1,509,505	\$988,480	\$948,480	\$966,200	\$1,164,785
Investment Income					
Investment Income	\$613,031	\$390,000	\$140,000	\$48,000	\$45,000
Subtotal	\$613,031	\$390,000	\$140,000	\$48,000	\$45,000
Donations					
Donations	\$48,237	\$48,200	\$48,200	\$45,100	\$48,200
Subtotal	\$48,237	\$48,200	\$48,200	\$45,100	\$48,200
Transfer In					
Transfer In - Trust	\$1,041,348	\$1,008,939	\$1,124,139	\$978,012	\$1,073,566
Transfer In - Inspection	\$3,546	\$3,800	\$3,800	\$3,800	\$3,790
Transfer In - Parking	\$107,263	\$108,498	\$108,498	\$108,498	\$109,795
Transfer In - Airport	\$73,034	\$74,152	\$74,152	\$74,152	\$75,560
Transfer In - Conserv Prop	\$20,000	\$25,000	\$25,000	\$25,000	\$34,000
Transfer In - Impact Fee	\$95,000	\$0	\$0	\$0	\$98,890
Transfer In - Golf	\$0	\$300	\$300	\$300	\$300
Transfer In - Arena	\$66,497	\$66,765	\$66,765	\$66,765	\$75,101
Transfer In - Solid Waste	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Transfer In - NEOCTIF	\$168,683	\$177,115	\$177,115	\$177,115	\$178,890
Transfer In - Sears Block TIF	\$461,291	\$454,060	\$454,060	\$454,060	\$446,635
Transfer In - Penacook TIF	\$7,750	\$8,135	\$8,135	\$8,135	\$11,220
Transfer In - Water	\$847,032	\$918,137	\$918,137	\$911,747	\$798,479
Transfer In - Wastewater	\$1,062,416	\$1,115,899	\$1,115,899	\$1,109,509	\$991,967
	\$3,957,460	\$3,964,400	\$4,079,600	\$3,920,693	\$3,901,793
Use of Fund Bal/RE					
Use of Fund Balance	\$0	\$1,500,000	\$2,501,692	\$0	\$1,750,000
Subtotal	\$0	\$1,500,000	\$2,501,692	\$0	\$1,750,000
Motor Vehicle Reg					
Motor Vehicle Registrations	\$7,104,853	\$7,000,000	\$7,000,000	\$7,000,000	\$7,100,000
Subtotal	\$7,104,853	\$7,000,000	\$7,000,000	\$7,000,000	\$7,100,000

General Fund Revenue

	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Dept Service Charges					
MV Transportation Surcharge	\$179,708	\$175,050	\$175,050	\$179,000	\$180,000
MV Transportation Admin	\$20,273	\$19,300	\$19,300	\$20,000	\$21,000
MV Waste Disposal	\$20,216	\$19,300	\$19,300	\$20,000	\$21,000
MV State Agent Admin	\$128,145	\$122,100	\$122,100	\$127,000	\$125,000
Reports, Prints, and Copies	\$3,263	\$3,150	\$3,150	\$2,200	\$2,150
Recording Fees	\$8,965	\$6,000	\$6,000	\$10,300	\$6,000
Application Fees	\$43,340	\$40,750	\$40,750	\$43,090	\$41,400
Review Fees	\$32,491	\$38,000	\$38,000	\$165,000	\$80,000
Inspection Fees	\$38,293	\$28,000	\$28,000	\$17,000	\$22,000
Camps	\$72,754	\$145,000	\$145,000	\$64,295	\$140,530
Aquatics Programs	\$19,002	\$20,000	\$20,000	\$8,000	\$24,930
Program Fees	\$132,732	\$187,550	\$187,550	\$64,200	\$148,715
Salt Sales	\$20,973	\$30,000	\$30,000	\$20,000	\$30,000
Tree Sales	\$1,200	\$9,000	\$9,000	\$0	\$9,000
Timber Sales	\$14,400	\$7,000	\$7,000	\$20,000	\$5,000
Mark-up	\$10,398	\$15,000	\$15,000	\$8,000	\$15,000
Non-Resident Library Fees	\$4,300	\$7,000	\$7,000	\$4,500	\$6,000
Sundry Services	\$54,278	\$46,120	\$46,120	\$50,000	\$46,120
Special Duty Services	\$340,662	\$295,000	\$295,000	\$134,360	\$232,500
Police Patrol Services	\$5,017	\$6,400	\$6,400	\$1,500	\$6,400
Cruiser Rental Fee	\$40,150	\$30,000	\$30,000	\$15,000	\$25,000
Police Witness Fees	\$2,423	\$6,000	\$6,000	\$30	\$0
Ambulance Charges	\$2,047,740	\$1,998,294	\$1,998,294	\$1,998,294	\$1,998,294
Alarm Boxes	\$215,430	\$221,795	\$221,795	\$221,490	\$223,135
Concession Sales	\$43	\$0	\$0	\$0	\$0
Other Service Charges	\$145,671	\$127,450	\$127,450	\$157,619	\$123,220
Subtotal	\$3,601,865	\$3,603,259	\$3,603,259	\$3,350,878	\$3,532,394
Retiree Health Reimb					
Retiree Health Insurance	\$1,356,856	\$1,338,680	\$1,338,680	\$1,317,500	\$1,334,950
Subtotal	\$1,356,856	\$1,338,680	\$1,338,680	\$1,317,500	\$1,334,950

General Fund Revenue

	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Other Revenue					
Sales of Lots and Niches	\$24,613	\$29,500	\$29,500	\$32,000	\$32,000
Sale of Assets	\$95,103	\$30,000	\$30,000	\$30,000	\$30,000
Advertising	\$0	\$5,500	\$5,500	\$5,500	\$8,000
Cable TV Franchise	\$841,396	\$833,110	\$833,110	\$830,000	\$845,750
Finance Charges	\$4,615	\$2,500	\$2,500	\$2,500	\$2,500
Insurance Dist and Credits	\$99,935	\$0	\$17,450	\$108,090	\$0
Forest Loss Reimbursement	\$515	\$460	\$515	\$460	\$460
Reimbursements	\$15,508	\$10,000	\$10,000	\$6,000	\$10,000
Other Revenue	\$50,020	\$36,445	\$115,945	\$186,585	\$34,740
Subtotal	\$1,131,705	\$947,515	\$1,044,520	\$1,201,135	\$963,450
Total Revenue	\$68,339,929	\$68,497,653	\$70,177,048	\$67,710,800	\$69,668,734

General Fund Revenue

Description of Revenue Detail

The following items represent 85.2% of all General Fund revenues:

Property Taxes	\$44,157,853	63.4%
Motor Vehicle Registrations	\$7,100,000	10.2%
Transfer-In	\$3,901,793	5.6%
Intergovernmental - Rooms and Meals Tax	\$2,205,005	3.2%
Department Service Charges - Ambulance Charges	\$1,998,294	2.9%
Total	\$59,332,945	85.2%

Property Taxes

FY 2022 property taxes account for approximately 63.4% of General Fund revenues. This represents a 2.5% tax rate increase over FY 2021. 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 2022 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, \$467,400 of tax revenue is estimated to be raised for tax abatements or overlay (\$200,000) and war service credits (\$267,400). Including overlay and war service credits, the FY 2022 total tax revenue is \$44,625,253 up from \$43,175,975 revised for FY 2021. The actual amount to raise in taxes is \$1,449,278 higher than the FY 2021 budget due to the additional real growth value in property assessments. The proposed City portion of the tax rate increases to \$9.55. Please refer to the Resolution section for a comparison of FY 2021 versus FY 2022 budgetary tax rates.

Motor Vehicle Registrations

Revenue from motor vehicle registrations represents 10.2% 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 5.6% of all General Fund revenue. It is comprised of Municipal Overhead charges to most of the City's Enterprise and Special Revenue funds; General Services Overhead Charges to the Water, Wastewater, and Arena Funds; as well as Information Technology (IT) computer charges to the Parking, Airport, Arena, Water, and Wastewater Funds. Municipal Overhead and General Services Overhead is determined using a formula to calculate the overhead expenses and prorating to the applicable funds based on their percentage of budgets. The amounts may also be adjusted based on the Fund's financial position or ability to absorb an increase in any given year. The IT charges, small in comparison to the overhead charges, are based on a cost-per-computer formula, as applicable to the individual Funds.

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

General Fund Revenue

Intergovernmental

Rooms and Meals taxes represent 3.2% of all General Fund revenue. The Council adopted budget represents a \$30,000 increase over FY 2021.

Department Service Charges

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

Use of Fund Balance

If adopted, FY 2022 will be the second year that “Fund Balance” is used to balance the budget. 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</u> <u>Fund Balance</u>	<u>Unassigned</u> <u>Fund Balance</u>
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
2017	\$17,474,214	\$11,015,079
2018	\$17,514,013	\$11,371,395
2019	\$18,904,212	\$11,769,490
2020	\$19,721,024	\$12,525,950

Source: 2011-2020 Comprehensive Annual Financial Reports

General Government

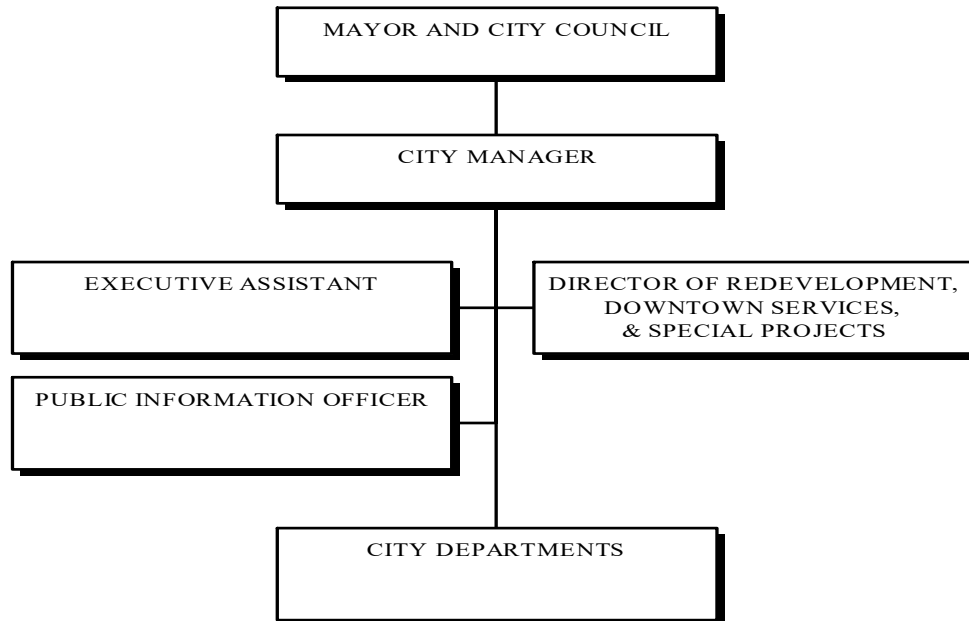
	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
City Manager	\$500	\$0	\$73,416	\$3,415	\$0
Legal	\$76,126	\$76,676	\$76,676	\$76,776	\$78,089
Assessing	\$790,635	\$809,264	\$809,851	\$791,750	\$710,152
Human Resources	\$36,109	\$35,700	\$38,471	\$37,770	\$35,700
Finance	\$54,428,556	\$55,699,659	\$56,917,942	\$54,893,657	\$56,948,388
Information Technology	\$9,997	\$0	\$20,498	\$20,495	\$0
City Clerk	\$100,528	\$91,720	\$197,239	\$203,535	\$88,720
General Overhead	\$4,412,994	\$4,163,045	\$4,180,495	\$4,231,845	\$4,351,082
Total Revenue	\$59,855,443	\$60,876,064	\$62,314,588	\$60,259,243	\$62,212,131
Expense					
City Manager	\$716,452	\$716,834	\$810,250	\$704,179	\$824,311
Legal	\$1,311,068	\$1,360,251	\$1,360,251	\$1,373,334	\$1,280,116
Assessing	\$641,907	\$666,683	\$667,215	\$676,896	\$713,860
Human Resources	\$556,430	\$580,015	\$582,786	\$582,525	\$616,727
Finance	\$2,264,834	\$2,300,237	\$2,350,183	\$2,230,067	\$2,432,311
Information Technology	\$957,173	\$1,024,349	\$1,064,547	\$1,024,642	\$1,152,643
City Council	\$35,544	\$39,513	\$39,513	\$39,450	\$42,540
City Clerk	\$437,009	\$510,971	\$616,490	\$578,915	\$500,996
General Overhead	\$14,469,050	\$13,850,229	\$14,773,602	\$14,615,839	\$13,036,048
Total Expense	\$21,389,468	\$21,049,081	\$22,264,836	\$21,825,847	\$20,599,551

City Manager

Mission

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

CITY MANAGER ORGANIZATIONAL CHART



Core Responsibilities

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

City Manager

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Other Revenue	\$500	\$0	\$4,500	\$0	\$0
Other Gov Agencies - State	\$0	\$0	\$3,416	\$3,415	\$0
Transfer In - Trust	\$0	\$0	\$65,500	\$0	\$0
Total Revenue	\$500	\$0	\$73,416	\$3,415	\$0
Expense					
Compensation	\$455,212	\$468,318	\$486,433	\$468,618	\$538,920
Fringe Benefits	\$168,802	\$169,002	\$174,303	\$150,859	\$202,461
Outside Services	\$86,721	\$72,394	\$142,394	\$78,694	\$75,591
Supplies	\$2,637	\$3,800	\$3,800	\$2,700	\$3,800
Insurance	\$3,080	\$3,320	\$3,320	\$3,308	\$3,539
Total Expense	\$716,452	\$716,834	\$810,250	\$704,179	\$824,311

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. CDBG Grant Applications	1	2	3	1
2. CDBG Grant Awards	1	2	3	1
3. Amount of CDBG Funding Requested	\$500,000	\$434,920	\$1,224,841	\$500,000
4. Amount of CDBG Funding Awarded	\$500,000	\$434,920	\$1,224,841	\$500,000

2022 Goals

1. Apply for the maximum amount of funding possible for housing, public facilities, and economic development related projects under the Community Development Block Grant (CDBG) program, as administered by the NH Community Development Finance Authority (NHCDFA).
2. Complete the LED Street Light Re-Lamping Project.
3. Working with the Human Resources Department, and in coordination with the City Council, facilitate an organization-wide program to enhance diversity, equity, and inclusion in the workplace.
4. Complete construction of the new high lift station at the Water Treatment Plant.
5. Construct improvements associated with the Hoit Road/Whitney Road intersection project.
6. Work with the Fire Department on recruitment and retention programs.
7. Implement varied and detailed COVID-19 reopening strategies for all Department units.
8. Work with the Human Resources Department to update performance evaluation systems and recruiting as part of the new ERP system.

2021 Goal Status

1. Apply for maximum funding possible for housing, public facilities, and economic development related projects under the Community Development Block Grant (CDBG) program, as administered by the NH Community Development Finance Authority (NHCDFA).
9-Month Status: During FY 2021, the City secured three separate Community Development Block Grants totaling \$1,224,841. This amount was greater than normal due to two circumstances: First, the NHCDFA recently modified its CDBG program rules so that Housing and Public Facility Grants are now two separate categories. Therefore, the amount of funds that the City is eligible for has increased from \$500,000 to \$1,000,000 annually. Secondly, special COVID-19 Pandemic relief funds from the federal government temporarily increased the amount of CDBG funds available in New Hampshire. CDBG funds secured by the City benefitted the following organizations: the Concord Coalition to End Homelessness, the Friends Program, the Friendly Kitchen, Family Promise, the Concord Human Services Department, and Riverbend Community Mental Health, Inc.

City Manager

2021 Goal Status (continued)

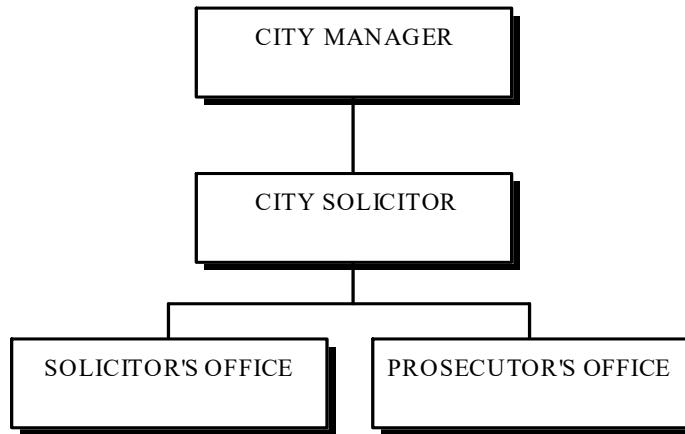
2. Take steps necessary to respond to the COVID-19 pandemic and it's after effects to ensure that the City Council, as well as all departments, boards, committees and commissions, succeed in providing necessary services to the community.
9-Month Status: This year was one of tremendous resilience shown by City Council, staff and the public. Staff committed to strict COVID-19 protocols, including staggered shifts, remote work, plexiglass shields and masks. Thanks to this diligence and the actions of all the boards and committees, there were very few gaps in City services. The use of online services dramatically increased and great flexibility was shown through the implementation of virtual meetings.
3. Work with departments and boards to update, adopt and implement the City's new zoning code.
9-Month Status: Community Development - Planning is working closely with Code Administration and the Legal Department to finalize ordinance formatting and reference cross checking. Phase I and Phase II of the new updated Zoning Code will be presented in the coming year.
4. Implement strategies to increase police officer recruitment results, including use of social media and other methods to create interest from prospective candidates.
9-Month Status: During 2020, the Police Department hired 16 new police officers; and during the first three months of 2021, the Department hired three new police officers. The Department has four officers in field training, and three officers are undertaking training in the Spring 2021 Police Academy. One additional officer, with past law enforcement experience, began field training as well in April. All of these candidates were the result of targeted recruitments. Overall, the Department has hired 22 new employees since the beginning of 2020, which includes 16 police officers, four dispatchers, one records technician and one fleet mechanic.
5. Develop, in coordination with the Fire Department and all other city departments, a new Continuity of Operations Plan for the City
9-Month Status: Completed in September 2020.
6. Work with the Parks & Recreation Department to expand the use of City facilities for the community.
9-Month Status: The Citywide Community Center and the Merrimack Lodge were locations for Parks & Recreation Department summer camps during the summer of 2020. Due to COVID-19, the Merrimack Lodge was closed to the public until outdoor ice skating started, at which time it opened with limited hours. The new community center remained open for programming and limited rentals throughout the year. Over the winter, the new community center was open seven days a week. The Parks & Recreation Department increased rentals for the Green Street Community Center while following all COVID-19 guidelines.
7. Implement sustainability initiatives to include LED street light re-lamping city-wide and installation of a solar field at the Hall Street Waste Water Treatment Plant.
9-Month Status: It is anticipated that the project will be completed this coming fiscal year. Unutil received approval from the Public Utilities Commission to expand their on-bill financing program to accommodate a higher amount than currently allowed for the City of Concord. The City Council held a public hearing and approved the project at its January 2021 meeting. The City received two proposals for this project, neither of which fully complied with the RFP. As a result, a revised RFP was issued in March 2021.
8. Complete priority infrastructure projects as approved by City Council.
9-Month Status: Hooksett Turnpike bridge construction is underway. Birchdale Road bridge construction is programmed to proceed next. The Washington Street Canal Inlet bridge work has begun. Phase I of the North Main Street Drainage Improvement Project was completed, as well as design of Phase II. Construction of the Whitney Road/Hoit Road project is scheduled to commence this summer. Phase I of the Merrimack River Greenway Trail at Terrill Park was completed. Terrill Park Phase I was completed in the fall of 2020. The Neighborhood Street Paving Program is proceeding as planned. The School Street Garage Improvement Project is at the final punch list phase and will be completed at the end of the fiscal year. The irrigation pond at the Beaver Meadow Golf Course has been dredged and successfully restored to its 1993 capacity.

Legal

Mission

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

LEGAL DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

1. The City Solicitor's Office provides legal services to the City Council, various committees, City boards and commissions, the City Manager and department heads.
2. The City Solicitor's Office represents the City in all matters in which it has an interest coming before any court, tribunal, quasi-judicial, or legislative body; and commences and defends all actions and suits involving the City or any of its officers in their official capacity.
3. The City Prosecutor's Office reviews all criminal complaints made in the Court for the 6th Circuit – District Division by the Concord Police Department, by other City departments, and by contract with the Towns of Loudon, Bow and Dunbarton. When necessary, the Prosecutor's Office makes recommendations to the court on the disposition of a case.

Legal

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Fines for Code Prosecution	\$5,046	\$5,000	\$5,000	\$5,000	\$5,000
Court Ordered Payments	\$790	\$1,000	\$1,000	\$1,000	\$1,000
Reports, Prints, and Copies	\$95	\$0	\$0	\$100	\$0
Other Gov Agencies - State	\$905	\$0	\$0	\$0	\$0
Other Gov Agencies - Local	\$69,290	\$70,676	\$70,676	\$70,676	\$72,089
Total Revenue	\$76,126	\$76,676	\$76,676	\$76,776	\$78,089
Expense					
Compensation	\$833,078	\$862,925	\$862,925	\$862,925	\$777,054
Fringe Benefits	\$337,309	\$340,003	\$340,003	\$352,919	\$337,632
Outside Services	\$131,928	\$147,163	\$147,163	\$147,330	\$154,954
Supplies	\$2,574	\$4,000	\$4,000	\$4,000	\$4,000
Insurance	\$6,180	\$6,160	\$6,160	\$6,160	\$6,476
Total Expense	\$1,311,068	\$1,360,251	\$1,360,251	\$1,373,334	\$1,280,116

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Civil Litigation Cases	*17	*21	*15	*17
2. Tax Abatement Cases	*22	*20	*18	*20
3. Tax Lien Mortgages (Research at Registry)	324	329	375	400
4. Tax Deed Mortgages (Research at Registry)	22	45	77	75
5. Tax Title Searched for Properties to be Deeded	346	374	452	475
6. Ordinances, Reports and Resolutions	152	155	140	150
7. Negotiated Union Contracts (out of 6)	1	4	1	1
8. Licenses, Agreements and MOUs	53	49	73	73
9. Bankruptcy Matters (Claims Filed)	18	4	4	5
10. City Department/Public Body Westlaw Legal Research	2,764	2,074	1,500	1,500
11. Financial Guarantees for City Projects/Developments	59	53	50	50
12. Right-to-Know Requests	68	116	117	120
13. Complaints Filed/Reviewed	3,900	3,652	3,300	3,400
14. Criminal Dispositions, Hearings, Proceedings	13,900	12,635	16,100	16,000
15. Juvenile Dispositions and Hearings	725	546	694	550
16. Administrative License Suspensions	260	206	215	220
17. Concord Code Enforcement	5	6	10	10

* Includes pending cases from prior years.

Legal

2022 Goals

1. The City Solicitor's Office will continue to provide legal guidance to all City Departments, the City Council, Boards, Commissions and Committees relative to operation during the Covid-19 pandemic and as we expect to emerge out of this pandemic.
2. The City Solicitor's Office will provide Right-to-Know Law training to all City Departments, the City Council, Boards, Commissions and Committees.
3. The City Solicitor's Office will archive remaining paper files to electronic format.
4. The Prosecutor's Office will continue to work with the Court and Police Departments to manage the large back log of cases as a result of the COVID-19 pandemic.
5. The Prosecutor's Office will conduct training for the Concord Police Department and contract police departments.
6. The Prosecutor's Office will research appropriate software to move toward a more efficient system that will involve less paper files and will work more effectively with the police departments.

2021 Goals Status

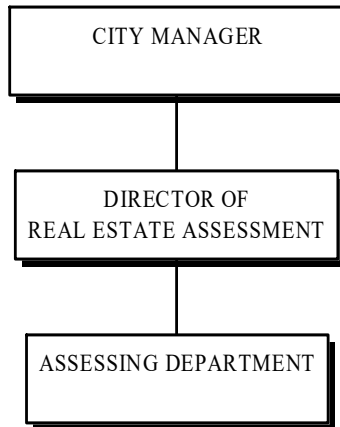
- 1 The City Solicitor's Office will continue to take steps to respond to the COVID-19 pandemic and its aftereffects to ensure that the City Council, as well as all City departments, boards, committees and commissions succeed in providing necessary services to Concord's citizens in compliance with the law. In that regard, we will maintain our role in creating, implementing and conducting a legal review of practices, policies and procedures.
9-Month Status: The City Solicitor's Office continues to maintain its role in creating, implementing and conducting legal review of practices, policies and procedures in response to the COVID-19 pandemic and its aftereffects.
2. The City Solicitor's Office will continue conducting a legal review and work with members of the Planning and Code Administration Divisions on the proposed updates to the City of Concord's Zoning Code.
9-Month Status: The City Solicitor's Office continues to work with members of the Planning and Code Administration Divisions on proposed updates to the City of Concord's Ordinances.
3. The City Solicitor's Office will work with municipal departments on responding to Right-to-Know responses to improve the expertise of City staff on Right-to-Know questions.
9-Month Status: The City Solicitor's Office continues to work with municipal departments on responding to Right-to-Know Law questions presented to City staff.
4. The City Prosecutor's Office will continue to work with the Concord Circuit Court to address the large backlog of cases resulting from one judge being assigned to handle criminal and civil cases. In the early spring of 2020, the Court was scheduling 15-40 trials a week for its office in addition to other hearings. This number of trials was unprecedented and resulted in a strain on personnel and resources. It is anticipated that this backlog will worsen due to the need to reschedule a large number of trials because of COVID-19. The City Prosecutor's Office will continue to work with the clerks in the Concord Circuit Court to ensure all criminal matters are handled in a timely manner while avoiding an overload of trials.
9-Month Status: The Prosecutor's Office continues to ensure that all criminal matters are handled in a timely manner while avoiding an overload of trials due to the COVID-19 pandemic.
5. The Prosecutor's Office continues to provide training on a case by case basis, as well as through formal training with individual officers as they attend a court day of training during their "field training phases."
9-Month Status: As a result of the COVID-19 pandemic, formal training with officers is being conducted in the Prosecutor's Office.

Assessing

Mission

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

ASSESSING DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

1. Conduct annual property valuation using the New Hampshire constitution and statutes governing property assessments and internationally accepted mass appraisal practices.
2. Administer the current use program; excavation and timber taxes; solar exemptions; elderly and blind exemptions; veteran tax credits; and religious, educational, and charitable property tax exemptions.
3. Warrant the annual tax levies to the City Tax Collector.
4. Review, research and compile information for consideration by the Board of Assessors when they make decisions on abatement applications.

Assessing

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Timber Tax	\$17,274	\$15,000	\$15,000	\$20,000	\$15,000
Payment-In-Lieu-of-Tax (PILOT)	\$771,766	\$793,379	\$793,379	\$770,540	\$694,472
Excavation Activity Tax	\$402	\$100	\$100	\$100	\$100
Forest Loss Reimbursement	\$515	\$460	\$515	\$460	\$460
Other Revenue	\$309	\$325	\$325	\$120	\$120
Other Gov Agencies - State	\$369	\$0	\$532	\$530	\$0
Total Revenue	\$790,635	\$809,264	\$809,851	\$791,750	\$710,152
Expense					
Compensation	\$402,963	\$420,635	\$420,914	\$424,460	\$440,393
Fringe Benefits	\$184,895	\$188,439	\$188,492	\$196,550	\$215,015
Outside Services	\$48,056	\$50,779	\$50,779	\$49,056	\$51,619
Supplies	\$2,844	\$3,700	\$3,900	\$3,700	\$3,700
Insurance	\$3,150	\$3,130	\$3,130	\$3,130	\$3,133
Total Expense	\$641,907	\$666,683	\$667,215	\$676,896	\$713,860

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Building Permits Processed	559	557	530	530
2. Building Permits Inspected	183	452	300	300
3. New Homes Added	42	66	35	30
4. New Parcels Added	86	37	40	50
5. Deed Changes Processed	852	825	850	850
6. Sales Reviews Conducted	325	146	130	150
7. Appeals: BTLA & Superior Court	14	15	20	25

2022 Goals

1. Complete a statistical update for all property for market value as of April 1, 2021.
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.

2021 Goals Status

1. Complete a statistical update for all property for market value as of April 1, 2020.
9-Month Status: Statistical update completed.
2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
9-Month Status: Phase VI is in final review by Assessing and GIS staff. Preliminary work and contract review are underway for Phase VII, the final phase.

Assessing

2021 Goals Status (continued)

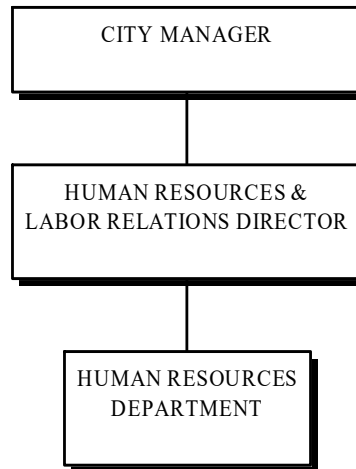
3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.
9-Month Status: The Capital Regional Development Council, 20 Montgomery Street, was determined to be partially exempt and partially taxable. The NH Home for Christian Scientists, 23 Rundlett Street; Capital Region Health Care Development, 116 Langley Parkway; and Dartmouth Hitchcock, 253 Pleasant Street were denied exempt status.

Human Resources

Mission

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

HUMAN RESOURCES DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

1. Oversee six primary areas of responsibility: Benefits and Wellness Administration; Safety Management; Training and Professional Development Coordination; Leave Management; Recruiting; and Employee/Labor Relations.
2. Manage benefit administration for City of Concord employees and retirees.
3. Manage the Human Resources Information System, which includes new hire entries, pay changes, terminations, and maintenance of all position and pay data.
4. Manage compliance issues for local, state and federal regulations, including the Family Medical Leave Act, the American's with Disabilities Act, Equal Employment Opportunity, the Civil Rights Act, and others.

Human Resources

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Donations	\$35,000	\$35,700	\$35,700	\$35,000	\$35,700
Other Gov Agencies - Federal	\$662	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$447	\$0	\$2,771	\$2,770	\$0
Total Revenue	\$36,109	\$35,700	\$38,471	\$37,770	\$35,700
Expense					
Compensation	\$333,827	\$341,449	\$343,668	\$342,240	\$358,381
Fringe Benefits	\$158,075	\$148,260	\$148,678	\$149,784	\$167,575
Outside Services	\$58,732	\$83,356	\$83,356	\$83,551	\$83,676
Supplies	\$3,356	\$4,500	\$4,634	\$4,500	\$4,500
Insurance	\$2,440	\$2,450	\$2,450	\$2,450	\$2,595
Total Expense	\$556,430	\$580,015	\$582,786	\$582,525	\$616,727

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Recruitments Conducted	99	92	75	90
2. Wellflex Enrollments	362	261	324	325
3. Wellflex Completions	79	81	80	80
4. New Hire Orientations	13	13	13	13
5. Retirements Processed	23	15	15	17
6. Lost Time Injury Frequency	14	*19	**36	14

* 6 Lost Time Claims COVID-19 Related; 13 Lost Time Claims unrelated to COVID-19.

**6 Lost Time Claims COVID-19 Related; 10 Lost Time Claims unrelated to COVID-19.

2022 Goals

1. Research and implement alternative resources for wellness programs for both in-person and virtual classes.
2. Develop educational videos and how-to's for making life event changes for benefits, changing demographic information, viewing paycheck information, total compensation, etc. in the Munis Employee Self Service module.
3. Develop an updated Performance Evaluation System utilizing the Munis ERP system.
4. Implement the Recruiting Module of the Munis ERP system.
5. Facilitate an organization-wide program to enhance diversity, equity and inclusion in the workplace.

2021 Goals Status

1. Help with post-pandemic recovery and procedural modifications based on lessons learned.
9-Month Status: Human Resources has been a key player in post pandemic recovery, participating in the Return to Work from Pandemic, a multi-level, cross departmental committee focused on ensuring general government operations, leisure activities, and field work operations continued, while also focusing on the safety of employees and customers, logistics and purchasing, and wellbeing. Our current focus has to been to facilitate the vaccination of employees through supportive measures like access to Families First Coronavirus Response Act (FFCRA) leave, flexible scheduling, a wellness incentive for full vaccination, and communication as set forth by the CDC on vaccination. We also continue to keep City employees apprised of changing quarantine protocols and self-isolation requirements for COVID-19.

Human Resources

2021 Goals Status (continued)

2. Develop on-line open enrollment and orientation protocol.
9-Month Status: Due to the delay of the ERP implementation, we are just beginning to develop the employee self service protocol, which lays the foundation for online benefits enrollment. This will be available for the July 1, 2021 go live date with Munis. Our team has developed an online orientation that was utilized during the pandemic. We conducted 12 orientations this year using the online format. We have also revamped our in-person orientation to include a tour of the City for new hires, an introduction by the Deputy City Manager-Finance, and more time for team building with new hires.

3. Provide four training opportunities on bullying, prevention of harassment, and removing the stigma for SUD and mental health in the workplace.
9-Month Status: The City provided three City Government Performance Through Diversity, Equity and Inclusion (DEI) programs. DEI training helps prevent harassment and bullying by creating an inclusive work environment for all employees, including those traditionally underrepresented. We also provided a training program entitled “Stopping the Blame Game – Moving Beyond Gender Diversity to Inclusion,” which focused on the inclusion of all genders in the work environment and thus preventing harassment and bullying.

In a year where COVID-19 restrictions have continued and exacerbated mental health conditions for many individuals, and caused new mental health concerns in others, we provided two training programs on COVID Stress and Fatigue. Finally, as a Recovery Friendly Workplace, we were able to provide training on Opioids and the Workplace for Supervisors, helping to identify strategies for assisting City employees in managing themselves and family members with Substance Use Disorder (SUD), as well as how to affect change as a Supervisor in the workplace when dealing with an employee with a SUD.

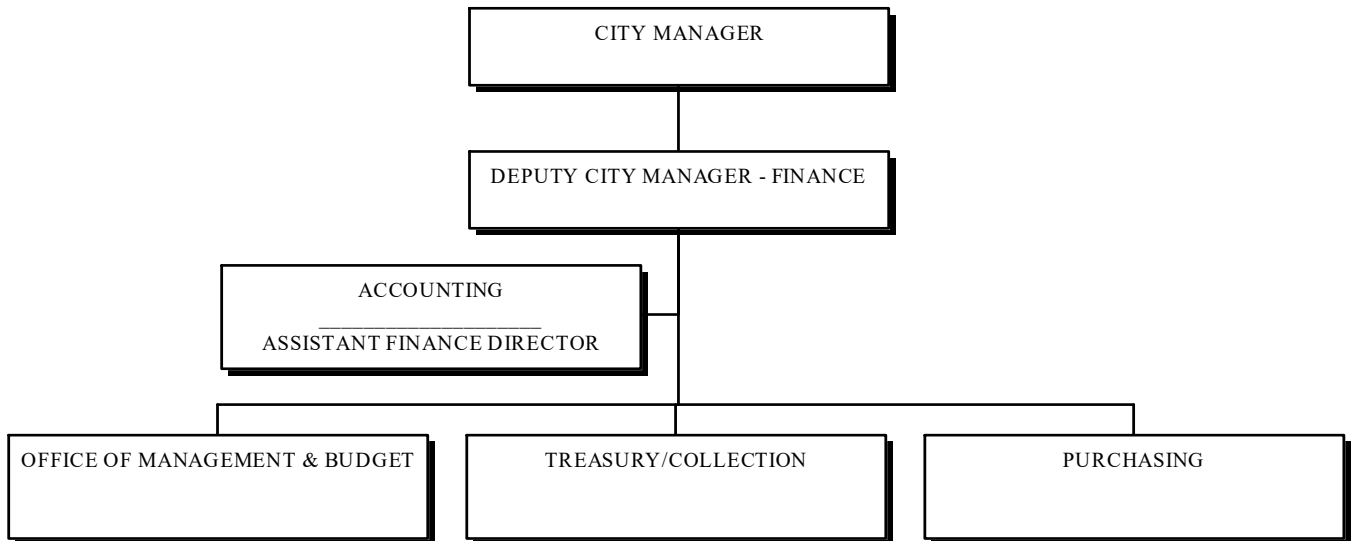
4. Implement Munis for Payroll and Human Resources.
9-Month Status: Significant progress has been made since January 1, 2021. After COVID-19 setbacks, we are back on track and looking at a go live date of July 1, 2021. We are working to ensure that the workflow is set up to allow for employee self service and supervisory approval of time and attendance electronically.

Finance

Mission

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

FINANCE DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Finance

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Property Taxes	\$41,872,607	\$42,194,952	\$42,608,575	\$43,082,514	\$44,157,853
Fines and Penalties	\$443,726	\$400,000	\$400,000	\$450,000	\$450,000
Motor Vehicle Registrations	\$7,104,853	\$7,000,000	\$7,000,000	\$7,000,000	\$7,100,000
MV Transportation Surcharge	\$179,708	\$175,050	\$175,050	\$179,000	\$180,000
MV Transportation Admin	\$20,273	\$19,300	\$19,300	\$20,000	\$21,000
MV Waste Disposal	\$20,216	\$19,300	\$19,300	\$20,000	\$21,000
MV State Agent Admin	\$128,145	\$122,100	\$122,100	\$127,000	\$125,000
Investment Income	\$613,031	\$390,000	\$140,000	\$48,000	\$45,000
Sale of Assets	\$95,103	\$30,000	\$30,000	\$30,000	\$30,000
Finance Charges	\$4,615	\$2,500	\$2,500	\$2,500	\$2,500
Use of Fund Balance	\$0	\$1,500,000	\$2,501,692	\$0	\$1,750,000
Other Revenue	\$2,954	\$500	\$75,500	\$160,000	\$500
Other Gov Agencies - Federal	\$1,020	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$755,915	\$749,727	\$738,192	\$738,200	\$0
Rooms and Meals Tax	\$2,185,141	\$2,185,000	\$2,175,005	\$2,175,006	\$2,205,005
Highway Block Grant	\$909,634	\$909,730	\$859,528	\$859,530	\$859,530
Railroad Tax	\$1,614	\$1,500	\$1,500	\$1,908	\$1,000
Transfer In - Trust	\$90,000	\$0	\$49,700	\$0	\$0
Total Revenue	\$54,428,556	\$55,699,659	\$56,917,942	\$54,893,657	\$56,948,388
Expense					
Compensation	\$1,347,121	\$1,402,854	\$1,417,309	\$1,428,440	\$1,442,685
Fringe Benefits	\$594,635	\$605,253	\$607,566	\$631,836	\$686,494
Outside Services	\$235,119	\$239,175	\$242,353	\$141,721	\$248,989
Supplies	\$52,453	\$42,685	\$42,685	\$17,800	\$43,670
Insurance	\$10,760	\$10,270	\$10,270	\$10,270	\$10,473
Capital Outlay	\$24,722	\$0	\$30,000	\$0	\$0
Miscellaneous	\$25	\$0	\$0	\$0	\$0
Total Expense	\$2,264,834	\$2,300,237	\$2,350,183	\$2,230,067	\$2,432,311

Finance

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Collection Rate as a % of Current Levy	98.7%	98.2%	98.5%	98.2%
2. Total Number of Motor Vehicle Registrations	46,200	45,900	45,900	45,900
3. Bond Rating – Moody's/S&P	AA+	AA+	AA+	AA+
4. Number of Purchasing Transactions	7,609	6,432	5,957	6,500
5. Dollar Value of All Purchasing Transactions	\$46,777,161	\$43,744,578	\$46,024,785	\$45,000,000
6. Direct Deposit Participation Rate	80%			

2022 Goals

1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
2. Continue to maintain or improve the City's current bond rating.
3. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.
4. Go live in April 2022 for the Utility Billing Module of the new Enterprise Resource Planning (ERP) software.

2021 Goals Status

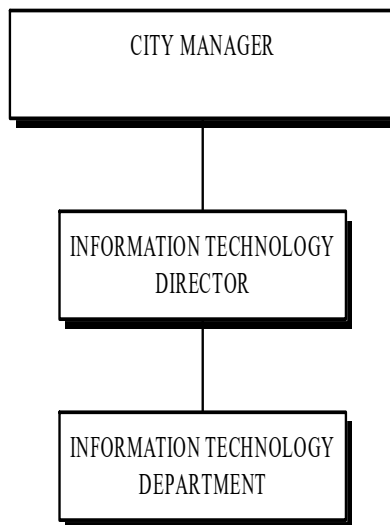
1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
9-Month Status: The collection rate continues to be favorable despite the economic strain of the pandemic. The collection rate for March 31, 2021 was 97.3%. The Collections Office has continued to mail the friendly reminder notices in February and April to past due tax accounts. These notices with the later lien execution date have decrease the number of parcels lienied each year.
2. Continue to maintain or improve the City's current bond ratings.
9-Month Status: The City has a strong bond rating and continues to stay in contact with the rating agencies to maintain the current rating. Standard and Poor's has commented on the City's "strong financial management policies and procedures."
3. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.
9-Month Status: Fixed price contracts were signed for natural gas. The contract term for Natural Gas is through November 30, 2024.
4. Complete the setup and testing of the Human Capital Management (HCM) module in anticipation of a go live date in FY 2021.
9-Month Status: The HCM module is expected to go live on July 1, 2021 for the effective pay date of July 9, 2021. Staff has been working tirelessly on this transition.

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

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Other Gov Agencies - State	\$9,997	\$0	\$20,498	\$20,495	\$0
Total Revenue	\$9,997	\$0	\$20,498	\$20,495	\$0
Expense					
Compensation	\$567,247	\$597,276	\$597,276	\$599,080	\$662,925
Fringe Benefits	\$231,500	\$246,990	\$246,990	\$245,760	\$300,050
Outside Services	\$152,806	\$174,033	\$214,142	\$173,752	\$183,458
Supplies	\$1,420	\$1,800	\$1,889	\$1,800	\$1,800
Insurance	\$4,200	\$4,250	\$4,250	\$4,250	\$4,410
Total Expense	\$957,173	\$1,024,349	\$1,064,547	\$1,024,642	\$1,152,643

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Number of Support Calls	3,200	4,200	4,500	5,000
2. Network Availability - Estimated Percentage	99.7%	99.6%	99.7%	99.5%
3. Average Website Visitors per Month	45,000	48,000	52,000	55,000
4. Number of Employee Systems Supported	503	510	530	530
5. Average Age of Hardware Systems	2.9	3.3	2.8	3.4

2022 Goals:

1. Refresh 150 desktops and notebooks, as well as mobile devices in the General Services Department.
2. Replace 16 mobile hardened notebook computers in the Police Department and 10 in the Fire Department.
3. Replace 30% of network switches and implement improved security protocols and network access.
4. Convert, manage, and implement Utility Billing module in the Munis ERP system.
5. Finish converting the Legacy permitting system and migration to Energov permitting ERP integration.
6. Complete 911 audit of all City physical telephone lines.

2021 Goals Status

1. Continued support of Legacy ERP System and implementation of new ERP System. New modules for FY 2021 are tentatively the HR and payroll modules, including a self-serve portal for employees.
9-Month Status: Incomplete. Several delays in software configuration have caused delays in implementing the HR and Payroll modules. Tentative go-live target is July 1, 2021.
2. Implement a new ERP integrated permitting system with Energov from Munis software. This will be implemented across Engineering, Code Administration, and Planning Divisions of the Community Development Department. Targeted go-live dates are November and December of 2020.
9-Month Status: Incomplete. Due to a lack of resources, work on the Legacy permitting system was delayed until February 2021. New go live targets are summer/fall 2021.
3. Refresh 220 desktops and notebooks across the Enterprise.
9-Month Status: Incomplete. Roughly 100 plus computers were deployed before the rise of Covid had IT pause the rollout to reduce the risk of transmission in November. Deployment has begun again in March and continues.

Information Technology

2021 Goals Status (continued)

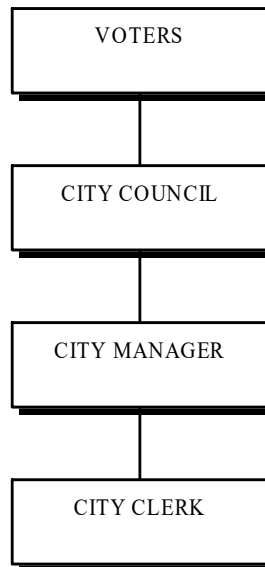
4. Replace and upgrade Fire Department mobile terminals. This will include analysis on the portability of the units on site of incidents, and the secure nature of their data transmissions.
9-Month Status: Due to the delay in the Fire department administration transition, this has been delayed to Spring 2022.
5. Replace legacy Citizen Request Tracker online citizen response tool. This will affect all departments who take citizen requests, but primarily General Services.
9-Month Status: Completed in January 2021. This replacement software of SeeClickFix has gone live and is working well, with support from and promotion by the Public Information Officer.
6. Upgrade 20% of network infrastructure switches to replace out of manufacture supported hardware. This will improve our internal security and performance.
9-Month Status: Incomplete. Due to aging firewall, the Department was forced to upgrade out of lifecycle and is being designed and implemented during the spring of 2021. Once complete, the switch replacement project will progress as time and resources allow.

City Council

Mission

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

CITY COUNCIL ORGANIZATIONAL CHART



City Council

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Expense					
Compensation	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Fringe Benefits	\$1,247	\$1,248	\$1,248	\$1,250	\$1,231
Outside Services	\$17,360	\$20,895	\$20,895	\$20,830	\$23,935
Supplies	\$807	\$1,250	\$1,250	\$1,250	\$1,250
Insurance	\$130	\$120	\$120	\$120	\$124
Total Expense	\$35,544	\$39,513	\$39,513	\$39,450	\$42,540

CY 2020-2021 Priorities

Members of City Council met on February 18, 2020, to discuss and set priorities for CY 2020 and CY 2021. The following items are the top priorities that members of Council chose for 2020-2021.

1. Balanced Budget Issues: FY 2021 and FY 2022
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Safety Work
4. Public Information, Marketing and Communications
5. Working with State and Federal Government
6. Enhanced Community Events/Arts
7. Sustainability Initiatives
8. Recreation and Parks

CY 2020-2021 Ongoing Initiatives

1. Former Tannery Site/Park
2. Enhanced Neighborhood Street Programs

CY 2020-2021 Goals Status

GOAL 1. BALANCED BUDGET ISSUES: FY 2021 AND FY 2022

- a) Collective Bargaining/Contract Negotiations: The City is currently under a collective bargaining agreement with all of its unions. In November 2020, the City began negotiations with CFOA for their contract, which expires on June 30, 2021. In March 2021, the City and CFOA ratified the terms of a collective bargaining successor agreement resulting in all of the City's six unions now featuring high deductible health insurance plans as the premium driver.
- b) Health Insurance Costs: The City has received an effective rate increase of 3% from Harvard Pilgrim for FY 2022.
- c) Capital Financing Alternatives/Storm Water Utility: The Engineering Division, with consultants from Tighe & Bond, gave a presentation to the Fiscal Policy Advisory Committee on their evaluation of the City's potential creation of a storm water utility fund. The committee recommended staff return in the fall of 2020 after conducting public outreach and meetings with stakeholders in the community. Due to the COVID-19 pandemic, this project has been put on hold until such time as in-person community meetings can occur safely.

City Council

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

- a) Employment Security: The City continues to market the site of the former NH Employment Security building and discussions with interested parties are ongoing.
- b) Opportunity Corridor: Storrs Street North Extension (CIP #18): Discussions are ongoing with Pan Am railways and the NH Department of Transportation (NHDOT) concerning this project. The project was included in the FY 2021 Capital Improvement Program (CIP) as an “asterisked” project, meaning that it was not appropriated as part of the FY 2021 budget adoption process. City Administration will bring forward the required resolutions to advance this project once negotiations with Pan Am and NHDOT are concluded.

The South End Marsh property (former planned site for Concord Steam) continues to be on the market. No formal plans have been submitted, but development ideas for the site presented to City staff by various parties have included residential, mixed-use, and a bus station.

- c) Exit 17/Whitney Road: On July 13, 2020, the City Council passed Resolution #9302, which appropriated the sum of \$465,000 of General Fund supported bonds and notes to design and permit a roundabout as part of CIP #30, Hoit Road (US Route 4)/Whitney Road Intersection Improvement Project. The City Council subsequently directed City Administration to enter into negotiations with Interchange Development, LLC, concerning a public-private partnership to facilitate development of a proposed regional shopping center and associated improvements to the Hoit Road/Whitney Road intersection. Phase I of the proposed development will include a 13,500 square foot NH Liquor and Wine Outlet and an 80,000 square foot Market Basket supermarket, with potential for a 20,000 square foot attached retail tenant.

On December 16, 2020, Interchange Development, LLC, secured conditional Planning Board condominium subdivision and site plan approvals for their proposed development.

On February 8, 2021, the proposed Development Agreement between the City and Interchange Development was submitted to the City Council, together with proposed amendments to the Penacook Village Tax Increment Finance District and a \$4.78 million appropriation resolution to construct CIP #30, Hoit Road (US Route 4)/Whitney Road Intersection Improvement Project. A public hearing on these items was held on March 8, 2021. The City Council is scheduled to hold final votes for these items on April 12, 2021. Should City Council approve these items, it is anticipated that construction for CIP #30 will commence around June 1, 2021.

- d) Exit 13: The developer has not formally submitted any plans to date but has been in contact with City staff. The changing dynamics of the economy due to COVID-19 have already impacted this project with retailers/restauranters withdrawing due to broader impacts on their businesses. The housing piece of this multi-phase development may move forward first.
- e) Housing: Prior to the economic impact of COVID-19, new market rate housing construction was proceeding at a steady pace. New single family homes in Concord were selling for \$350,000-\$400,000 in the active developments in the north Concord and Penacook areas. Since the state’s gradual re-opening, the City has not observed any significant drop-off in terms of housing transaction volume or price point.

In terms of multifamily housing, construction, Phase 1 of the Penacook Landing project (34 units) located at 33 Canal Street was completed in October and is fully occupied. On December 17, 2020, Caleb was awarded \$324,837 in tax credits from the NH Housing Finance Authority for Phase 2 of Penacook Landing, which will feature 20 units of affordable housing at 35 Canal Street. Said tax credits are awarded annually on a competitive basis. This particular application round was especially competitive and resulted in only a partial award for Penacook Landing Phase 2. As such, the project has been delayed pending the upcoming 2022 tax credit application process, which begins in August 2021. If successful, construction would likely begin in spring/summer 2022.

In December 2020, the City closed with CATCH Neighborhood Housing on the sale of the Village Street property, which, in conjunction with other adjacent properties, will be developed into a 42-unit housing development featuring affordable and market rate rental units. Construction is currently underway.

City Council

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

The City has also had significant interest from multiple developers for larger multifamily housing developments, including a project for 70 Pembroke Road that was recently conditionally approved by the Planning Board.

GOAL 3. PUBLIC SAFETY WORK

- a) Opioid/Substance Abuse: The Police Department continues to take an aggressive stance in combatting illegal drug issues facing the City. The Department works closely in this effort with stakeholders in the community and throughout the State to include other police agencies, service providers, City Departments and the court system. The Police Department continues its involvement with the Merrimack County Drug Court Initiative. As part of this initiative, the Department has a member assigned to the Drug Court Team. The Team meets weekly to discuss the progress of individuals that have been assigned to participate in the Drug Court process. The Team regularly evaluates the status of each individual in the program and makes recommendations based upon the individual's performance. The Department conducts curfew checks on each participant that resides in the City of Concord.

During the fall of 2019, the Police Department received a grant award in the amount of \$50,000 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Shield). These funds were utilized by the Department to cover overtime costs associated with conducting 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. During 2020, the Department arrested 195 individuals on illegal drug related charges. Additionally, during the first three months of 2021, another 45 individuals were arrested on illegal drug related charges.

The Department also maintains a prescription drug drop box in the lobby of the police station. 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 2020, over 189 pounds of prescription drugs were turned in by members of the community. The Department also continues to participate in the U.S. Drug Enforcement Administration's National Drug Take Back Days. It should be noted that, due to the COVID-19 pandemic, the Department restricted access to the lobby in mid-March 2020 and, thus, prescription drugs have only infrequently been disposed of in the drop box since that time.

The Police Department works closely with Riverbend's Choices program in helping individuals suffering from drug and other substance abuse issues to find treatment.

The Fire Department, working within Project FIRST grant guidelines, continues with its goals to:

- Educate both first responders and the public about Substance Use Disorders - specifically Opioid Use Disorder;
- Reduce opioid overdoses and opioid overdose deaths by training people on the use of Naloxone and providing opioid overdose response kits; and
- Collaborate with other entities to enhance the "Hub and Spoke" model to facilitate and assist people in seeking treatment for Opioid Use Disorder.

Grant funding for this program expires in September 2021. The Fire Department is exploring other potential grants and opportunities to sustain opioid/substance abuse intervention/prevention programs.

- b) Community Policing: Prior to the restrictions put in place due to the COVID-19 pandemic, the Police Department was involved in a number of initiatives designed to further its relationship with the community. As part of these initiatives, the Department has hosted and participated in several community meetings with multiple organizations throughout the City. The Department also actively stayed involved with the New American community. When the restrictions were put in place due to the COVID-19 pandemic, the Department shifted to virtual meetings with these community groups.

City Council

GOAL 3. PUBLIC SAFETY WORK (continued)

The Police Department participated in several other programs to help promote community interaction with both children and adults. During 2020, with the assistance of several local businesses, the Department hosted two “Coffee with a Cop” events in the City. These highly successful events offer an opportunity for community members to interact with the City’s police officers in a relaxed atmosphere. Officers are available to answer any questions that residents may have and are able to foster a positive collaborative relationship between the Department and the community. The Department also participated in a Family Winter Fun Day held at Keach Park. This event was sponsored by Waypoint, which promoted families to get out and get together as a community. The Department also participated in several honor parades throughout the community to recognize birthdays, veterans, and other special events that were hindered due to the pandemic. The Department continues to participate with the Concord Safe Communities Coalition of the National Safety Council of New England. This organization monitors issues and concerns facing the Concord community.

The Police Department continues to participate in Rape Aggression Defense (RAD) classes, but due to the COVID-19 pandemic, in-person classes had to be suspended. RAD is a comprehensive self-defense course for women and includes situational awareness, prevention, risk reduction and avoidance, and progresses to the basics of hands-on defense training. 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 women with the knowledge to make an educated decision about resistance.

Due to the unfortunate trend of mass shootings occurring in businesses and schools throughout the country, the Police Department has been offering active shooter training seminars. Since the start of 2020, the Department has participated in five active shooter trainings with over 165 attendees. Four of these trainings were conducted on a virtual platform. The Department also conducted eight safety presentations for local businesses and the New Hampshire Technical Institute, as well as two fraud educational presentations for seniors.

The Police Department continues to successfully utilize its comfort dog, Liberty, a two-year old female Labrador retriever. Liberty has been instrumental in interacting with community members and members of the Police Department. She has been deployed to numerous scenes and locations where violent or traumatic events have occurred to help lend relief to those suffering or affected by the incident. Liberty has also engaged those suffering from mental health issues, and she has also made appearances at schools, hospitals and other venues. She has participated in many social and community events throughout the City and has a large following of supporters. Liberty has also assisted during interviews of traumatized children at the Merrimack County Advocacy Center. Unfortunately, due to COVID-19, Liberty has had to curtail many appearances. However, we are anxious to have her back in the community in the near future.

In December 2019, the Police Department was very fortunate to receive a donation of \$50,000 from an anonymous community member. The donor requested that members of the Police Department identify persons and families in need and make monetary disbursements or use the funds to obtain goods and services for the recipients as appropriate. This mission has been known as *Operation Blue Elf*. *Operation Blue Elf* was a community policing success and continued through 2020.

The Department’s Adverse Childhood Experience Response Team (ACERT) launched in October of 2019. This team is made up of a member of the Concord Police Department, a member from Riverbend Community Mental Health, and a member from Merrimack County Human Services. The team deploys to residences where children have been exposed to violence. At the residences, the team meets with the families and assesses the situation to determine next steps that can be taken for the child, such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy. ACERT made 285 home visits during 2020. However, home visits were put on hold due to the COVID-19 pandemic. The team continued to follow up with families by phone. The team was able to reinstitute home visits in August 2020, but had to suspend them in December once again. During 2020, the team contacted over 505 families, either by phone or in person, to assist with services that may be needed. Since the beginning of 2021, ACERT has conducted 175 follow-up calls to families in need of assistance.

City Council

GOAL 3. PUBLIC SAFETY WORK (continued)

The Police Department continued to assist citizens with installing child safety seats into their vehicles. Safety checks were also conducted to ensure that previously installed seats were properly and safely installed.

Police Department staff presented at the IMPACCT (Mastery of Post-Secondary Achievement in College, Careers and Training) Academy. This group is made up of at-risk kids with disabilities. Presentations covered roles of the police, good decision making, and alcohol and drug prevention.

Due to the COVID-19 pandemic, the Police Department has been limited in participating in many of its community-based programs. In an attempt to stay active with the community, numerous officers have participated in birthday and honor parades throughout the city. The Department also participated in a Veteran's Day parade at the Abbot-Downing School.

The Police Department has been working with the Concord Coalition to End Homelessness to assist those that are homeless and trying to find a permanent home. The Department has been actively involved in assisting in cleaning up homeless sites that have been left in disrepair.

The Police Department is committed to participating in these types of initiatives and continuing to foster the relationship between the Department and the community. 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.

- c) Working with School Districts: The Police Department has three officers assigned as School Resource Officers (SRO). Officers are assigned to Concord High School, Merrimack Valley High School, and Merrimack Valley Middle School. Each of these officers is responsible for the safety and security of the schools' campuses, to act as mentors and educators, to be community policing liaisons, and to be problem solvers. The SRO's are also expected to help guide students through personal, educational, and social pressures that are part of being an adolescent.

During 2020 and the beginning of 2021, the Department was extremely active in all of the schools throughout the City, to include both public and private schools. The Department currently has six officers trained in D.A.R.E. The D.A.R.E. Program is designed to teach students at an early age the dangers of drug and alcohol use. This program has been widely successful and appreciated throughout the schools. Due to the COVID-19 pandemic shutting down the schools, several of our D.A.R.E. officers video recorded their lesson plans, with the help of Concord TV. Some of these lesson plans were played by the schools through their on-line learning platforms. While distance learning is still in place at both school districts, arrangements have been made to carry on with the D.A.R.E. Program remotely when possible.

Since the beginning of 2020, officers participated in "Police Readers" throughout the schools in the Concord and Merrimack Valley School Districts. Officers went into first and second grade classes where they read the class a book and answer any questions the children might have. Due to the COVID-19 pandemic, officers made video recordings of themselves reading books. These videos were then shared with the schools where the videos were played over their on-line learning platforms.

Since the beginning of 2020, members of the Police Department presented two internet safety talks in the Concord and Merrimack Valley School Districts to help educate students about the dangers of the internet and social media and how to avoid being victimized. Officers provide suggestions to students on how to protect themselves from becoming victims.

The Police Department has assisted the Concord School Board by participating as a member of a task force focused on developing a strategic plan for improving student safety and wellbeing. This task force will also involve a variety of stakeholders from within the Concord community, and will be facilitated by Gerri King, Ph.D., a nationally recognized organizational facilitator.

City Council

GOAL 4. PUBLIC SAFETY WORK (continued)

The Fire Department continues its relationship with the Concord High School CRTC Emergency Services Program. Operations are slowly returning to pre-COVID status. This continues to be the largest of the six programs being run in the state, with 26 students currently enrolled. The program is on schedule to have six students achieve Emergency Medical Technician credentials, and six students to achieve Firefighter I certification. The Concord Fire Department maintains a close relationship with the students in the program, with several staff members providing mentorship and serving as instructors. The program periodically utilizes the Fire Department training grounds for realistic training opportunities. Three of the current students are pursuing degrees in Fire Science at Lakes Region Community College, with one of the students being accepted into a live-in program at a Lakes Region fire department.

In coordination with the Capital Area Public Health Network, Concord Fire Department personnel supported the vaccination of area School District personnel.

- d) Recruitment: During calendar year 2020 and through the beginning of 2021, the Police Department has aggressively worked to recruit staff. Staffing and training continues to be one of the Department's main priorities and will remain so until our agency stabilizes our work force.

During 2020, the Police Department hired 16 new police officers; and during the first three months of 2021, the Department hired three new police officers. Currently, the Department has four officers in field training, and three officers awaiting the start of the next Police Academy in April 2021. One additional new officer, with past law enforcement experience, will begin field training in April 2021 as well. The remaining new officers hired since the beginning of 2020 have completed their training and are now working in the Patrol Division.

All of the above-mentioned police officer candidates were the result of targeted recruitments. Department staff put in countless hours to identify, meet, and recruit these candidates one on one. We worked to educate them on our hiring process and the transition to become a police officer.

The Department currently has three vacant police officer positions, and is continuing its recruitment efforts to fill the remaining vacancies.

At the beginning of 2020, the Police Department had three vacancies for police dispatchers. A recruitment process took place during the first quarter of 2020 and we were able to hire two new dispatchers on May 17, 2020. One of those dispatchers resigned shortly after taking the position. The Department hired one new dispatcher who began working at the end of August 2020 and an additional dispatcher began employment with the City at the beginning of November 2020. This new dispatcher also resigned shortly after taking the position. The Department will be hiring a new dispatcher at the beginning of April 2021, which will fully staff all dispatch positions.

It is critically important to understand that in light of the COVID-19 pandemic, many of our fellow police agencies have postponed their hiring and recruitments. The Concord Police Department has not stopped efforts with regards to recruitment or hiring. We have found creative ways to connect with applicants and conduct interviews in a responsible and safe manner. We have continued to push forward despite these challenging times. Overall, the Department has hired 22 new employees since the beginning of 2020, which includes 16 police officers, four dispatchers, one records technician, and one fleet mechanic.

The Fire Department is experiencing challenges with the recruitment of Firefighter/Paramedics. There were no qualified applicants during the most recent recruitment process.

GOAL 4. PUBLIC INFORMATION, MARKETING, AND COMMUNICATIONS

- a) Overall Economic Development: The City's Economic Development Director continues to follow up with potential leads. Concord, like much of the country, is facing a significant labor shortage and the Economic Development Director has worked with community partners to attempt to tackle this challenge for our local businesses.

City Council

GOAL 4. PUBLIC INFORMATION, MARKETING, AND COMMUNICATIONS (continued)

In 2020, the City worked with the community's restauranteurs to allow for flexibility during the COVID-19 re-opening. Efforts included temporarily waiving requirements for site plan compliance for parking spaces used for outdoor dining in private parking lots, and expanded permitting for outdoor dining on public sidewalks and in public parking spaces. At its October 2020 meeting, City Council authorized the expenditure of \$15,000 to provide financial relief for restaurants in Concord as they prepared themselves for the upcoming winter season in the pandemic. It is expected that City Council will be asked to revisit the expanded outdoor dining program in 2021.

The City, via the Revolving Loan Fund Program, partnered with Provident Bank and the Capital Regional Development Council on a \$4.1 million financing package to support the construction of a new corporate headquarters for Eastern Analytical, Inc., a Concord-based environmental testing agency and laboratory, to be relocated to 51 Antrim Avenue in the Airport Industrial Park. This undeveloped property has been vacant since the development of the Henniker Street and Antrim Avenue project, approximately 15 years ago. The City's share of the financing package was \$287,000. The project has tangible economic development and financial benefits for the City. Specifically, it will retain a Concord-based employer which has been located in the City for 25 years. The project also retains 32 full-time jobs and will spur the creation of another 3-4 full-time positions in the near future. Lastly, property tax revenues from the new development will be approximately \$43,000-\$55,000 annually. The project began construction in the fall of 2020.

In February 2021, as part of an overall reorganization of the City's economic development activities, the City Council authorized the creation of a Local Government Management Fellowship, in partnership with the International City/County Management Association, to provide much-needed support for a variety of City and economic development projects, and to assist with staff succession planning. After conducting several interviews with candidates from around the country, the City selected a Fellow in March with a start date in July.

- b) Concord TV: The City of Concord works closely with Concord TV on a variety of initiatives including informational videos, public service announcements, event promotion and coverage, and monthly podcasts. Although the pandemic derailed some plans and events in 2020, Concord TV partnered with City staff to safely produce several informational videos on a variety of topics, including accessing City buildings, online City payments and services, water safety, trail etiquette, and more.

The Fire Department continues to collaborate with Concord TV. Plans are underway to livestream its upcoming promotional ceremony due to limits on in-person attendance due to COVID.

- c) Concord/Merrimack Valley School District: The City is working with the Concord and Merrimack Valley School Districts to enhance their presence on the City website. The City and school districts are also exploring other ways to collaborate.
- d) General City Communications: SeeClickFix: The City transitioned from its current Citizen Request Tracker module to SeeClickFix in late 2020. This new reporting tool launched in January 2021. The City is partnering with SeeClickFix to make it easier than ever for the community to report a concern using either the online request portal or the MyConcordNH app, available on iPhone and Android phones. The MyConcordNH app also features important City services and information, making it easier to stay informed.

GOAL 5. WORKING WITH STATE AND FEDERAL GOVERNMENT

- a) Transportation with NHDOT: Mayor Bouley announced that he was going to empanel a committee of citizens to review the I-93 widening project. Due to COVID-19, this initiative has been delayed.
- b) Department of Justice/Garages: The General Court of New Hampshire, in coordination with the NH Department of Administrative Services, sought proposals for the preliminary study of constructing a new office building to house the NH Department of Justice, certain Legislative space, and a new parking garage. The work was scheduled to be undertaken in the fall of 2019 and deliverables completed by calendar year end. The project has been tabled in light of the anticipated financial impact on the State from the COVID-19 shutdown.

City Council

GOAL 5. WORKING WITH STATE AND FEDERAL GOVERNMENT (continued)

- c) Stickney Avenue: On June 30, 2020, the NH Department of Transportation (NHDOT) informed the City that it was listing the property for sale. In accordance with RSA 4:39-c:1, the City has a right of first refusal to acquire the property.

On October 21, 2020, the NHDOT notified the City that its bid process had concluded and that one offer to purchase the property, in the amount of \$1 million, was received. The sole bidder indicated that it would redevelop the property for “residential” purposes, but provided no specific details to the NHDOT or the City.

In its October 21, 2020 notice, the State also inquired as to whether the City would have interest in matching the bidder’s offer.

On December 14, 2020, the City Council approved Resolution #9336, which authorized the City Manager to enter into negotiations with the NHDOT concerning a Purchase and Sales Agreement to acquire the former NHDOT Maintenance Facility located at 11 Stickney Avenue in accordance with RSA 4:36-c:1. The NHDOT, at their request, took the initial lead on drafting the Purchase and Sales Agreement. The initial draft was received on February 15, 2021. Negotiations are ongoing.

GOAL 6. ENHANCED COMMUNITY EVENTS/ARTS

- a) Promote Community Events with Community Partners: Unfortunately, the COVID-19 state of emergency led to the cancelation or postponement of many special events in our community. However, Winterfest was able to be held in February with ice sculptures, music and dance performances.

The Fire Department continues to partner with the State, the National Guard, and the Capital Area Public Health Network to deliver COVID vaccines. To date, Fire Department personnel have administered or assisted with the administration of over 50,000 vaccinations. They also participated in a closed point of distribution where New Americans and under-represented communities were vaccinated, as well as a closed point of distribution for staff from area school districts.

GOAL 7. SUSTAINABILITY INITIATIVES

- a) Form Based Code: Community Development staff and City legal counsel are meeting regularly to ensure that the document, which will have significant consequences for the future of our community, has the essential fundamentals to ensure compliance and defensibility. Staff hopes to have Phase I before City Council later this year.
- b) Street Light Re-Lamping: It is anticipated that the City’s LED Street Light Re-Lamping Project will be completed in 2021. Until received approval from the Public Utilities Commission to expand their on-bill financing program to accommodate a higher amount than currently allowed for the City of Concord. The City Council held a public hearing and approved the project at its January 2021 meeting. The City received two proposals for this project, neither of which fully complied with the RFP. As a result, a revised RFP was issued on March 23, 2021.
- c) Renewable Energy and Conservation: At its April 13, 2020 meeting, the City Council approved a recommendation from City Administration to award a bid for a small scale, “behind the meter” facility located at the Hall Street Wastewater Treatment Facility, in the front of the parcel. The City is projected to save up to \$100,000 over the life of the project (slightly less if the system has to export some of the generation due to added costs).

ReVision energy provided the City with a refreshed proposal. Review by the Selection Committee and the City’s consultant concluded that the proposal, while it would show support for renewable energy, ultimately was not economically beneficial as presented. Also, there is the risk that electric costs may not escalate as modeled and the City could end up in the red on this project, negatively impacting sewer utility rate payers. The Selection

City Council

GOAL 7. SUSTAINABILITY INITIATIVES (continued)

Committee referred the proposal to the City Council for its direction and decision at the July 2020 Council meeting. ReVision Energy further revised its proposal, which was economically beneficial, and City Council voted to move forward with the contract award. Contract negotiations are ongoing.

- d) Recycling: The General Services Department worked with property management firms and condominium associations to address significant contamination in the multi-family recycling stream, making changes to programs as needed. Some multi-family properties have suspended recycling programs as a means by which to address persistent contamination. Others have opted for dumpster modification that prevent large items from being deposited in the dumpsters.

GOAL 8. RECREATION AND PARKS

- a) Athletic Fields: The Parks and Recreation Department coordinates the reservations and maintenance of the City's parks and athletic fields. During the course of the year the following fields are maintained and reserved for numerous user groups: four baseball fields, five lacrosse fields, seven softball fields, two flag football fields, three football fields, one field hockey field, and 19 soccer fields. During the spring and fall months (April to early June and late August to end of October), the main users of the fields are the three high schools, youth spring leagues, and our in-house department youth leagues. During the summer months, the main users of the fields are adult softball leagues, Sunset Baseball, adult baseball leagues, Babe Ruth baseball, the NH Wild Baseball Team and various summer camps.

Parks and Recreation staff has begun to work with the three high schools, and youth and adult leagues, to ensure a successful spring 2021 season. As of the end of March 2021, all regular spring sports will be held, following all State COVID guidelines.

- b) Citywide Community Center: The Citywide Community Center has remained open during the pandemic, while following all COVID guidelines. The Parks and Recreation Department offered summer camps during June, July and August 2020, and continued offering programs and classes during the fall and winter of 2020/2021. Department staff managed to rearrange class times to ensure good cleaning of the facility. Starting in early February 2021, the Department has seen a steady increase in participation in all program age groups, from youth to adult programs. Registered participant levels are already at pre-COVID numbers for programs starting in late April and May 2021.
- c) Terrill Park: The new Master Plan for Terrill Park has been approved and is fully permitted. Phase 1 of the project, completed in the fall of 2020, includes a new upper parking lot, a new dog park, the paved Merrimack River Greenway Trail, and related site improvements. Phase 1 was funded in partnership with the Friends of the Merrimack River Greenway Trail, a grant from the Land and Water Conservation Fund, and the City of Concord. The new dog park is maintained by volunteers from the Pope Memorial SPCA.
- d) Merrimack River Greenway Trail (MRGT): The City is engaged in ongoing discussions with property owners, stakeholders, and potential partners concerning the possible acquisition of private property to support future development of the MRGT. The Parks and Recreation Department is working on the next phase of this project, which will bring the trail from Loudon Road south to the wetland north of Phase 1 of Terrill Park.

In March 2021, the City filed an application for TAP grant funds to support the development of a rail trail on a 1.9 mile section of the Northern Line between Sewalls Falls Road and the Town of Boscawen. Pan Am Systems, owner of the rail line, provided a letter of support for the City's application.

- e) City Trail System: As the Governor's State of Emergency was implemented, there was a significant uptick in trail usage leading to some concerns from the general public about parking and lack of social distancing. The Conservation Commission put out messaging to advise the community of the availability of other less popular trails as alternatives. Staff worked with Concord TV to produce a trail etiquette video and a video about outdoor recreation during COVID-19. The Parking Committee also reviewed this matter and recommended the installation of emergency No Parking signs along an impacted section of Long Pond Road adjacent to the Swope trail.

City Council

ONGOING INITIATIVE 1. TANNERY SITE/PARK

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

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

In conjunction with the sale of the portion of the Tannery site located at 35 Canal Street to the Caleb Development Corporation for the Penacook Landing housing project in September 2019, the City retained a 1.53 acre parcel with approximately 500 feet of frontage on the Contoocook River for the future riverfront park.

The current park concept plan was commissioned by the City in 2015 and had an estimated total cost of \$950,000. The concept included full reconstruction and expansion of the Canal Street Public Parking Lot. Adjusting for inflation, the estimated total cost of the project is \$1.35 million. It is anticipated that the total cost of the park will be supported by the Penacook Village Tax Increment Finance (PVTIF) District, recreational impact fees, and grants. The Parking Fund may also support reconstruction and expansion of the Canal Street Municipal Parking Lot, which is included in the project scope. The project was included in the FY 2021 Capital Improvement Program as CIP #567. Specifically, CIP #567 was an “asterisked” project; meaning that it was not appropriated as part of the FY 2021 budget adoption process, as the project requires amendments to the PVTIF District Development Program and Financing Plan. On February 8, 2021, proposed amendments to the PVTIF District were submitted to the City Council for CIP #567, as well as other projects. A public hearing was held on March 8, 2021, and a final vote is scheduled for April 12, 2021. No appropriations are being requested for design or construction of the park at this time. However, requests for design may be brought forward in the FY 2022 Capital Improvement Plan.

ONGOING INITIATIVE 2. ENHANCED NEIGHBORHOOD STREET PROGRAMS

The FY 2021 Paving Project went out to bid on December 18, 2020 and was within budget. GMI Asphalt was the low bidder and will be the contractor for this summer’s project. The tentative start date is April 1, 2021, weather dependent.

City Council

City Boards and Commissions

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

City Council

City Boards and Commissions (continued)

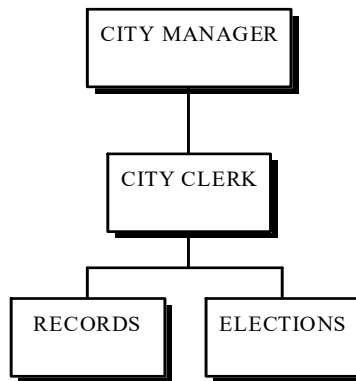
<u>Board/Commission</u>	<u># of Members</u>
Sears Block TIF District Advisory Committee	7
Solid Waste Advisory Committee	14
State-Capitol Region Planning Commission	10
Tax Exemption Policy Committee	5
Taxicab Licensing Board	3
Technical Review Committee	7
TPAC – Bike & Pedestrian Subcommittee	6
TPAC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

City Clerk

Mission

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

CITY CLERK DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

1. Record, preserve, manage and issue all vital record events occurring within the City, including birth, marriage, divorce and death records.
2. Conduct and preserve the integrity of all local, state and national elections; issue dog licenses; and maintain many of the City's most important records.
3. Act as the liaison between the public and the Mayor and City Council.
4. Prepare all City Council meeting agendas, minutes, and official notices.

City Clerk

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Licenses	\$30,686	\$32,800	\$32,800	\$26,700	\$32,800
Recording Fees	\$8,965	\$6,000	\$6,000	\$10,300	\$6,000
Sundry Services	\$54,278	\$46,120	\$46,120	\$50,000	\$46,120
Other Revenue	\$3,257	\$300	\$300	\$300	\$300
Other Gov Agencies - State	\$0	\$0	\$105,519	\$105,515	\$0
School District Payments	\$3,341	\$6,500	\$6,500	\$10,720	\$3,500
Total Revenue	\$100,528	\$91,720	\$197,239	\$203,535	\$88,720
Expense					
Compensation	\$313,782	\$358,082	\$430,621	\$401,553	\$338,864
Fringe Benefits	\$89,636	\$110,473	\$117,784	\$117,246	\$122,675
Outside Services	\$17,176	\$17,646	\$30,742	\$25,646	\$18,168
Supplies	\$14,175	\$22,300	\$34,872	\$32,000	\$18,850
Insurance	\$2,240	\$2,470	\$2,470	\$2,470	\$2,439
Total Expense	\$437,009	\$510,971	\$616,490	\$578,915	\$500,996

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Birth Certificates Issued	2,750	2,462	2,387	2,425
2. Marriage Certificates Issued	1,170	1,156	977	1,067
3. Death Certificates Issued	3,850	4,510	4,415	4,463
4. Divorce Records Issued	224	229	238	234
5. Marriage Licenses Issued	466	313	331	322
6. Marriage Ceremonies Performed	127	35	***0	54
7. Dog Licenses Issued	5,216	4,638	6,097	5,368
8. Notice of Intent to Issue Summons	276	***0	200	200
9. Voter Registrations Processed	2,551	2,008	3,854	1,000
10. Absentee Ballots Cast	1,867	1,128	11,173	350
11. Average Number of Ballots Cast	28,631	20,681	34,693	5,550

***Suspended in FY 2020 & FY 2021 due to COVID-19

2022 Goals

1. Ensure that staff continue to participate in all trainings relevant to the Clerk's office to ensure efficiencies in customer service and office responsibilities.
2. Advertise, recruit, and train election officials to fill City ward vacancies to ensure that wards are fully staffed during elections.
3. Hold numerous election official trainings to ensure compliance and consistency for future elections.
4. Re-open additional office services that were previously suspended due to COVID-19.
5. Focus on records management efficiencies to maximize storage and staff workflow.

City Clerk

2021 Goals Status

1. Ensure that staff continues to participate in all training relevant to vital records administration and election law to ensure efficiencies in customer service office responsibilities.
9-Month Status: Staff members participated in all available training sessions, many of which were held in electronic formats due to the COVID-19 pandemic. Ongoing training will continue in all areas specific to the services customers receive from the City Clerk's Office.
2. Advertise, recruit, and train new election officials to fill vacancies within the City's wards so that wards are fully staffed for the upcoming elections.
9-Month Status: Elected official vacancies were successfully filled for the 2020 State Primary and State General Elections. New election officials were trained ensuring successful Election Days at polling locations within the City of Concord. Staff remains grateful to all those working at the polls on any given Election Day.
3. In preparation for the upcoming State Primary and the upcoming State General Elections, hold numerous election official trainings and voter registration fairs throughout the city.
9-Month Status: In-person ward official training sessions were replaced by electronic training sessions held by both the City Clerk's Office and the Secretary of State's Office during the COVID-19 pandemic. Sessions were held to educate and advise ward officials on election laws and procedures, election law changes, COVID-19 guidelines and Emergency Order voting procedures ensuring smooth elections in 2020.

General Overhead

<u>Revenue</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Transfers					
Transfer In - Trust	\$28,208	\$15,000	\$15,000	\$0	\$15,000
Transfer In - Inspection	\$1,700	\$1,900	\$1,900	\$1,900	\$1,890
Transfer In - Parking	\$97,650	\$97,650	\$97,650	\$97,650	\$97,940
Transfer In - Airport	\$33,858	\$33,800	\$33,800	\$33,800	\$35,221
Transfer In - Conserv Prop	\$20,000	\$25,000	\$25,000	\$25,000	\$34,000
Transfer In - Impact Fee	\$95,000	\$0	\$0	\$0	\$98,890
Transfer In - Arena	\$47,723	\$46,667	\$46,667	\$46,667	\$53,024
Transfer In - NEOCTIF	\$42,226	\$44,335	\$44,335	\$44,335	\$44,780
Transfer In - Sears Block TIF	\$422,579	\$414,185	\$414,185	\$414,185	\$404,360
Transfer In - Penacook TIF	\$1,670	\$1,750	\$1,750	\$1,750	\$1,770
Transfer In - Water	\$520,259	\$520,459	\$520,459	\$520,459	\$537,137
Transfer In - Wastewater	\$655,309	\$655,509	\$655,509	\$655,509	\$671,370
Subtotal	\$1,966,182	\$1,856,255	\$1,856,255	\$1,841,255	\$1,995,382
Special Programs					
Cable TV Franchise	\$841,396	\$833,110	\$833,110	\$830,000	\$845,750
Transfer In - Trust	\$135,500	\$125,000	\$125,000	\$125,000	\$165,000
Subtotal	\$976,896	\$958,110	\$958,110	\$955,000	\$1,010,750
Risk and Insurance					
Retiree Health Insurance	\$1,356,856	\$1,338,680	\$1,338,680	\$1,317,500	\$1,334,950
Insurance Dist and Credits	\$99,935	\$0	\$17,450	\$108,090	\$0
Subtotal	\$1,456,790	\$1,338,680	\$1,356,130	\$1,425,590	\$1,334,950
Social Service Agencies					
Donations	\$13,125	\$10,000	\$10,000	\$10,000	\$10,000
Subtotal	\$13,125	\$10,000	\$10,000	\$10,000	\$10,000
Total Revenue	\$4,412,994	\$4,163,045	\$4,180,495	\$4,231,845	\$4,351,082

General Overhead

<u>Expense</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Transfers					
Transfer Out - Trust	\$3,008,941	\$1,758,322	\$2,830,772	\$2,830,772	\$1,145,932
Transfer Out - Parking	\$38,099	\$48,932	\$48,932	\$48,932	\$51,221
Transfer Out -Grts & Donations	\$10,000	\$0	\$0	\$0	\$0
Transfer Out - Golf	\$57,351	\$40,596	\$40,596	\$40,596	\$0
Transfer Out - Gen Cap Proj	\$465,988	\$412,500	\$414,192	\$412,500	\$268,790
Subtotal	\$3,580,379	\$2,260,350	\$3,334,492	\$3,332,800	\$1,465,943
Special Programs					
Special Programs	\$375,080	\$379,800	\$379,800	\$369,800	\$377,310
Subtotal	\$375,080	\$379,800	\$379,800	\$369,800	\$377,310
Debt Service					
Bond Costs	\$61,490	\$49,200	\$49,200	\$11,200	\$52,720
Principal	\$5,412,485	\$5,836,390	\$5,836,390	\$5,836,390	\$5,731,180
Interest	\$1,920,855	\$1,851,849	\$1,851,849	\$1,851,849	\$1,859,070
Subtotal	\$7,394,830	\$7,737,439	\$7,737,439	\$7,699,439	\$7,642,970
Risk and Insurance					
Retiree Health	\$2,238,046	\$2,279,880	\$2,279,880	\$2,334,450	\$2,249,190
Professional Services	\$0	\$5,000	\$5,000	\$5,000	\$5,000
Insurance Deductible	\$13,266	\$15,000	\$15,000	\$2,000	\$15,000
Subtotal	\$2,251,311	\$2,299,880	\$2,299,880	\$2,341,450	\$2,269,190
Contingency					
Contingency	\$0	\$140,000	\$140,000	\$0	\$100,000
Subtotal	\$0	\$140,000	\$140,000	\$0	\$100,000
Comp Adjustment					
Full Time	\$0	\$172,980	\$22,210	\$0	\$323,975
Subtotal	\$0	\$172,980	\$22,210	\$0	\$323,975
Street Lighting					
Electricity	\$520,670	\$518,000	\$518,000	\$530,570	\$522,880
Subtotal	\$520,670	\$518,000	\$518,000	\$530,570	\$522,880
Social Service Agencies					
Special Programs	\$346,780	\$341,780	\$341,780	\$341,780	\$333,780
Subtotal	\$346,780	\$341,780	\$341,780	\$341,780	\$333,780
Total Expense	\$14,469,050	\$13,850,229	\$14,773,602	\$14,615,839	\$13,036,048

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

General Overhead

Supplemental Budget Information

Special Programs	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Expense					
Concord Community Television	\$313,800	\$313,800	\$313,800	\$313,800	\$321,310
League of NH Craftsmen	\$280	\$5,000	\$5,000	\$5,000	\$5,000
Holiday Celebrations	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Intown Concord	\$30,000	\$30,000	\$30,000	\$20,000	\$20,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Expense	\$375,080	\$379,800	\$379,800	\$369,800	\$377,310

Social Service Agencies	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Expense					
Community Action Program	\$17,710	\$17,710	\$17,710	\$17,710	\$17,710
Capital Area Transit (CAT)	\$165,350	\$165,350	\$165,350	\$165,350	\$165,350
Crisis Center of Central NH	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
C.C to End Homelessness	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Edna McKenna House	\$31,220	\$31,220	\$31,220	\$31,220	\$31,220
Friends Program	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000
New American Africans	\$5,000	\$0	\$0	\$0	\$0
Penacook Community Center	\$28,000	\$28,000	\$28,000	\$28,000	\$20,000
Total Expense	\$346,780	\$341,780	\$341,780	\$341,780	\$333,780

General Overhead

General Overhead Descriptions

Transfers

Transfers (Revenue)

Reflects the transfer of funds from enterprise and special revenue funds for municipal overhead charges and other related costs between those funds and the General Fund. Also includes transfers from trusts to cover selected General Fund expenditures.

Transfers (Expense)

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

Special Programs

Intown Concord

Intown Concord manages a variety of downtown events (such as Market Days), provides grant funds to property owners for façade improvements, works with the City to maintain and grow businesses within the City's central business district, and advocates for a number of issues which are critical for the future vitality of Downtown Concord. A budgetary reduction in funding to \$20,000 is recommended for FY 2022, the same as the final City Council allocation in FY 2021.

League of NH Craftsmen

Level funding is recommended for the League of NH Craftsmen for FY 2022.

Cable TV Franchise/System

Funding for Concord TV for FY 2022 is level funded 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 2022 remains the same.

Pope Memorial SPCA

Funding for the Pope Memorial Society for the Prevention of Cruelty to Animals (SPCA) is recommended to be level for FY 2022. The Pope Memorial SPCA is a private organization that provides a variety of programs and services in Concord, one of which would need to be funded as animal control in the Police Department budget at a higher cost than what is paid to the SPCA.

Debt Service

Debt Service

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

Risk and Insurance

Insurance Distributions and Credits (Revenue)

Represents premium holidays from Primex for worker's compensation insurance. Credits are for premiums paid in prior years. No revenue is anticipated to be received in FY 2022.

Retiree Health Insurance

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

General Overhead

Insurance Deductible & Reserve

Represents deductible amounts for auto and property/liability claims.

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 of these expenses. The Self Insurance Trust will be depleted at the end of FY 2022.

Contingency

Contingency

This account is used to allocate funds for unexpected occurrences including City Council use, over-expenditures for winter operations, Welfare, or other extraordinary expenses not included in the adopted budget. This account has a proposed reduction of \$40,000 for FY 2022.

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 \$17,710 for FY 2022. Level funding in the amount of \$17,710 is recommended for FY 2022.

Concord Area Transit (CAT)/Public Transportation

Agency requested \$171,000 for this fiscal year; \$19,000 for senior transportation, \$20,000 for special transportation (door to door service for disabled individuals), and \$132,000 for public transportation. This budget recommends total funding of \$165,350 for FY 2022; \$16,000 for senior transportation, \$19,000 for special transportation and \$130,350 for public transportation. Level funding in the amount of \$165,350 is recommended for FY 2022.

Penacook Community Center

Agency requested \$28,000 for FY 2022. A reduction in funding to \$20,000 is recommended for FY 2022.

Friends Program

Agency requested \$57,000 for FY 2022. The Council adopted a budget of \$57,000 for FY 2022.

Salvation Army/McKenna House

Agency requested \$31,220 for FY 2022. The Council adopted a budget of \$31,220 for FY 2022.

Crisis Center of Central NH

Agency requested \$12,500 for FY 2022. Level funding in the amount of \$12,500 is recommended for FY 2022.

Concord Coalition to End Homelessness

Agency requested \$30,000 for FY 2022. Level funding in the amount of \$30,000 is recommended for FY 2022.

New American Africans

FY 2020 was the last year of funding for this organization.

Public Safety

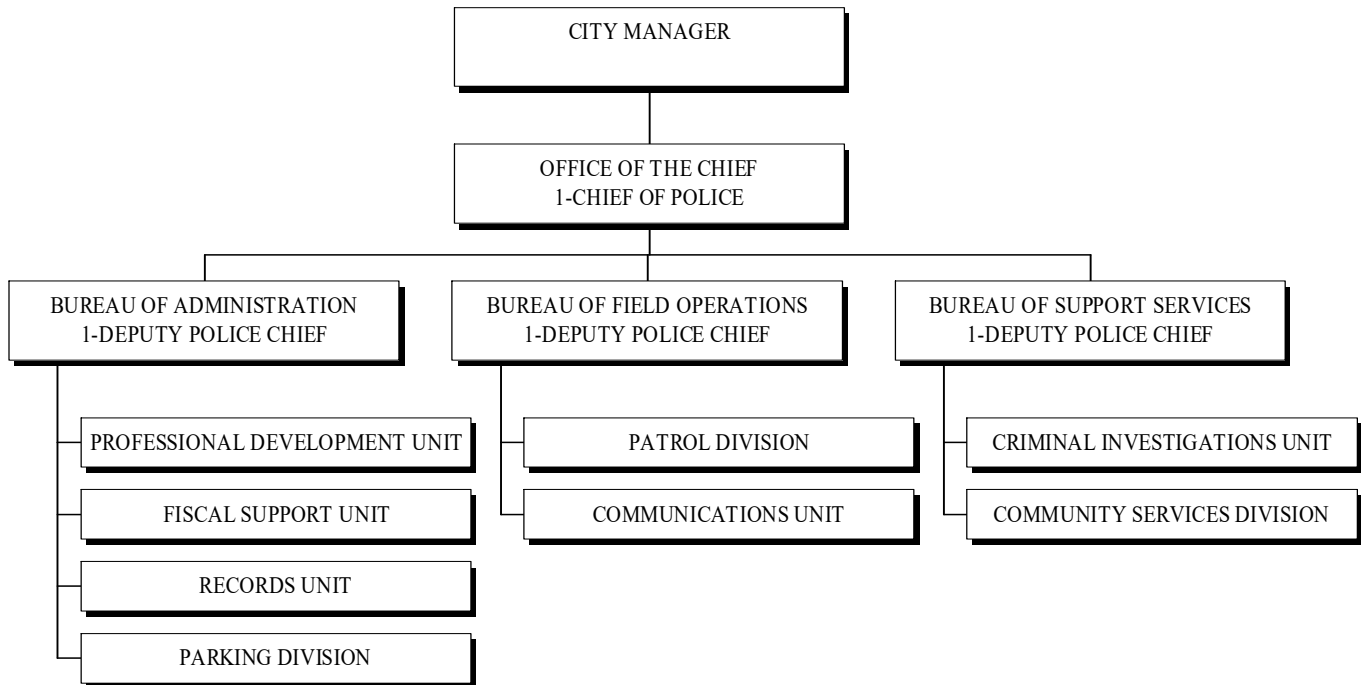
	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Police	\$886,399	\$707,215	\$709,091	\$428,955	\$635,060
Fire	\$3,562,114	\$3,080,579	\$3,190,150	\$3,283,259	\$3,087,106
Total Revenue	\$4,448,513	\$3,787,794	\$3,899,241	\$3,712,214	\$3,722,166
Expense					
Police	\$13,053,849	\$13,705,191	\$13,739,067	\$13,253,961	\$14,221,189
Fire	\$14,454,206	\$14,345,971	\$14,606,311	\$15,864,432	\$15,172,986
Total Expense	\$27,508,054	\$28,051,162	\$28,345,378	\$29,118,393	\$29,394,176

Police

Mission

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

POLICE DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

1. The Bureau of Administration oversees all of the fiscal functions and responsibilities of the Department, as well as the in-service training of Department personnel and recruitment of new officers. The Bureau of Administration also maintains police records and oversees Department equipment, vehicles, and facilities. The Department's Parking Division also operates under this Bureau.
2. The Bureau of Field Operations consists of both the Patrol Division and the Communications Unit. The Patrol Division performs day to day police functions which include responding to calls for service, traffic enforcement, criminal investigation, and community policing initiatives. The Communications Unit receives information via various mediums and subsequently dispatches the information to officers in the field. The Communications Unit also coordinates the dissemination and retention of criminal history and motor vehicle records.
3. The Bureau of Support Services consists of the Criminal Investigations Division and Community Services Division. The Criminal Investigations Division investigates major criminal offenses, drug investigations, computer crimes, and juvenile offenses. The Community Services Division coordinates the Department's efforts in community policing and community engagement.

Police

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Parking Penalties	\$60,353	\$100,000	\$100,000	\$52,500	\$80,000
False Alarm Penalties	\$29,490	\$25,500	\$25,500	\$32,000	\$27,000
Other Permits	\$3,530	\$2,500	\$2,500	\$2,500	\$2,500
Reports, Prints, and Copies	\$285	\$500	\$500	\$50	\$50
Special Duty Services	\$322,865	\$280,000	\$280,000	\$127,000	\$220,000
Police Patrol Services	\$5,017	\$6,400	\$6,400	\$1,500	\$6,400
Cruiser Rental Fee	\$40,150	\$30,000	\$30,000	\$15,000	\$25,000
Police Witness Fees	\$2,423	\$6,000	\$6,000	\$30	\$0
Other Revenue	\$2,900	\$3,200	\$3,200	\$13,000	\$4,000
Other Gov Agencies - Federal	\$2,800	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$248,823	\$0	\$33,876	\$33,875	\$0
Drug Forfeiture or Restitution	\$14,113	\$5,000	\$5,000	\$6,500	\$5,000
School District Payments	\$153,650	\$248,115	\$216,115	\$145,000	\$265,110
Total Revenue	\$886,399	\$707,215	\$709,091	\$428,955	\$635,060

Expense					
Compensation	\$8,274,053	\$8,386,994	\$8,413,255	\$8,287,160	\$8,471,240
Fringe Benefits	\$4,154,197	\$4,628,202	\$4,635,817	\$4,290,636	\$5,009,761
Outside Services	\$214,857	\$273,205	\$273,205	\$266,219	\$296,744
Supplies	\$198,243	\$203,800	\$203,800	\$197,000	\$219,707
Utilities	\$72,708	\$77,320	\$77,320	\$77,320	\$78,152
Insurance	\$139,790	\$135,670	\$135,670	\$135,626	\$145,585
Total Expense	\$13,053,849	\$13,705,191	\$13,739,067	\$13,253,961	\$14,221,189

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Total Calls for Service	47,335	43,290	42,500	48,000
2. Total State Reportable Traffic Accidents	1,447	1,147	1,150	1,250
3. Total Traffic Fatalities	5	2	2	0
4. Total Traffic Summonses Issued	1,991	1,475	1,700	1,850
5. Total DWI Arrests	108	147	160	165
6. Total Domestic Violence Related Arrests	303	313	355	350
7. Drug Abuse Violations (Persons Arrested)	284	325	300	330
8. Total Part I Violent Crime Arrests	31	36	42	40
9. Total Custodial Arrests	2,831	2,502	2,550	2,750

Police

2022 Goals

1. Foster engagement with the community to further the relationship of the Department with the public. Continue efforts to improve communication and exchange of information with the public through social media, in addition to direct interaction with the community, community groups and businesses. Continue implementation of a comprehensive canine program, consisting of both Community Service based dogs (comfort dogs), as well as traditional Patrol Canines.
2. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate departmental efforts with other community stakeholders, as well as federal, state, and local law enforcement agencies and the court system. Seek out available grant funding to improve the Department's response to the illegal drug epidemic. Assess Departmental staffing to ensure resources are most effectively deployed in this effort.
3. Continue efforts to work collaboratively with other community stakeholders in developing strategies for dealing with individuals in mental and behavioral health crisis. Continue efforts to coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit and Crisis Treatment Center, as well as other community outreach programs. Provide ongoing training to Department personnel in crisis intervention strategies and foster the development and effectiveness of the Department's Crisis Intervention Team.
4. Seek to fully staff all authorized sworn and civilian positions. Continue to implement strategies to increase police officer recruitment efforts, including the use of social media and other innovative methods of creating interest in the Department for prospective candidates. Provide training opportunities for continued employee development and succession planning. Particular attention should be given to provide training in employee wellness.
5. Develop and implement strategies to expand training opportunities for Department staff. Particular emphasis to be given to providing training focused on the recommendations made by the Governor's Commission on Law Enforcement Accountability, Community and Transparency, as well as training centered on Officer Wellness, Crisis Intervention and Stress Management (CISM), and Mental Health First Aid.

2021 Goals Status

1. Assess and evaluate the Department's response as it relates to the recent public health emergency in regards to planning and interoperability with other local, state, and federal agencies. Identify any shortcomings and implement appropriate corrective action to include training, equipment and supply management, communications, and any other issues that may have emerged.

9-Month Status: During the COVID-19 pandemic, the Department has had to alter many of the ways that services to the community are provided. Calls for service that could be handled in an alternative manner to an in-person response were taken care of by telephone, and contact with the public was minimized when possible. Numerous precautions were taken to provide a safe work environment for Department personnel, to include increased sanitizing of Department work areas and use of PPE. The Department successfully worked with other local, state and federal agencies to establish and maintain a dependable supply chain of PPE. Additionally, donations of PPE and other forms of support were routinely received from members of the community, businesses, and charitable organizations.

The Department was awarded grant funding through the Coronavirus Emergency Supplemental Funding grant provided through the US Department of Justice. This funding was utilized to purchase additional PPE, as well as first aid supplies and equipment for Department personnel. Other additional equipment, to include a UV disinfecting lamp, chemical foggers, and a drying chamber, were also obtained utilizing this funding.

Communication to staff regarding CDC guidelines, as well as City guidelines, occurred on a regular basis. The Fire Department also provided training in certain PPE usage and served as a resource when evaluating potential exposures and quarantine needs. Whenever possible, alternate work options were provided to employees who could perform their job functions remotely in order to limit potential exposure risks.

The COVID-19 pandemic has identified several areas in need of improvement within the Department. These include the need to have a reliable stockpile of PPE, hand sanitizer, and other disinfection methods. The Department has taken steps to address these needs and is currently in a much better position to respond to similar crises should the need arise.

Police

2020 Goals Status (continued)

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

9-Month Status: Due to the COVID-19 pandemic, many of the Department's in-person community meetings were placed on hold. The Department, however, continues to stay in communication with several of the community-based groups and assist with coordinating projects and discussions. These meetings have been conducted primarily through virtual meetings or by telephone. Due to these meetings occurring virtually, the Department has had to be creative in interacting and participating in discussions focused on maintaining the relationships built within the various community groups and organizations in the City.

The Department maintains a strong relationship with the New American community. Members of the Department have participated in discussions regarding the rising number of alcohol, illegal drug, and mental health issues within the New American communities, involving both adults and youth, and the role the Police Department could play in assisting with the educating about the dangers of these substances. The Police Department also educated the New American communities on how to better understand American law enforcement and the role it plays within our community.

The Police Department has participated in several other programs to help promote community interaction with children and adults. These programs included "Police Reader" events throughout the schools in the Concord and Merrimack Valley School Districts, which consisted of officers reading books to students through previously recorded videos or through live streamed events.

The Department continued to teach D.A.R.E. in the Merrimack Valley School District. D.A.R.E. is designed to teach students at an early age the dangers of drug and alcohol use. This program has been widely successful and appreciated throughout the schools. Due to COVID-19 and schools moving to remote learning, the D.A.R.E. officers, with the assistance of Concord TV, made recorded videos of their lesson plans and those lessons were distributed throughout the D.A.R.E. classes. Some classes were also taught in person.

Due to the unfortunate trend of mass shootings occurring in businesses and schools throughout the country, the Police Department has been offering active shooter training seminars. During the first nine months of FY 2021, the Department participated in three active shooter trainings with over 100 attendees. These training were also conducted virtually. The Department also conducted four safety presentations for senior citizens and high school students. These presentations consisted of several internet safety talks in the Concord and Merrimack Valley School Districts to help educate students about the potential dangers of the internet and how to avoid being victimized.

The Police Department's Comfort Dog program has continued to stay active even during the COVID-19 pandemic. Liberty has engaged citizens that have suffered traumatic events or suffer from mental health issues, and also helped to engage the public at schools, hospitals and other venues. Liberty continues to train in new disciplines to help further her abilities to engage those suffering from social disorders. Liberty has also been utilized in Child Advocacy Center interviews as well as criminal interviews. Liberty has been very active within the Department and community. She has participated in many social and community events throughout the City, and has also made many appearances at all of the schools throughout the City. Liberty has also been instrumental among our own staff in assisting those that have been involved in traumatic or stressful incidents.

The Police Department was very fortunate to receive a donation of \$50,000 from an anonymous community member in December 2019. The donor requested that members of the Police Department identify persons and families in need and make monetary disbursements or use the funds to obtain goods and services for the recipients as appropriate. This mission was dubbed Operation Blue Elf and received very positive press coverage by the local print and television media. There were still funds leftover from 2019 that were utilized during this fiscal year. This program has been highly successful and one in which the Department members truly enjoyed participating. This is the third year that this donation has been a great help to many members of the community and also fostered the Department's relationship with the community.

Police

2020 Goals Status (continued)

The Adverse Childhood Experience Response Team (ACERT) has been extremely active throughout the first nine months of this fiscal year. This team is a partnership involving the police and other service providers that has deployed to serve children who have been exposed to violence. The ACERT members have been trained to respond to incidents, assess situations, and determine next steps that can be taken for the child, such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy. The Department was awarded grant funding in the amount of \$60,000 from the Granite United Way to assist with the ACERT efforts. The Concord School District also supplied funds to pay for the training of all officers in Trauma Informed Training. Since October 22, 2019 the ACERT team has made contact with over 615 families to include home visits and phone calls.

In an attempt to stay active within the community throughout the restrictions put in place due to the COVID-19 pandemic, officers have participated in numerous birthday and honor parades throughout the city. The Department has also been working with the Concord Coalition to End Homelessness to assist those that are homeless and trying to find a permanent home. The Department has been actively involved in assisting in cleaning up homeless sites that have been left in disrepair.

The Department is committed to participating in these types of initiatives and continuing to foster the relationship between the Department and the community. 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.

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

9-Month Status: The Police Department continues to take an aggressive stance in combatting illegal drug issues facing the City. The Department utilizes investigators of the Department's Drug Enforcement Unit who work in conjunction with the NH Attorney General's Drug Task Force to conduct undercover drug investigations and to assist in collecting and disseminating drug intelligence. The Department has also worked closely with stakeholders in the community and throughout the State to include other police agencies, service providers, City Departments and the court system. The Police Department continues its involvement with the Merrimack County Drug Court Initiative. As part of this initiative, the Department has a member assigned to the Drug Court Team. The Team meets routinely to discuss the progress of individuals that have been assigned to participate in the Drug Court process. The Team regularly evaluates the status of each individual in the program and makes recommendations based upon the individual's performance. The Department conducts curfew checks on each participant that resides in the City of Concord.

Due to the COVID-19 pandemic grant funding, primarily through the Law Enforcement Opioid Abuse Reduction Initiative was not available. The Department will continue to seek out future grant funding opportunities as they become available. The Department also continuously assesses personnel assignments and initiatives to most effectively address illegal drug usage in the city. During the first three quarters of FY21 the Department made arrests of over 150 individuals on illegal drug related charges.

The Department also maintains a prescription drug drop box in the lobby of the police department. This drug drop box allows people to drop off their unused or unwanted prescription medications that otherwise could be available for abuse or unauthorized consumption. Unfortunately, due to the COVID-19 pandemic access to the Department lobby has been limited, however, during the first three quarters of FY21, over 45 pounds of prescription drugs have been turned in by members of the community. The Department also continues to participate in the United States Drug Enforcement Administration's National Drug Take Back Days.

The Department continues to work closely with Riverbend's Choices program in helping to refer individuals suffering from drug and other substance abuse issues find treatment.

Police

2021 Goals Status (continued)

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

9-Month Status: The Department continues to work very closely with Riverbend and Riverbend's Mobile Crisis Unit. The Department utilizes the Mobile Crisis Unit when it was safe and appropriate to have the Mobile Unit respond to the scene when officers are dealing with a mental health crisis. This allows the patient to be evaluated at the scene and receive the appropriate care or proper referral. Having the patient evaluated at the scene has cut down on extended police involvement and unnecessary transports to the Concord Hospital. During this time period the Concord Police Department has utilized the Mobile Crisis Unit 37 times. The working relationship with Riverbend has grown strongly this past year. Members of the Department meet with Riverbend, representatives of the Mobile Crisis Unit, and the Choices program once a month to discuss the successes and shortfalls that each program is experiencing and how together we can improve their effectiveness.

Riverbend has also opened their Crisis Treatment Center (CTC) and the Department is utilizing the CTC when individuals meet the standard set by Riverbend.

The Department currently has three Crisis Intervention Team members and plans on adding more members to the Unit. The Department is working with Riverbend to schedule training for the Department's Crisis Intervention Team and other officers. During this time period the Department has responded to 464 calls involving mental health issues. Compared to the same time last year during which the Department responded to 477 calls involving mental health issues.

The Doorways program and Choices program at Riverbend were also put into place to help those suffering from drug addiction. The Department utilized both programs to refer those seeking help with their addiction.

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

9-Month Status: Over the last 9 months, the Department has seen significant staffing changes. Since the beginning of this fiscal year the Department has hired 15 new police officers. Currently the Department has 4 officers in Field Training, 2 officers attending the Police Academy with a graduation date in April of 2021, and 3 officers awaiting the start of the next Police Academy in May of 2021. One additional new officer, with past law enforcement experience, will begin field training during April of 2021 as well. The remaining new officers hired since the beginning of FY21 have completed their training and are now working in the Patrol Division.

All of the above-mentioned police officer candidates were the result of targeted recruitments. Department staff put in countless hours to identify, meet, and recruit these candidates one on one. We worked to educate them on our hiring process and the transition to become a police officer.

It is critically important to understand that in light of the COVID-19 pandemic, many of our fellow police agencies have postponed their hiring and recruitments. The Concord Police Department has not stopped efforts with regards to recruitment or hiring. We have found creative ways to connect with applicants and conduct interviews in a responsible and safe manner. We have continued to push forward despite these challenging times.

Overall, the Department has hired 19 new employees since the beginning of FY 2021, which includes 15 new police officers, 2 dispatchers, one administrative technician, and one fleet mechanic.

Police

2021 Goals Status (continued)

Due to the COVID-19 pandemic training opportunities for Department staff have been limited. The Department utilized grant funding to enroll in the PoliceOne Academy online training platform. This platform allows for all staff to obtain online training in a variety of subject matters to include de-escalation, implicit bias, and mental health awareness. Department staff will continue to utilize this training platform as well as attend in-person training as more opportunities arise.

FY 2021 Accomplishments

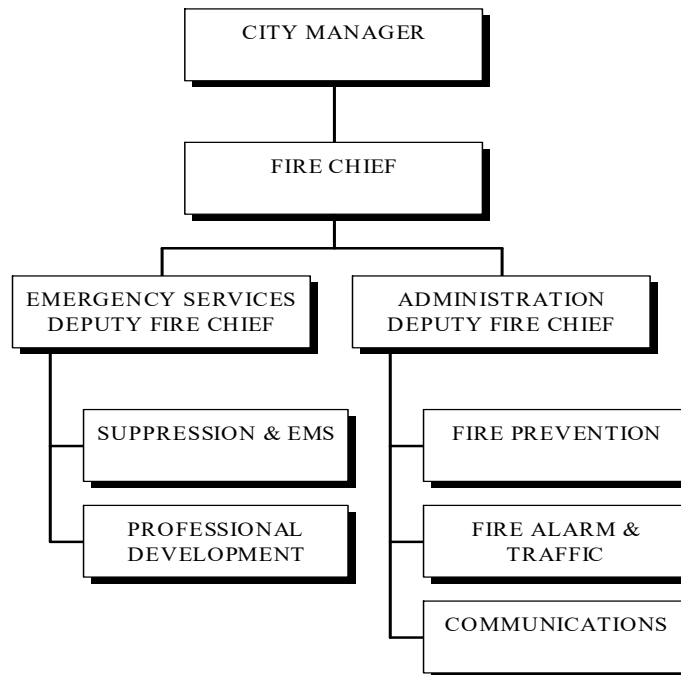
1. The Department completed a long term project to update its video camera security system. The Department's previous system was outdated and due to its age could no longer be properly managed or maintained. This new system allows for greater security and officer safety for the entire Police Department Headquarters. Additionally, interview rooms now have audio recording capabilities directly synchronized to video recordings. As part of this project updates were also made to the Department's access control system.
2. The Department took delivery of a new Crime Scene Response Vehicle. This much needed vehicle was received in March of 2021 and replaced an aging and obsolete evidence vehicle. The capabilities of this new vehicle will allow for enhanced crime scene processing and improved work environment for our investigators and evidence technicians. The new vehicle features enhanced lighting, equipment storage, and work space which are critical in the proper processing of crimes scenes.
3. During the fall of 2020 the Department implemented a Police Chaplain program. Discussions about such a program began a couple years ago and the program follows models that are utilized across the country. Two local chaplains were selected to serve as Department Chaplains. Police Chaplains are volunteers who are primarily concerned with the support, encouragement and care of Department personnel (sworn and civilian) and their families. This program has been met with great success. The Chaplains have participated in Department events and have interacted well with all Department staff.
4. Utilizing grant funding provided through the US Department of Justice, the Department was able launch a new method of providing training opportunities to all of its staff. Due to the COVID-19 pandemic in-person training opportunities were severely limited. The Department researched possible alternatives and enrolled in the PoliceOne Academy online training platform. This platform offers an extensive library of training videos provided in an online environment that are available to all Department staff, sworn and civilian. These videos can be accessed at any time which allows for the flexibility needed due the staff's varying schedules. Additionally, this platform allows for the tracking of training completed and also assignment of certain training categories/topics dependent on the staff members role in the agency.
5. During this fiscal year the Department resumed participation with the NH Attorney General's Drug Task Force. Grant funding was obtained through the NH Department of Justice in order for the Department to assign a member of the Department to the Task Force. This partnership between the Concord Police Department and the Drug Task Force leverages the resources of the Drug Task Force to assist in addressing the illegal drug issues facing the City. It also provides opportunities for Department staff to foster working relationships with other local, state, and federal agencies involved in the fight against illegal drugs.

Fire

Mission

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

FIRE DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

1. Protect the City from fires and other situations posing a threat to life, property, or the environment, through preparation and planning, prevention and community safety education, emergency response, and recovery support.
2. Provide emergency medical services care and transportation at the basic and advanced life support level.
3. Maintain the City's fire alarm and traffic infrastructure.

Fire

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
False Alarm Penalties	\$13,255	\$8,000	\$8,000	\$7,000	\$8,000
Fire Prevention Permits	\$67,210	\$79,000	\$79,000	\$79,000	\$85,245
Reports, Prints, and Copies	\$1,110	\$1,000	\$1,000	\$800	\$900
Application Fees	\$24,245	\$22,750	\$22,750	\$25,090	\$23,400
Special Duty Services	\$17,797	\$15,000	\$15,000	\$7,360	\$12,500
Ambulance Charges	\$2,047,740	\$1,998,294	\$1,998,294	\$1,998,294	\$1,998,294
Alarm Boxes	\$215,430	\$221,795	\$221,795	\$221,490	\$223,135
Rental Income	\$28,801	\$29,740	\$29,740	\$29,740	\$30,632
Other Revenue	\$15,699	\$20,000	\$20,000	\$5,000	\$20,000
Other Gov Agencies - Federal	\$133,475	\$0	\$93,659	\$93,655	\$0
Other Gov Agencies - State	\$430,479	\$125,000	\$140,912	\$255,830	\$125,000
Other Gov Agencies - Local	\$566,873	\$560,000	\$560,000	\$560,000	\$560,000
Total Revenue	\$3,562,114	\$3,080,579	\$3,190,150	\$3,283,259	\$3,087,106
Expense					
Compensation	\$8,406,310	\$8,234,363	\$8,429,162	\$9,436,306	\$8,640,955
Fringe Benefits	\$5,247,419	\$5,229,012	\$5,292,676	\$5,523,988	\$5,634,204
Outside Services	\$277,280	\$315,271	\$315,271	\$321,169	\$328,997
Supplies	\$267,519	\$307,415	\$308,575	\$331,409	\$308,439
Utilities	\$182,558	\$182,690	\$182,690	\$179,370	\$179,590
Insurance	\$73,120	\$69,720	\$70,438	\$69,690	\$73,301
Capital Outlay	\$0	\$7,500	\$7,500	\$2,500	\$7,500
Total Expense	\$14,454,206	\$14,345,971	\$14,606,311	\$15,864,432	\$15,172,986

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Number of Emergency Responses	8,952	8,777	8,922	9,100
2. Number of Patients Transported	4,902	4,836	4,970	5,030
3. Percent of Emergency Response Times <5 min	60.82%	58.91%	58%	58%
4. Number of Inspections Completed	1,249	1,239	1,250	1,300
5. Number of Public Education Hours Delivered	59	13	20	24
6. Average Training Hours per Firefighter	116	95	75	75

2022 Goals

1. Replace the Fire Department resource management system software. The current system has an end of supported life date of December 31, 2021.
2. Establish a recruitment and retention committee to assist with developing improved strategies for attracting new employees to the Fire Department.
3. Complete the comprehensive fire station location study.
4. Updated the City of Concord Emergency Operations Plan. The plan is required to be revised every 5 years.
5. Establish and formalize the processes for an internal EMS Quality Assurance Quality Improvement Committee.
6. Continue to support the 5-year transition plan from mechanical master boxes to radio master boxes.

Fire

2021 Goals Status

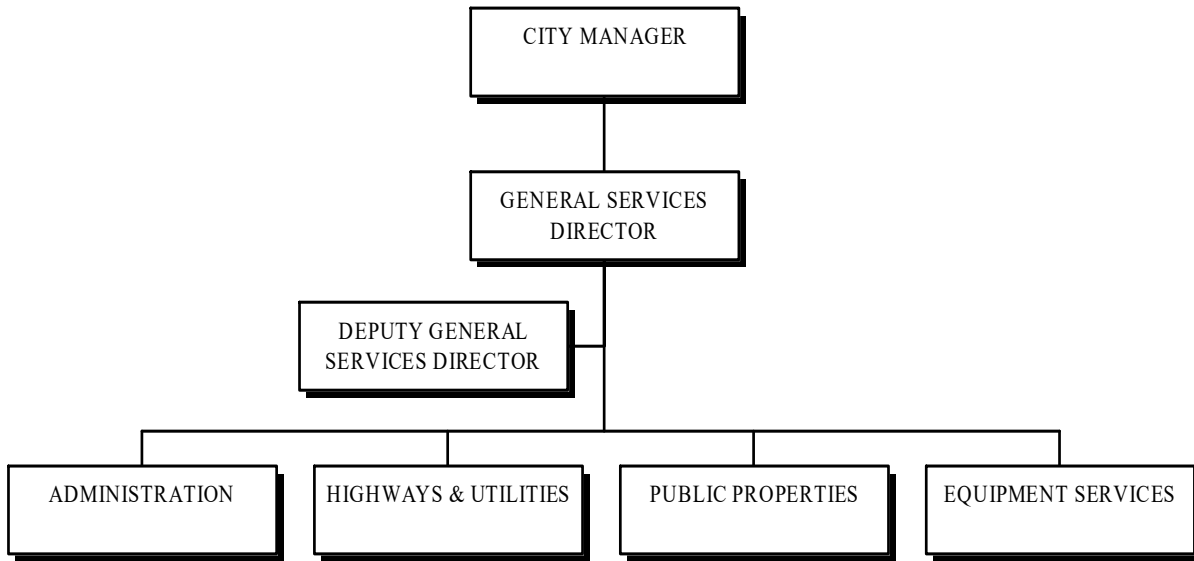
1. Relocate the primary Emergency Operations Center from the Fire Headquarters complex to the new training facility on Old Turnpike Road. Leverage any State grant options to complete necessary infrastructure requirements.
9-Month Status: The Fire Department received a grant from NH Homeland Security and Emergency Management to complete this project. The project is approximately 50% complete. The COVID-19 pandemic caused delays in progress.
2. Utilize the results from the facilities condition assessment to develop a sustainable Capital Improvement Plan for Fire Department facilities.
9-Month Status: Initial meetings were held with potential vendors for this project, however, the COVID-19 pandemic resulted in on-site visits from potential vendors to be put on hold. The Fire Department has just recently reengaged in this project.
3. Convene a Swift Water Operations internal committee to review equipment and training needs and develop response policies. Establish a functional response team for local and Capital Area Compact response.
9-Month Status: The committee has been established and has met in person and virtually. They are currently reviewing equipment and procedures.
4. Evaluate progress of the five year plan for transition to the radio fire alarm box system for improved customer service.
9-Month Status: Progress continues on schedule for this project. Multiple radio boxes have been installed and the network continues to grow.
5. Develop a model to support a regional implementation of the Naloxone Leave-Behind Initiative and begin implementation of a regional Quick Response intervention and outreach resource, with the addition of collaborating and responding into Capital Area Mutual Aid communities.
9-Month Status: Regional access to Naloxone leave-behind kits is in place. Seventeen (17) Fire Department personnel have signed up to receive additional training to support the Project First Program. The full-time Project Manager has resigned, and grant funding for this program is anticipated to expire in September 2021.
6. Examine the feasibility of implementing the current Haz Mat permit fee structure by City Ordinance.
9-Month Status: This goal was established prior to the COVID-19 pandemic. It was determined to be unfeasible to implement additional fees during the pandemic.

General Services

Mission

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

GENERAL SERVICES DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

1. Administration: Responsible for oversight of the department as a whole, while performing financial, utility billing and metering, clerical, communication, solid waste and recycling tasks.
2. Highways and Utilities: Responsibilities vary upon the season, and include snow removal, fall leaf collection, pothole repairs, paving, sewer maintenance, hydrant flushing, tree planting, storm debris removal, water service maintenance, water main repairs, and sign maintenance.
3. Public Properties: Responsible for maintaining public properties and managing the Everett Arena.
4. Equipment Services: Responsible for repairing, servicing, and maintaining City-owned vehicles and maintaining the automated fuel system.

General Services

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Salt Sales	\$20,973	\$30,000	\$30,000	\$20,000	\$30,000
Tree Sales	\$1,200	\$9,000	\$9,000	\$0	\$9,000
Mark-up	\$10,398	\$15,000	\$15,000	\$8,000	\$15,000
Other Service Charges	\$28,413	\$0	\$0	\$27,619	\$0
Rental Income	\$67,940	\$69,300	\$69,300	\$69,300	\$71,380
Other Revenue	\$13,133	\$3,000	\$3,000	\$1,300	\$3,000
Other Gov Agencies - Federal	\$10,857	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$41,682	\$0	\$105,685	\$106,350	\$0
Transfer In - Trust	\$19,000	\$0	\$0	\$0	\$0
Transfer In - Inspection	\$1,846	\$1,900	\$1,900	\$1,900	\$1,900
Transfer In - Parking	\$9,613	\$10,848	\$10,848	\$10,848	\$11,855
Transfer In - Airport	\$39,176	\$40,352	\$40,352	\$40,352	\$40,339
Transfer In - Golf	\$0	\$300	\$300	\$300	\$300
Transfer In - Arena	\$18,774	\$20,098	\$20,098	\$20,098	\$22,077
Transfer In - Solid Waste	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Transfer In - NEOCTIF	\$126,457	\$132,780	\$132,780	\$132,780	\$134,110
Transfer In - Sears Block TIF	\$38,712	\$39,875	\$39,875	\$39,875	\$42,275
Transfer In - Penacook TIF	\$6,080	\$6,385	\$6,385	\$6,385	\$9,450
Transfer In - Water	\$202,423	\$242,795	\$242,795	\$242,795	\$247,962
Transfer In - Wastewater	\$272,497	\$305,507	\$305,507	\$305,507	\$307,217
Total Revenue	\$932,773	\$930,740	\$1,036,425	\$1,037,009	\$949,465
Expense					
Compensation	\$3,878,243	\$4,157,907	\$4,179,472	\$4,010,534	\$4,276,850
Fringe Benefits	\$1,924,458	\$2,062,347	\$2,065,652	\$1,937,917	\$2,180,586
Outside Services	\$611,845	\$589,548	\$589,548	\$612,773	\$631,607
Supplies	\$1,603,471	\$1,628,214	\$1,709,029	\$1,725,035	\$1,627,688
Utilities	\$318,331	\$314,320	\$314,320	\$312,841	\$307,769
Insurance	\$157,446	\$154,840	\$154,840	\$154,790	\$160,909
Capital Outlay	\$2,758	\$10,000	\$10,000	\$10,000	\$10,000
Transfer Out	\$1,061,588	\$1,061,588	\$1,061,588	\$1,061,588	\$1,061,588
Total Expense	\$9,558,140	\$9,978,764	\$10,084,449	\$9,825,478	\$10,256,997

General Services

Supplemental Budget Information

Downtown Services	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Expense					
Compensation	\$184,850	\$203,561	\$203,671	\$183,382	\$214,735
Fringe Benefits	\$81,842	\$83,284	\$83,305	\$74,425	\$84,962
Outside Services	\$16,101	\$18,500	\$18,500	\$18,500	\$18,500
Supplies	\$31,368	\$31,940	\$31,940	\$36,280	\$36,940
Total Expense	\$314,161	\$337,285	\$337,415	\$312,587	\$355,137

Snow and Ice Control	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Expense					
Compensation	\$463,284	\$621,420	\$622,294	\$525,386	\$644,490
Fringe Benefits	\$179,005	\$215,917	\$216,082	\$195,921	\$238,848
Outside Services	\$49,808	\$78,400	\$78,400	\$78,400	\$78,400
Supplies	\$562,911	\$574,086	\$574,086	\$574,086	\$578,286
Total Expense	\$1,255,007	\$1,489,823	\$1,490,862	\$1,373,793	\$1,540,024

As of March 19, 2021, there were 27 treatable snow and ice events and all had associated overtime costs. Of the 27 events, nine occurred on weekends or holidays; therefore, the majority of the events had crews working on straight time, allowing for less work on overtime. Total snow as of March 19, 2021 was 59.2 inches (an average year of snowfall is 67 inches). Of the 27 events, six involved freezing rain or sleet, causing a higher use of chemicals. The Department budgets for seven snow removals in an average year. As of March 19, 2021, we have done five snow removals from the downtown metered area.

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Number of GSD Subscribers to the Notify Me / News Flash modules of the City Website	5,515	5,967	6,180	6,370
2. Number of Press Releases Printed in the Media	186	186	180	180
3. Miles of Streets Resurfaced	14.3	8.2	8.1	3.7
4. Percentage of Citizen Request Tracker Items Closed	99%	99%	99%	99%
5. Number of Employee Certifications/Re-certifications	106	106	106	106

2022 Goals

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

General Services

2021 Goals Status

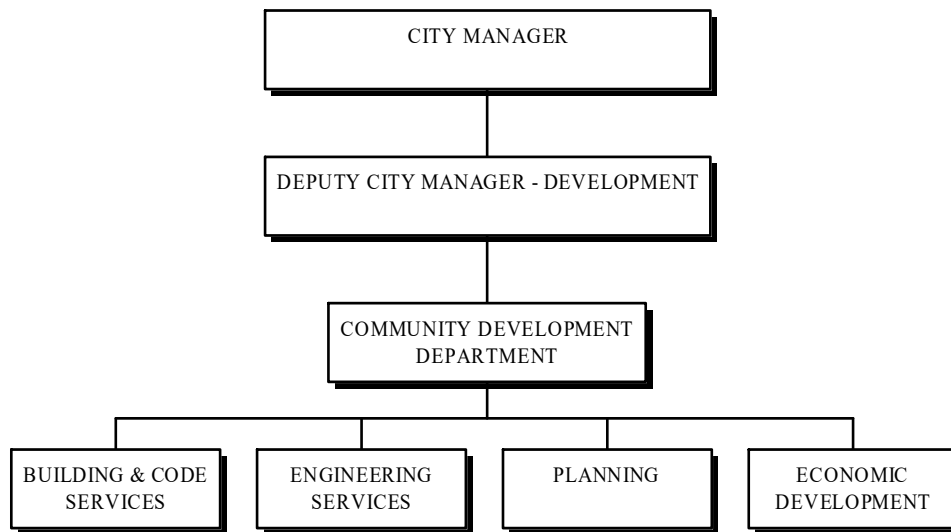
1. Increase public awareness and engagement through outreach, including website updates, press releases, newsletters, and social media.
9-Month Status: The General Services Department continues to promote services, campaigns, and news across all relevant platforms. The public has been kept engaged to value and reduce water use with frequent drought updates, water conservation tips, and water-focused contests. Information has been shared regarding road work, the pool renovation at Merrill Park, Everett Arena events and ice skating, winter parking bans, winter tips, trash collection delays, job openings, and employee features. COVID-19 updates have been provided, including a change this year with the equipment used for Fall Leaf Collection. Due to COVID-19, public community events have been canceled this year that have previously provided opportunities to connect with the public and provide brochures, promotional items, and increase newsletter subscriptions. Despite this, the Department has been adapting to provide alternative ways to engage with the community. In January, the Department's annual public works brochure was mailed to residents, which contains helpful information and tentative calendar dates for the year. Also in January, the City launched SeeClickFix and the MyConcordNH app to make it easier for the community to connect with the City and make non-emergency service requests. SeeClickFix and MyConcordNH will continue to be promoted in a variety of ways to the Concord community. The Department's online following and subscriptions continue to grow, which continues to expand our reach and increase our connections.
2. Complete the approved road paving Capital Improvement Project.
9-Month Status: The FY 2021 Paving Project bid opened on December 18, 2020 and was within budget. GMI Asphalt was the low bidder and will be the contractor for this summer's project. The tentative start date is April 1, 2021, weather dependent.
3. Enhance core services through managing work requests received via the Citizen Request Tracker (CRT).
9-Month Status: The Department continues to highly prioritize requests from the CRT and has fully embraced and trained on the new SeeClickFix app.
4. Improve employees' technical proficiencies through targeted training and continued education to sustain professional certifications.
9-Month Status: Department staff have participated in numerous training and continuing education opportunities provided by water, wastewater, solid waste, facilities and road construction professionals through the third quarter of FY 2021.

Community Development

Mission

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

COMMUNITY DEVELOPMENT DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

1. Administration: Coordinates the multiple divisions to ensure quality customer service is rendered and City Council priorities are met. Liaison to the business and development community and various ad hoc committees. Manages key development projects. Oversees the Concord Municipal Airport.
2. Building & Code Services: Seeks project compliance with pertinent codes and regulations. Inspects applicable businesses to ensure safe and sanitary conditions for the general public. Administers and enforces the zoning code. Liaison to the Zoning Board of Adjustment.
3. Engineering Services: Designs and manages roadway, water distribution, sewer, and storm water infrastructure improvements. Manages dam, bridge network, and airport improvement projects. Provides review and oversight of private development projects. Liaison to the Transportation Policy Advisory Committee.
4. Planning: Reviews and coordinates development applications for the Planning Board. Manages community planning projects. Liaison to the Conservation and Heritage Commissions and the Recreation Policy Advisory Committee.
5. Economic Development: Leads and coordinates the 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.

Community Development

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Construction Permits	\$926,245	\$623,000	\$583,000	\$703,000	\$818,910
Other Permits	\$13,858	\$15,700	\$15,700	\$15,000	\$15,200
Licenses	\$131,831	\$135,480	\$135,480	\$120,000	\$135,130
Street Damage Fees	\$336,145	\$100,000	\$100,000	\$20,000	\$75,000
Reports, Prints, and Copies	\$1,773	\$1,650	\$1,650	\$1,250	\$1,200
Application Fees	\$19,095	\$18,000	\$18,000	\$18,000	\$18,000
Review Fees	\$32,491	\$38,000	\$38,000	\$165,000	\$80,000
Inspection Fees	\$38,293	\$28,000	\$28,000	\$17,000	\$22,000
Timber Sales	\$14,400	\$7,000	\$7,000	\$20,000	\$5,000
Other Service Charges	\$2,925	\$4,000	\$4,000	\$4,000	\$4,000
Rental Income	\$466	\$2,650	\$2,650	\$500	\$2,640
Donations	\$112	\$0	\$0	\$0	\$0
Other Revenue	\$6,157	\$820	\$820	\$5,365	\$820
Other Gov Agencies - Federal	\$228	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$1,835	\$0	\$39,732	\$39,725	\$0
Transfer In - Trust	\$22,600	\$43,139	\$43,139	\$27,212	\$67,766
Transfer In - Water	\$124,350	\$154,883	\$154,883	\$148,493	\$13,380
Transfer In - Wastewater	\$134,610	\$154,883	\$154,883	\$148,493	\$13,380
Total Revenue	\$1,807,412	\$1,327,205	\$1,326,937	\$1,453,038	\$1,272,426
Expense					
Compensation	\$2,164,103	\$2,318,220	\$2,353,183	\$2,291,132	\$2,150,316
Fringe Benefits	\$931,149	\$940,334	\$944,886	\$1,007,885	\$962,501
Outside Services	\$178,028	\$251,951	\$252,026	\$224,929	\$208,756
Supplies	\$20,028	\$35,005	\$35,147	\$34,480	\$36,115
Insurance	\$17,440	\$17,050	\$17,050	\$17,050	\$17,094
Transfer Out	\$339,895	\$100,000	\$100,000	\$20,000	\$75,000
Total Expense	\$3,650,644	\$3,662,560	\$3,702,291	\$3,595,476	\$3,449,783
<u>Service Indicators</u>		<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Development and Design Review Applications		75	37	60	70
2. Total Building and Zoning Permits Issued		2,354	2,315	2,186	2,150
3. Capital Projects Designed/Managed by Engineering		30	24	25	25
4. Acres of Protected Open Space		7,151	7,193	7,226	7,286
5. Acres of Harvested Forest Land		0	20	10	20
6. Economic Development Director business visits completed		85	165	180	N/A

Community Development

2022 Goals

Code Administration:

1. Continue implementation of the Energov Permitting System.
2. Continue digital archiving of Zoning/Health/Structural documents.
3. Develop community outreach for education and training of Energov program for residents and contractors.

Engineering Services:

1. Transition permitting to online capability.
2. Complete the construction and/or repair of the Birchdale Road, Hooksett Turnpike, North Pembroke Road, and Washington Street bridges.
3. Advance to final design for the rehabilitation of the Loudon Road bridge over the Merrimack River.
4. Construct improvements to Hoit/Whitney Road intersection.
5. Hold public meetings relative to a possible stormwater utility.

Planning:

1. Complete Phase 1 and Phase 2 of the new Form-based Code. Present the City Council with the full updated code for adoption.
2. If funded, implement the Trail Ranger position to improve open space monitoring and trail management.
3. Continue to spread awareness of and encourage alternative transportation by organizing an annual bike/pedestrian demonstration project.

2021 Goals Status

Code Administration:

1. Continue digital archiving of Zoning/Health/Structure documents.
9-Month Status: Being done on a limited basis as existing staff time and equipment will allow.
2. Implement Form-Based Code.
9-Month Status: Progressing with internal staff/legal review. Anticipated adoption of Phase 1 within calendar year 2021.
3. Implement EnerGov permitting software.
9-Month Status: Forms, workflows, and online custom fields have been completed. Testing of permits and creation of intelligent objects is ongoing. Working with the Information Technology Department on data conversion and data mapping.
4. Update Code Administration web pages.
9-Month Status: Completed.

Engineering:

1. Construct new bridges on Hooksett Turnpike, Birchdale Road, and North Pembroke Road.
9-Month Status: Hooksett Turnpike bridge construction is underway. Birchdale Road construction will proceed upon conclusion of Birchdale Road. The bid for the North Pembroke Road bridge came in higher than estimated, therefore, additional funding for the City's limited portion will be sought from City Council.
2. Implement repairs to the Washington Street Canal Inlet Bridge in Penacook.
9-Month Status: The contractor has been retained and work has begun.

Community Development

2021 Goals Status (continued)

Engineering (cont'd):

3. Advance design to rehabilitate the Loudon Road bridge over the Merrimack River towards final design.
9-Month Status: Preliminary engineering study has been completed.
4. Develop community support for implementation of a stormwater utility.
9-Month Status: Due to COVID-19, this portion of the project has been delayed.
5. Advance the design of Storrs Street Extension north of Loudon Road and coordinate with NHDOT on the I-93 widening project.
9-Month Status: Negotiations are pending with PanAm and the NH Department of Transportation regarding rail line relocation.
6. Complete the construction of Phase I of the North Main Street Drainage Improvements Project and begin the design of Phase II.
9-Month Status: Phase 1 completed.
7. Advance the development of a computerized stormwater flow model of the City's drainage system.
9-Month Status: Due to COVID-19, this has been delayed.

Planning:

1. Complete Phase 1 and Phase 2 of the new Form-Based Code, adopt the full updated code.
9-Month Status: Planning staff are working closely with Code Administration and Legal Department staff on ordinance formatting and cross-checking.
2. Complete a Trails Master Plan and develop strategies to implement the community vision for trails.
9-Month Status: Planning staff are collaborating with the Central NH Regional Planning Commission. A draft was received in late March.
3. Encourage alternative transportation by organizing an annual bike and pedestrian demonstration project, expanding on the previous demonstration project.
9-Month Status: Due to COVID-19, this has been postponed until FY 2022.

Economic Development:

1. Proactively work with the local business community to retain and grow investment
9-Month Status: Ongoing.
2. Proactively target potential companies to invest in the City of Concord.
9-Month Status: This has been hampered by the COVID-19 pandemic.
3. Work with partners to address workforce and talent attraction.
9-Month Status: Collaborating with the NH Technical Institute and the State on possible solutions.

Leisure and Information Services

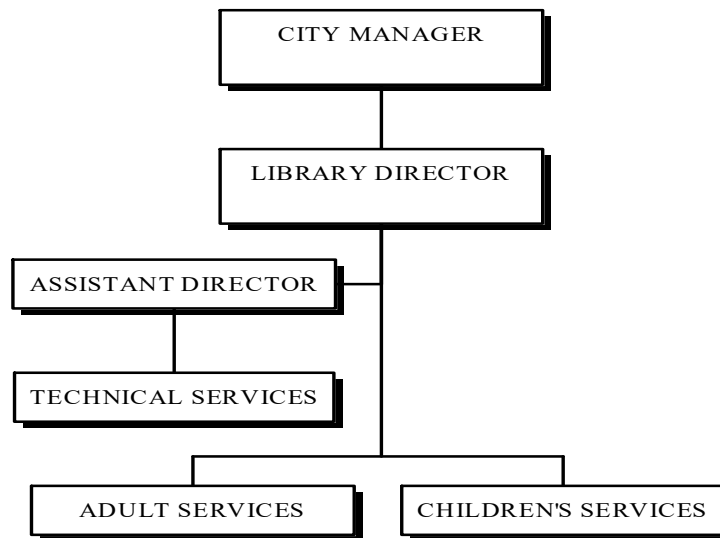
	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Library	\$214,698	\$228,600	\$230,343	\$194,440	\$213,300
Parks & Recreation	\$1,038,227	\$1,337,250	\$1,347,741	\$1,037,085	\$1,289,245
Total Revenue	\$1,252,924	\$1,565,850	\$1,578,084	\$1,231,525	\$1,502,545
Expense					
Library	\$1,654,658	\$1,784,782	\$1,786,526	\$1,697,418	\$1,903,085
Parks & Recreation	\$2,873,510	\$3,253,099	\$3,263,589	\$2,753,749	\$3,296,077
Total Expense	\$4,528,169	\$5,037,881	\$5,050,115	\$4,451,167	\$5,199,162

Library

Mission

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

LIBRARY DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Library

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Fines for Overdue Items	\$17,211	\$27,000	\$27,000	\$400	\$15,000
Non-Resident Library Fees	\$4,300	\$7,000	\$7,000	\$4,500	\$6,000
Other Revenue	\$5,112	\$8,300	\$8,300	\$1,500	\$6,000
Other Gov Agencies - Federal	\$335	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$1,440	\$0	\$1,743	\$1,740	\$0
Transfer In - Trust	\$186,300	\$186,300	\$186,300	\$186,300	\$186,300
Transfer In - Trust	\$214,698	\$228,600	\$230,343	\$194,440	\$213,300
Expense					
Compensation	\$1,017,574	\$1,076,324	\$1,077,550	\$1,004,347	\$1,163,310
Fringe Benefits	\$344,554	\$359,326	\$359,498	\$355,136	\$422,612
Outside Services	\$50,799	\$54,373	\$54,373	\$49,177	\$53,784
Supplies	\$171,867	\$226,600	\$226,945	\$222,198	\$195,754
Utilities	\$52,774	\$51,180	\$51,180	\$49,600	\$50,955
Insurance	\$17,090	\$16,980	\$16,980	\$16,960	\$16,671
Total Expense	\$1,654,658	\$1,784,782	\$1,786,526	\$1,697,418	\$1,903,085

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Audio & eBook & Downloadables	49,147	59,532	55,000	65,000
2. Other Items Borrowed	255,578	177,647	145,000	200,000
3. Online Services – Catalog Searches	479,596	425,748	400,000	450,000
4. Online Services – Database Searches (vendor change)	159,847	82,631	80,000	90,000
5. CPL website visits	117,779	93,984	75,000	100,000
6. Mobile App searches	N/A	N/A	24,000	30,000
7. Total Programs, Classes & Events	326	243	100	200
8. Attendance of Programs/Classes & Events	7,234	4,908	1,500	3,500
9. Research Assistance	76,261	68,338	80,000	70,000
10. Volunteer Hours	1,854	1,283	N/A	600
11. Interlibrary Loans - Lent	1,832	1,662	1,000	1,250
12. Interlibrary Loans – Borrowed	2,860	2,026	900	1,100
13. PC/Internet Use Hours	17,474	10,415	3,000	7,500
14. Chromebook Checkouts (started in FY2016)	2,808	1,525	N/A	1,000
15. Museum Passes utilized	800	917	200	1,000

2022 Goals

1. Update ILS System to Blue Cloud modules in Sirsi.
2. Continue to offer the option of curbside pickup for patrons at the main library.
3. Complete the five year strategic plan for the library, including documentation on pandemic management.
4. Increase summer reading participation and create a new age group for the youngest readers, along with juvenile, teen and adult reading programs.
5. Improve online services for children, parents, and teachers, including the potential for a separate children's Public Access Catalog.
6. Engage in a multicultural marketing campaign to increase community awareness of library services.
7. Evaluate potential to move to virtual ePayment system for fines and fees.

Library

2021 Goals Status

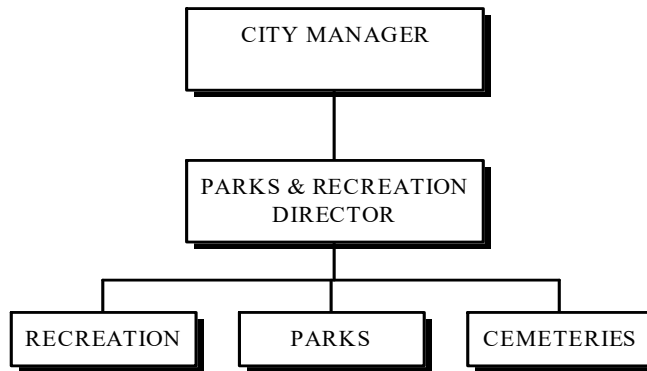
1. Update and implement a five-year strategic plan.
9-Month Status: The Concord Public Library is updating a five-year strategic plan that includes pandemic management of library services and multicultural cognizance.
2. Review and present updated conceptual plans for renovation of the main library.
9-Month Status: In late 2020, the Concord Public Library shared the results of its conceptual plans update with City Council. A link to the conceptual plan is still available on the library website.
3. Use Blue Cloud Analytics to increase targeted marketing efforts through all of our social media.
9-Month Status: Due to the pandemic, we were unable to utilize the targeted marketing features. We were able to offer virtual card registrations, which we continue to offer until patrons can pick up their physical cards.
4. Migrate ILS to the next and more advanced level, BLUECloud.
9-Month Status: BLUECloud is still being tested nationally and we hope to upgrade to this platform in FY 2022.
5. Increase marketing of the Concord Room with the addition of a display case and rotating local history collection.
9-Month Status: We have purchased two display cases. One will house a local scale model of a landmark Concord building, and the other will rotate a local history collection.
6. Increase access to special collections via digitization, including partnering with the NH DPLA project.
9-Month Status: We have increased the amount of digitization of locally significant works. The pandemic has delayed the next phase of the NH DPLA project.
7. Identify and market library services to underrepresented demographics (especially in the Heights) with the goal of getting them into the libraries.
9-Month Status: Staff have been meeting with diverse organizations who have ties to underrepresented demographics that we serve and hope to get into the library.
8. Increase summer reading participation and create a new age group for the youngest readers, along with juvenile, teen and adult reading programs.
9-Month Status: Due to the pandemic, we did not offer a new category, but did offer: Teens and Adults, Early Literacy, and Youth summer reading programs.

Parks and Recreation

Mission

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

PARKS & RECREATION DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

* Temporarily assigned to the Deputy City Manager-Finance. The City Manager will review status as the fiscal year progresses.

Parks and Recreation

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Court Ordered Payments	\$954	\$0	\$0	\$0	\$0
Camps	\$72,754	\$145,000	\$145,000	\$64,295	\$140,530
Aquatics Programs	\$19,002	\$20,000	\$20,000	\$8,000	\$24,930
Program Fees	\$132,732	\$187,550	\$187,550	\$64,200	\$148,715
Concession Sales	\$43	\$0	\$0	\$0	\$0
Sales of Lots and Niches	\$24,613	\$29,500	\$29,500	\$32,000	\$32,000
Other Service Charges	\$114,334	\$123,450	\$123,450	\$126,000	\$119,220
Rental Income	\$102,355	\$184,250	\$184,250	\$87,000	\$173,850
Donations	\$0	\$2,500	\$2,500	\$100	\$2,500
Advertising	\$0	\$5,500	\$5,500	\$5,500	\$8,000
Other Gov Agencies - Federal	\$2,213	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$9,486	\$0	\$10,491	\$10,490	\$0
Transfer In - Trust	\$559,740	\$639,500	\$639,500	\$639,500	\$639,500
Total Revenue	\$1,038,227	\$1,337,250	\$1,347,741	\$1,037,085	\$1,289,245
Expense					
Compensation	\$1,669,480	\$1,914,170	\$1,921,875	\$1,649,483	\$1,966,816
Fringe Benefits	\$675,206	\$726,461	\$727,006	\$653,994	\$764,235
Outside Services	\$237,684	\$286,624	\$287,296	\$138,922	\$249,630
Supplies	\$192,365	\$217,614	\$219,181	\$212,750	\$213,877
Utilities	\$71,850	\$82,770	\$82,770	\$73,150	\$74,320
Insurance	\$18,490	\$17,260	\$17,260	\$17,250	\$19,099
Capital Outlay	\$8,436	\$8,200	\$8,200	\$8,200	\$8,100
Total Expense	\$2,873,510	\$3,253,099	\$3,263,589	\$2,753,749	\$3,296,077
<u>Service Indicators</u>		<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Number of Pool Users*		22,194	0	15,000	23,000
2. Number of Program Registrations**		4,829	2,800	4,500	5,000
3. Number of Facility Reservations**		3,820	1,800	3,900	4,000
4. Number of Burials per Year		215	205	215	215
5. Social Media Likes (Facebook)		4,420	4,800	5,400	6,000

* Pool use is measured by pool season (June—August).

** Due to COVID-19, registrations and facility rentals are lower than normal.

Parks and Recreation

2022 Goals

1. Focus on returning program registrations and facility rentals to pre-COVID-19 levels.
2. Continue to expand adult enrichment and senior citizen programming to meet the growing needs of residents.
3. Develop partnerships with community groups to help expand special events.
4. Continue to expand the use of the Citywide Community Center, the Green Street Community Center, the West Street Ward House, and the Merrimack Lodge at White Park.
4. Manage capital infrastructure projects as approved by City Council in the FY 2022 budget.

2021 Goals Status

1. Continue to expand the use of the Citywide Community Center and the Merrimack Lodge at White Park.
9-Month Status: The Citywide Community Center and the Merrimack Lodge were locations for our summer camps during summer 2020. Due to COVID-19, the Merrimack Lodge was closed to the public until outdoor ice skating started when it opened with limited weekend hours. The new community center remained open for programming and for limited rentals throughout the year. Over the winter, the new community center was open seven days a week. The Department also increased the rentals for the Green Street Community Center while following all COVID guidelines.
2. Continue to expand adult enrichment and senior citizen programming to meet the growing needs of our residents.
9-Month Status: Due to COVID-19, drop-in senior citizen classes were pivoted to being online for the fall and winter. However, most of the in-person adult enrichment and fitness classes ran as scheduled (with reduced class numbers due to COVID). Late this winter, the Department partnered with the Community Action Program (CAP) to be a site for seniors to come in and pick up prepared meals.
3. Develop partnerships with community groups to help expand special events.
9-Month Status: Due to COVID-19, many of our special events had to be canceled. However, we did manage to work with Red River Theaters to hold a “Movie In the Park” in summer 2020, and we held several of our outdoor summer concerts that were sponsored by the Department and the Walker Lecture Fund. As of March 2021, we have scheduled and planned for a regular Summer Concerts series for the summer of 2021.
4. Manage capital infrastructure projects, as approved by City Council in the FY 2021 budget.
9-Month Status: Phase 1 of the Master Plan for Terrill Park was finished in the fall of 2020. This phase included the construction of the paved riverfront trail (part of the Merrimack River Greenway Trail), moving the dog park to a new location, building a new parking lot next to the dog park, and lights for the lot. This project was another example of the City working with the community to improve recreation areas in the community. This was funded by the City of Concord, a Land and Water Conservation Fund Grant, donations from the Friends of the Merrimack River Greenway Trail, and the Rotary Club of Concord. Final design and permitting for Phase 2 of the Merrimack River Greenway Trail, south from Loudon Road, is underway.

Road repaving at Blossom Hill Cemetery is in its third year.

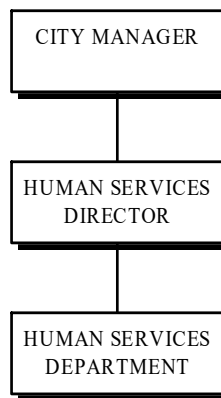
The rebuilding and repointing of the rock wall in Rollins Park, along Broadway Street, and the old bridge inside the park was finished.

Human Services

Mission

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

HUMAN SERVICES DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

1. Per NH RSA 165:1, provide assistance to those who are unable to meet their most basic needs. Basic needs include food, rent, shelter, utilities, prescriptions and indigent funeral expenses.
2. Make referrals to other community resources in order to further assist applicants/recipients.
3. Pursue all avenues for reimbursement as allowed under RSA 165:1.
4. Maintain a donation supported pantry that is stocked with food, hygiene products, paper and cleaning supplies, diapers, and other items to help meet some basic human needs.

Human Services

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Reimbursements	\$15,508	\$10,000	\$10,000	\$6,000	\$10,000
Other Gov Agencies - State	\$27,355	\$0	\$11,774	\$11,770	\$0
Total Revenue	\$42,863	\$10,000	\$21,774	\$17,770	\$10,000
Expense					
Compensation	\$269,465	\$290,838	\$290,838	\$291,244	\$304,512
Fringe Benefits	\$127,506	\$129,313	\$129,313	\$126,187	\$164,458
Outside Services	\$59,024	\$66,104	\$66,104	\$63,591	\$68,099
Supplies	\$978	\$1,200	\$1,200	\$900	\$1,200
Insurance	\$2,520	\$2,000	\$2,000	\$2,000	\$2,095
Miscellaneous	\$178,316	\$228,750	\$240,524	\$111,400	\$228,700
Total Expense	\$637,809	\$718,205	\$729,979	\$595,322	\$769,064

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Appointments/Emergencies	1,019	987	600	800
2. Homeless & Homeless at Risk Served	190	192	150	180
3. Applications for Assistance Issued	424	311	230	250
4. Walk-ins	965	823	500	700
5. Initial Case Interviews	377	306	200	300
6. Percent of Total Aid Budget in Rental Assistance	90%	90%	90%	90%

2022 Goals

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

2021 Goals Status

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

Human Services

2021 Goals Status (continued)

2. Continue to actively monitor ongoing legislation at both the state and federal level through participation in the NH Local Welfare Administrators Association and the Family Assistance Advisory Council.

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

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

3. Participate in the Refugee Advisory Council in order to be updated on the latest information on new arrivals to the City of Concord, and services available for the new arrivals, as well as important cultural services.

9-Month Status: Resettlement arrivals and projections have decreased nationwide due to Executive Orders. These orders have also had an impact at the local level. Ascentria did not resettle any refugees from October through December. They had assurances of potentially resettling 13 Congolese households. The lack of available housing has also made this process difficult.

4. Review the Standard Operating Procedures for the Department, ensuring that any necessary changes are made to reflect the most current policies and procedures in place.

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

5. Participate in the Medicaid Waiver 1115 initiative in the Capital area, as it evolves, in order to support the goal of transforming the delivery of behavioral health care through integration of services.

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

6. Continue to serve on the Homeless Steering Committee with a focus on the Housing First Model for our chronically homeless population.

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

Special Revenue Funds

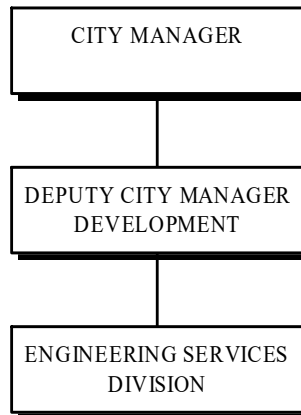
	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Inspection	\$434,621	\$291,200	\$291,200	\$297,823	\$310,521
Parking	\$2,498,785	\$3,069,699	\$3,072,274	\$2,325,161	\$2,671,531
Airport	\$359,907	\$375,110	\$375,116	\$362,642	\$366,911
Conservation Property	\$77,936	\$92,792	\$92,792	\$92,845	\$102,374
Golf	\$1,080,421	\$1,130,751	\$1,139,919	\$1,374,248	\$1,208,888
Arena	\$640,785	\$680,600	\$691,728	\$489,426	\$678,180
Solid Waste	\$4,352,382	\$4,416,452	\$4,417,010	\$4,123,660	\$4,446,091
Sub Total	\$9,444,837	\$10,056,604	\$10,080,040	\$9,065,805	\$9,784,496
Expense					
Inspection	\$439,644	\$279,502	\$279,502	\$338,327	\$310,521
Parking	\$2,557,108	\$3,171,675	\$3,174,250	\$2,805,154	\$2,881,180
Airport	\$392,865	\$461,327	\$461,333	\$450,286	\$478,703
Conservation Property	\$69,155	\$92,792	\$92,792	\$92,845	\$102,374
Golf	\$1,078,416	\$1,130,751	\$1,139,919	\$1,195,270	\$1,201,929
Arena	\$680,543	\$668,245	\$679,373	\$624,103	\$704,338
Solid Waste	\$4,178,653	\$4,582,662	\$4,583,220	\$4,201,740	\$4,619,835
Sub Total	\$9,396,385	\$10,386,954	\$10,410,390	\$9,707,725	\$10,298,880

Inspection Fund

Mission

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

INSPECTION FUND ORGANIZATIONAL CHART



Core Responsibilities

1. Ensure that private development projects are constructed in accordance with plans approved by the Planning Board.
2. Verify that individual private contractors construct infrastructure improvements within the right-of-way so as to be compliant with the City's construction standards and details.
3. Program is designed to be self-funded with no net cost to the City.

Inspection Fund

<u>Fund Summary</u>	2021 Revised	2021 Projected	2022 Budget
Revenue	\$291,200	\$297,823	\$310,521
Expense	\$279,502	\$338,327	\$310,521
Net Income (Loss)		(\$40,504)	\$0
Beginning Working Capital		\$40,504	\$0
Ending Working Capital		\$0	\$0

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Other Permits	\$113,361	\$90,000	\$90,000	\$90,000	\$100,000
Inspection Fees	\$315,829	\$200,000	\$200,000	\$207,140	\$210,271
Investment Income	\$2,401	\$1,000	\$1,000	\$58	\$100
Finance Charges	\$1,368	\$200	\$200	\$75	\$150
Insurance Dist and Credits	\$737	\$0	\$0	\$550	\$0
Other Gov Agencies - State	\$925	\$0	\$0	\$0	\$0
Total Revenue	\$434,621	\$291,200	\$291,200	\$297,823	\$310,521
Expense					
Compensation	\$293,251	\$175,345	\$175,345	\$218,106	\$191,463
Fringe Benefits	\$135,252	\$93,063	\$93,063	\$108,950	\$106,888
Outside Services	\$2,806	\$2,054	\$2,054	\$1,741	\$2,292
Supplies	\$3,050	\$3,190	\$3,190	\$3,890	\$3,808
Insurance	\$1,740	\$2,050	\$2,050	\$2,050	\$2,280
Transfer Out	\$3,546	\$3,800	\$3,800	\$3,590	\$3,790
Total Expense	\$439,644	\$279,502	\$279,502	\$338,327	\$310,521

Inspection Fund

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Private Development Projects Inspected by Staff	62	34	40	43

2022 Goals

1. Continue to utilize the Inspection Fund and streamline reporting and documentation of private project compliance with City Standards and actual program costs vs. revenue.

2021 Goals Status

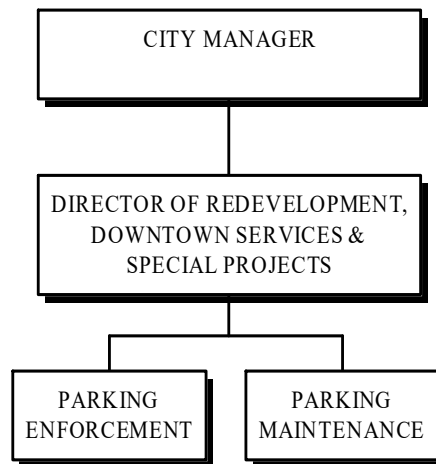
1. Continue to utilize the Inspection Fund and streamline reporting documentation depicting compliance with City Standards and actual program costs vs. revenue.
9-Month Status: Ongoing.

Parking Fund

Mission

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

PARKING FUND ORGANIZATIONAL CHART



Core Responsibilities

1. Develop, enact, and enforce parking regulations and policies in order to support citywide community and economic development activities.
2. Maintain parking meters and kiosks to maximize convenience for customers and revenues.
3. Parking enforcement, as well as meter and kiosk maintenance, is provided by the Police Department.
4. Daily property management services for parking garages and surface lots is provided by the General Services Department. Snow removal is done by contract.
4. The Engineering Division of the Community Development Department assists with the review of requests for on-street parking modifications.
5. City Administration coordinates these efforts, staffs the Parking Committee, and manages all parking related capital improvement projects.

Parking Fund

<u>Fund Summary</u>	2021 Revised	2021 Projected	2022 Budget
Revenue	\$3,072,274	\$2,325,161	\$2,671,531
Expense	\$3,174,250	\$2,805,154	\$2,881,180
Net Income (Loss)		(\$479,993)	(\$209,649)
Beginning Working Capital		\$617,622	\$137,629
Ending Working Capital		\$137,629	(\$72,020)

Reserve

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

Parking Fund

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Parking Penalties	\$331,542	\$558,667	\$558,667	\$294,835	\$336,090
Metered Parking	\$1,037,963	\$1,377,750	\$1,377,750	\$776,690	\$1,013,000
Metered Parking Cards	\$19,243	\$85,000	\$85,000	\$8,135	\$35,000
Rental Income	\$814,510	\$662,175	\$662,175	\$864,529	\$833,520
Investment Income	\$3,674	\$5,000	\$5,000	\$25	\$10
Finance Charges	\$12,640	\$5,000	\$5,000	\$660	\$5,000
Insurance Dist and Credits	\$2,519	\$0	\$0	\$1,600	\$0
Other Revenue	\$10,560	\$10,500	\$10,500	\$10,500	\$10,500
Other Gov Agencies - State	\$2,891	\$0	\$2,575	\$2,580	\$0
Transfer In - Trust	\$0	\$0	\$0	\$0	\$54,000
Transfer In - General	\$38,099	\$48,932	\$48,932	\$48,932	\$51,221
Transfer In - Solid Waste	\$0	\$0	\$0	\$0	\$13,650
Transfer In - Sears Block TIF	\$225,144	\$316,675	\$316,675	\$316,675	\$319,540
Total Revenue	\$2,498,785	\$3,069,699	\$3,072,274	\$2,325,161	\$2,671,531
Expense					
Compensation	\$423,092	\$511,541	\$513,709	\$442,950	\$433,079
Fringe Benefits	\$200,927	\$300,992	\$301,400	\$249,069	\$259,949
Outside Services	\$319,014	\$535,890	\$535,890	\$333,352	\$413,997
Supplies	\$20,888	\$57,795	\$57,795	\$30,665	\$43,050
Utilities	\$54,508	\$54,570	\$54,570	\$60,180	\$62,910
Insurance	\$21,360	\$19,920	\$19,920	\$19,880	\$20,959
Debt Service	\$1,191,215	\$1,377,370	\$1,377,370	\$1,367,330	\$1,321,480
Miscellaneous	\$202,341	\$194,599	\$194,599	\$182,730	\$183,461
Transfer Out	\$123,763	\$118,998	\$118,998	\$118,998	\$142,295
Total Expense	\$2,557,108	\$3,171,675	\$3,174,250	\$2,805,154	\$2,881,180

Parking Fund

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Overtime Parking Meter Citations	21,319	13,778	10,700	14,000
2. Time Zone Citations	447	338	360	400
3. Meter Feeding Citations	7	7	10	15
4. Winter Parking Ban Citations	267	199	132	150
5. Booted Vehicles	13	12	4	10
6. Credit Card Transactions at Kiosks	418,362	297,389	195,000	210,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	1,154	626	40	200
8. Customer Payment Plans Created	19	32	25	30
9. Violations Appealed to Court	8	29	37	40
10. Parking Garage Leases & Permits Issued	773	770	754	761
11. Mobile Unit Hours of Enforcement	-	-	-	-
12. Single Space Smart Meter Transactions		*84,929	74,579	80,000
13. Online Citation Payments Transactions	1,928	3,288	4,250	5,000
14. PayByPhone Transactions		*17,130	73,738	80,000

*First year reported.

FY2022 Goals

1. To the extent practical, work to manage or mitigate the ongoing negative repercussions on the parking system associated with the COVID-19 pandemic.
2. Continue implementation of the 2017 Strategic Parking Plan:
 - a) Prepare for meter rate, lease/permit rate, and citation rate increases in FY 2023, in accordance with the Strategic Parking Plan.
 - b) Complete negotiations with long-term lessees to convert reserved spaces at the Storrs Street and School Street Parking Garages from leases to permits.
 - c) Select and implement an on-line application portal for parking garage permits, resident permits, and on-street parking encumbrance permits.
3. Working closely with the Parking Committee, Fire Department, General Services Department, and the public, complete the Narrow Streets Study and prepare ordinances to address neighborhood narrow street concerns as recommended by the Parking Committee for the Wall Street neighborhood.
4. Working with the Parking Committee, review and revise the winter storm event vehicle impoundment protocols and citation structure.
5. Support the Parking Committee with review of citizen parking requests and other ongoing initiatives.
6. Continue to manage ongoing capital improvement projects, as follows:
 - a) CIP #403, Parking Division Vehicles and Equipment, purchase of line striping machine.
 - b) CIP #432, State Street Parking Garage, complete structural review and needs assessment to prepare for design in FY 2023 and construction in FY 2024.
 - c) CIP #529, Storrs Street Garage, proceed with the FY 2020 renovation project with the goal to complete in FY 2022 or early FY 2023.
 - d) CIP #595, Parking Meters and Kiosks, replace modems in older kiosk units to maintain credit card service, subject to City Council approval, and reprogram meters and kiosks for proposed July 1, 2023 rate increase.
 - e) CIP #616, Parking Division Technology, purchase replacement zebra citation printers to facilitate issuance of parking tickets.

Parking Fund

FY2021 Goals Status

1. Continue implementation of the Strategic Parking Plan.
 - a) Complete negotiations with long-term lessees to convert reserved spaces at the Storrs Street and School Street Parking Garages from leases to permits.
9-Month Status: Discussions have been ongoing for several years. The City provided long-term lease holders in the School Street and Storrs Street Parking Garages with revised permit proposals in August 2020. The COVID-19 pandemic has had an impact on these efforts and discussions remain ongoing.

 Concerning the School Street Garage, an interim permit program was established in FY 2018 to facilitate the \$5.8 million repair and renovation project (CIP #433). The project will be completed in FY 2021. Upon completion, City Administration shall permanently convert 94+/- of 108+/- public lease spaces, which are not subject to any long-term agreements, to permits. The remaining 14 spaces shall become metered spaces. After the conversion, parking spaces within the garage shall be allocated as follows: one city vehicle, six public handicap, 201 metered, 94 permit, and 172 leases. Pending utilization, upwards of 118 permits shall be available for the 94 permit spaces.

 Regarding the Storrs Street Parking Garage, the City received bids for the FY 2020 repair project on March 30, 2021. Pending due diligence and discussions with the apparent low bidder, the project shall begin in April/May 2021. Like the School Street Garage, City Administration plans to suspend assigned space leases and implement an interim permit program to efficiently and effectively facilitate the project.

 The State Street Garage was successfully converted to permits on July 1, 2018. The garage was not subject to any long-term lease agreements at the time of conversion.
 - b) Select and implement an on-line application portal for parking garage permits, resident permits, and on-street parking encumbrance permits.
9-Month Status: The Parking Division continues to explore various options for an on-line permit module. In addition, City Administration is working with the Community Development Department on the potential creation of a “master right-of-way permit”, which would combine the City Engineering Division’s Street Encumbrance Permit and the Parking Division’s Parking Encumbrance Permit into a single permit application, available via Intergov, for improved customer service and interdepartmental coordination.
2. Fully staff the Parking Division in accordance with the 2017 Parking Strategic Plan, as modified by FY 2020 Program Change Request (PCR) #1132.
9-Month Status: Due to negative financial impacts associated with the COVID-19 pandemic, the two full-time Parking Enforcement Officer positions created in FY 2020 remain intentionally vacant, as does a part-time Meter Technician position. Because the Meter Technician position remains vacant, an existing full-time Parking Enforcement Officer has been assigned these duties for approximately 20 hours per week. This circumstance reduces staff availability for enforcement efforts and, in turn, decreases citation revenues related thereto.
3. Working closely with the Parking Committee, Fire Department, General Services Department, and the public, complete the Narrow Streets Study and prepare ordinances to address neighborhood concerns as recommended by the Parking Committee.
9-Month Status: The narrow streets review process has been completed for three of the four neighborhoods targeted in the study. Only the Wall Street neighborhood, located to the southeast of the Downtown Central Business District, remains to be completed. The review effort has been delayed due to the COVID-19 pandemic and prohibitions on large, in-person community meetings related thereto, per Governor Sununu’s executive orders. Review of narrow street issues within the Wall Street neighborhood shall be addressed once the pandemic has subsided.
4. Working with the Parking Committee, review and revise the winter storm event vehicle impoundment protocols and citation structure.
9-Month Status: This effort is ongoing.

Parking Fund

FY2021 Goals Status (continued)

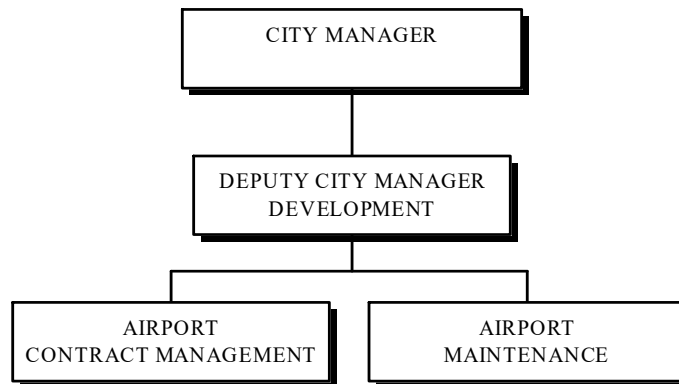
5. Implement the FY 2021 Capital Improvement Program (CIP), as adopted by the City Council, with emphasis on the following projects:
- a) CIP #432 State Street Garage: Subject to the appropriation of funds by the City Council, begin the \$3.5 million repair and renovation project for the State Street Garage in Q4 of FY2021.
9-Month Status: Due to the COVID-19 pandemic, funding was not appropriated for this project in FY 2021. Because of ongoing negative financial impacts associated with the pandemic, design has been delayed until FY 2023 and construction is now scheduled for FY 2024. Due to delays and a strong construction market, the project's total estimated cost has increased to \$4,020,000.
 - b) CIP #433 School Street Garage: Complete the \$5.8 million repair and renovation project commenced in FY 2018.
9-Month Status: As of April 2021, final punch list items were being addressed. The project will be completed by the end of FY 2021.
 - c) CIP 529 Storrs Street Garage: Complete the \$1.060 million repair and renovation project previously approved in FY 2020.
9-Month Status: Bids from three contractors were received on March 30, 2021. One bid is within budget. Subject to due diligence and execution of a contract with the low bidder, the project will commence in April/May 2021.
 - d) CIP 595 Parking Meters: Subject to the appropriation of funds by the City Council, complete replacement of remaining 170 mechanical meters, as well as 85 kiosk pay stations.
9-Month Status: Due to the COVID-19 pandemic, funding was not appropriated for this project in FY 2021. Because of ongoing negative financial impacts associated with the pandemic, replacement of the remaining 170 mechanical meters has been delayed until FY 2023. Kiosk replacement has also been delayed until FY 2023, and the scope of work has been modified due to financial impacts of the pandemic. Specifically, in lieu of full replacement of kiosk units, staff is recommending retrofitting existing kiosks with new components. This approach will be significantly less expensive than full replacement.

Airport Fund

Mission

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

AIRPORT FUND ORGANIZATIONAL CHART



Core Responsibilities

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

Airport Fund

<u>Fund Summary</u>	2021 Revised	2021 Projected	2022 Budget
Revenue	\$375,116	\$362,642	\$366,911
Expense	\$461,333	\$450,286	\$478,703
Net Income (Loss)		(\$87,644)	(\$111,792)
Beginning Working Capital		\$442,401	\$354,757
Ending Working Capital		\$354,757	\$242,965

Budget Detail

	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Mark-up	\$19,944	\$32,000	\$32,000	\$24,000	\$25,000
Rental Income	\$328,902	\$332,410	\$332,410	\$331,822	\$335,411
Investment Income	\$4,283	\$4,300	\$4,300	\$260	\$100
Insurance Dist and Credits	\$378	\$0	\$0	\$160	\$0
Other Gov Agencies - State	\$0	\$0	\$6	\$0	\$0
Airport Operators Grant	\$6,400	\$6,400	\$6,400	\$6,400	\$6,400
Total Revenue	\$359,907	\$375,110	\$375,116	\$362,642	\$366,911
Expense					
Compensation	\$68,465	\$88,208	\$88,213	\$82,623	\$92,313
Fringe Benefits	\$29,290	\$39,879	\$39,880	\$36,666	\$42,538
Outside Services	\$59,925	\$66,763	\$66,763	\$63,920	\$66,735
Supplies	\$21,180	\$43,955	\$43,955	\$43,915	\$43,872
Utilities	\$24,287	\$23,290	\$23,290	\$24,760	\$24,540
Insurance	\$6,576	\$5,780	\$5,780	\$5,750	\$6,765
Debt Service	\$53,417	\$73,500	\$73,500	\$73,500	\$70,480
Miscellaneous	\$44,696	\$45,800	\$45,800	\$45,000	\$45,900
Transfer Out	\$85,028	\$74,152	\$74,152	\$74,152	\$85,560
Total Expense	\$392,865	\$461,327	\$461,333	\$450,286	\$478,703

Reserve

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

Airport Fund

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Number of Based Planes	95	96	100	105

2022 Goals

1. Continue to bank the FAA annual grant allocation with the goal of funding a future Terminal project.
2. Continue CIP #75, general maintenance repairs, as needed.

2021 Goals Status

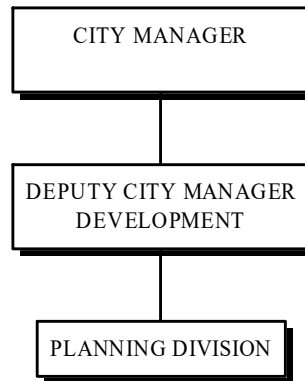
1. Bank FAA annual grant allocation with goal of funding a future Terminal project.
9-Month Status: Ongoing.
2. Continue CIP #75, general maintenance repairs, as needed.
9-Month Status: Ongoing.

Conservation Property Fund

Mission

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

CONSERVATION PROPERTY FUND ORGANIZATIONAL CHART



Core Responsibilities

1. The purpose of the Conservation Property fund is to dedicate revenue received from the Land Use Change Tax to preserve and protect open space and conservation land under the oversight of the Conservation Commission.
2. Money from the fund is utilized to purchase or acquire conservation easements on land that the Commission determines will meet the goals of the Open Space Plan.

Conservation Property Fund

<u>Fund Summary</u>	2021 Revised	2021 Projected	2022 Budget
Revenue	\$92,792	\$92,845	\$102,374
Expense	\$92,792	\$92,845	\$102,374
Net Income (Loss)		\$0	\$0
Beginning Working Capital		\$59,422	\$59,422
Ending Working Capital		\$59,422	\$59,422

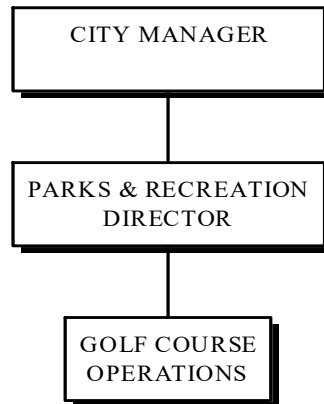
<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Rental Income	\$69,436	\$62,765	\$62,765	\$62,765	\$60,760
Use of Fund Balance	\$0	\$25,000	\$25,000	\$25,000	\$34,000
Transfer In - Trust	\$8,500	\$5,027	\$5,027	\$5,080	\$7,614
Total Revenue	\$77,936	\$92,792	\$92,792	\$92,845	\$102,374
Expense					
Compensation	\$5,306	\$5,503	\$5,503	\$5,503	\$5,793
Fringe Benefits	\$1,765	\$1,789	\$1,789	\$1,842	\$2,081
Outside Services	\$32,121	\$37,500	\$37,500	\$37,500	\$37,500
Supplies	\$9,963	\$23,000	\$23,000	\$23,000	\$23,000
Transfer Out	\$20,000	\$25,000	\$25,000	\$25,000	\$34,000
Total Expense	\$69,155	\$92,792	\$92,792	\$92,845	\$102,374

Golf Fund

Mission

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

GOLF FUND ORGANIZATIONAL CHART



Core Responsibilities

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

Golf Fund

Fund Summary

	2021 Revised	2021 Projected	2022 Budget
Revenue	\$1,139,919	\$1,374,248	\$1,208,888
Expense	\$1,139,919	\$1,195,270	\$1,201,929
Net Income (Loss)		\$178,978	\$6,959
Beginning Working Capital		\$12,771	\$191,749
Ending Working Capital		\$191,749	\$198,708

Reserve

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

Golf Fund

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Camps	\$16,990	\$25,835	\$25,835	\$14,200	\$24,765
Seasonal Passes	\$161,266	\$215,170	\$215,170	\$215,200	\$210,015
Daily Fees	\$369,547	\$335,000	\$335,000	\$512,537	\$413,532
Cart Rental	\$170,019	\$158,000	\$158,000	\$245,000	\$188,380
Handicapping	\$7,280	\$7,600	\$7,600	\$7,600	\$8,000
Driving Range	\$40,173	\$50,000	\$50,000	\$52,000	\$51,596
League and Tournament Fees	\$26,499	\$40,800	\$40,800	\$40,800	\$44,200
Golf Simulator Revenue	\$68,045	\$75,000	\$75,000	\$75,000	\$80,000
Pro Shop Sales	\$114,071	\$126,800	\$126,800	\$153,000	\$131,500
Concession Sales	\$31,500	\$43,250	\$43,250	\$37,000	\$44,000
Rental Income	\$4,431	\$10,700	\$10,700	\$10,700	\$12,900
Investment Income	\$378	\$0	\$0	\$86	\$0
Advertising	\$0	\$2,000	\$2,000	\$0	\$0
Insurance Dist and Credits	\$1,166	\$0	\$0	\$1,297	\$0
Other Revenue	\$88	\$0	\$0	\$945	\$0
Other Gov Agencies - Federal	\$2,976	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$8,641	\$0	\$9,168	\$8,883	\$0
Transfer In - General	\$57,351	\$40,596	\$40,596	\$0	\$0
Total Revenue	\$1,080,421	\$1,130,751	\$1,139,919	\$1,374,248	\$1,208,888
Expense					
Compensation	\$431,352	\$451,451	\$459,755	\$454,759	\$490,202
Fringe Benefits	\$173,358	\$170,718	\$171,051	\$172,600	\$191,405
Outside Services	\$119,089	\$109,831	\$110,225	\$124,610	\$132,325
Supplies	\$209,902	\$241,021	\$241,158	\$279,021	\$253,314
Utilities	\$42,981	\$45,250	\$45,250	\$51,800	\$49,680
Insurance	\$3,940	\$3,300	\$3,300	\$3,300	\$4,503
Debt Service	\$94,793	\$105,880	\$105,880	\$105,880	\$77,200
Transfer Out	\$3,000	\$3,300	\$3,300	\$3,300	\$3,300
Total Expense	\$1,078,416	\$1,130,751	\$1,139,919	\$1,195,270	\$1,201,929

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 69.3% of the Fund's revenue. Pro Shop Sales are the next largest revenue stream at approximately 11.2%.

Golf Fund

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Number of Season Memberships	216	217	230	235
2. Number of rounds played	19,500	19,500	27,500	30,000
3. Number of unique web site visitors	70,112	72,006	82,150	84,000
4. Tent Rentals by Golf Event	0	8	12	15
5. Tent Rentals, Non-Golf	0	1	5	8

2022 Goals

1. Successfully celebrate the 125th anniversary of Beaver Meadow.
2. Increase Outing Rounds: Advertise our new shoulder season pricing to increase outing rounds during the early and late part of the golfing season.
3. Increase tent revenue and increase use of the tent for non-golf events.
4. Complete the next phase of the ongoing irrigation project: Holes 10 and 16.
5. Implement the remainder of the recommendations in the USGA Agronomist Tree Report.
6. Continue to use the recommendations outlined in the USGA Agronomic Report.

2021 Goals Status

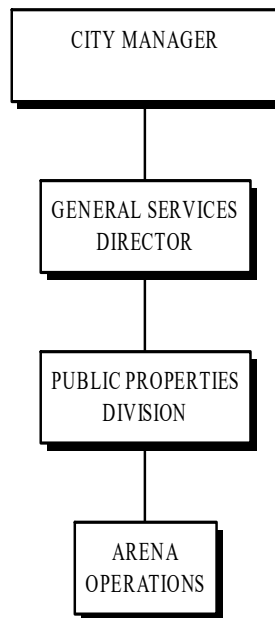
1. Increased Pace of Play: Pace-of-play is a common issue that public courses struggle with, and given its busy nature, Beaver Meadow does as well. There are a number of techniques that can help alleviate slow pace-of-play with immediate effect. An increased focus on tee-time intervals, proper starter procedures, drop areas, increased marshalling during our busiest times and starting on Hole #10 on the weekends.
9-Month Status: We successfully increased the pace of play by utilizing the 10th tee and maintaining tee time intervals at ten minutes.
2. Increase Outing Rounds: Advertise our new shoulder season pricing to increase outing rounds during the early and late part of the golfing season.
9-Month Status: Due to COVID –19, we did not see an increase in outing rounds. However, with our proactive approach and safety protocols, we were able to maintain prior years attendance.
3. Increase Tee Time Utilization: Through focused dynamic pricing, increase the utilization of tee time by matching supply and demand. Our focus will be on the most under-utilized tee times, which should significantly impact overall tee time utilization.
9-Month Status: We have seen a dramatic increase in our tee time utilization. We will continue to focus on our dynamic pricing model to ensure maximization of tee time usage.
4. Implement recommendations contained in USGA Agronomist's reports.
9-Month Status: We successfully implemented recommendations per the USGA Agronomist's Tree report on Holes 13 and 14.
5. Complete next phase of ongoing irrigation project, holes, 10, 17, and 18.
9-Month Status: Due to COVID-19, no irrigation upgrades were completed on Holes 10, 17 and 18.
6. Reestablish holding capacity of irrigation pond to 1993 capacity to lessen reliance on purchase of City water.
9-Month Status: The irrigation pond has been dredged and successfully restored to the 1993 capacity.

Arena Fund

Mission

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

ARENA FUND ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

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

Arena Fund

<u>Fund Summary</u>	2021 Revised	2021 Projected	2022 Budget
Revenue	\$691,728	\$489,426	\$678,180
Expense	\$679,373	\$624,103	\$704,338
Net Income (Loss)		(\$134,677)	(\$26,158)
Beginning Working Capital		\$201,231	\$66,554
Ending Working Capital		\$66,554	\$40,396

Reserve

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

Arena Fund

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Pro Shop Sales	\$41,528	\$39,850	\$39,850	\$17,068	\$40,000
Concession Sales	\$51,067	\$63,300	\$63,300	\$18,785	\$60,000
Rental Income	\$509,290	\$543,750	\$543,750	\$427,256	\$546,480
Investment Income	\$5,012	\$3,200	\$3,200	\$3,200	\$3,200
Advertising	\$31,800	\$30,000	\$30,000	\$21,250	\$28,000
Finance Charges	\$690	\$250	\$250	\$570	\$250
Use of Fund Balance	\$0	\$0	\$5,500	\$0	\$0
Insurance Dist and Credits	\$858	\$0	\$0	\$0	\$0
Other Revenue	\$542	\$250	\$250	\$747	\$250
Other Gov Agencies - State	\$0	\$0	\$5,628	\$550	\$0
Total Revenue	\$640,785	\$680,600	\$691,728	\$489,426	\$678,180
Expense					
Compensation	\$237,876	\$241,661	\$246,156	\$232,944	\$249,774
Fringe Benefits	\$94,273	\$91,871	\$92,333	\$90,682	\$99,933
Outside Services	\$63,872	\$51,799	\$57,524	\$42,792	\$30,092
Supplies	\$43,188	\$55,649	\$56,094	\$34,317	\$52,349
Utilities	\$82,509	\$85,480	\$85,480	\$81,583	\$78,580
Insurance	\$7,434	\$7,370	\$7,370	\$7,370	\$7,949
Capital Outlay	\$15,750	\$0	\$0	\$0	\$0
Debt Service	\$65,605	\$63,860	\$63,860	\$63,860	\$106,770
Transfer Out	\$70,038	\$70,555	\$70,555	\$70,555	\$78,891
Total Expense	\$680,543	\$668,245	\$679,373	\$624,103	\$704,338

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

Arena Fund

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Total Ice Rental Hours	1,603	1,613	1,490	1,600
2. Show Rental Revenue	\$44,050	\$15,960	\$17,095	\$39,560
3. Public Ice Skating Attendance	9,816	11,549	6,245	9,000
4. Recreational Hockey Stick/Puck Attendance	871	1,187	1,060	1,000

2022 Goals

1. Continue to expand revenue opportunities in the Pro Shop and explore other outside activities for summer park rentals.
2. 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 master plan for Kiwanis Park and the Everett Arena property.
3. Continue to explore additional energy saving measures for the arena.

2021 Goals Status

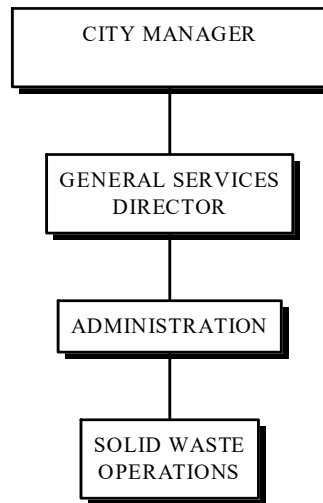
1. Continue to expand revenue opportunities in the Pro Shop and explore other outside activities for summer park rentals.
9-Month Status: Due to COVID-19, there were few revenue expanding opportunities this year. The Pro Shop managed to bring in approximately 50% of its budgeted revenue after staff, along with the New Hampshire Rink Coalition, successfully had public skating reinstated as a permitted activity by the State Task Force.
2. 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 master plan for Kiwanis Park and the Everett Arena property.
9-Month Status: The last step (costing) of the arena addition portion of the project is being completed by Milestone Engineering. A report is expected by the end of FY 2021.
3. Explore energy saving measures including solar options.
9-Month Status: Revision Energy is reviewing the feasibility of a roof solar array on the south side of the main building. Staff has had several meetings with Revision Energy and has supplied Revision with necessary data to determine if solar is a viable option for the arena. A report is expected before the end of FY 2021.

Solid Waste Fund

Mission

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

SOLID WASTE FUND ORGANIZATIONAL CHART



Core Responsibilities

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

Solid Waste Fund

<u>Fund Summary</u>	2021 Revised	2021 Projected	2022 Budget
Revenue	\$4,417,010	\$4,123,660	\$4,446,091
Expense	\$4,583,220	\$4,201,740	\$4,619,835
Net Income (Loss)		(\$78,080)	(\$173,744)
Beginning Working Capital		\$1,844,247	\$1,766,167
Ending Working Capital		\$1,766,167	\$1,592,423

Reserve

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

Solid Waste Fund

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Other Permits	\$500	\$700	\$700	\$700	\$700
Commercial Disposal	\$1,055,996	\$1,325,808	\$1,325,808	\$942,670	\$1,262,117
DTSWRD - Downtown SW Rem Dist	\$282,793	\$273,000	\$273,000	\$273,000	\$279,970
PAYT Bags	\$1,191,631	\$1,172,025	\$1,172,025	\$1,185,590	\$1,172,025
PAYT Containers	\$394,448	\$389,200	\$389,200	\$466,700	\$472,260
Contaminated Loads	\$8,269	\$500	\$500	\$500	\$500
Cart Collection Program	\$15,620	\$15,000	\$15,000	\$15,000	\$15,600
Motor Vehicle Waste Disposal	\$96,165	\$92,100	\$92,100	\$92,100	\$94,800
Finance Charges	\$13,046	\$1,200	\$1,200	\$200	\$1,200
Insurance Dist and Credits	\$453	\$0	\$0	\$486	\$0
Other Revenue	\$62,186	\$300	\$300	\$95	\$300
Other Gov Agencies - State	\$83,818	\$0	\$558	\$0	\$0
Household Waste	\$5,329	\$5,116	\$5,116	\$5,116	\$5,116
School District Payments	\$65,650	\$65,025	\$65,025	\$65,025	\$65,025
Transfer In - General	\$1,061,588	\$1,061,588	\$1,061,588	\$1,061,588	\$1,061,588
Transfer In - Golf	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Transfer In - Arena	\$3,790	\$3,790	\$3,790	\$3,790	\$3,790
Transfer In - Water	\$4,350	\$4,350	\$4,350	\$4,350	\$4,350
Transfer In - Wastewater	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750
Total Revenue	\$4,352,382	\$4,416,452	\$4,417,010	\$4,123,660	\$4,446,091
Expense					
Compensation	\$147,040	\$172,705	\$173,174	\$164,294	\$181,343
Fringe Benefits	\$77,894	\$86,726	\$86,814	\$86,094	\$95,939
Outside Services	\$3,911,007	\$4,284,921	\$4,284,921	\$3,912,953	\$4,293,013
Utilities	\$11,619	\$10,940	\$10,940	\$11,029	\$11,130
Insurance	\$80	\$80	\$80	\$80	\$110
Debt Service	\$27,412	\$23,690	\$23,690	\$23,690	\$21,050
Transfer Out	\$3,600	\$3,600	\$3,600	\$3,600	\$17,250
Total Expense	\$4,178,653	\$4,582,662	\$4,583,220	\$4,201,740	\$4,619,835

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

Solid Waste Fund

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Number of Tons Diverted from Traditional Disposal	5,256	5,072	5,300	5,300
2. Percentage of Citizen Request Items Resolved	99%	99%	99%	99%
3. Number of Households Services During Annual Household Hazardous Waste Collection	515	650	650	650

2022 Goals

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

2021 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
9-Month Status: Staff has made significant efforts to address contamination in recycling, particularly in the multi-family recycling stream, making changes to collection programs as appropriate.
2. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the web site's "Report a Concern" module in a timely manner.
9-Month Status: Staff has embraced the new SeeClickFix program and routinely responds to citizen requests in a timely and professional manner.
3. Monitor the decline of global recycling markets.
9-Month Status: Staff continues to be informed of market changes and it's impending impacts to the Solid Waste Fund at the expiration of the current collection contract.

Enterprise Funds

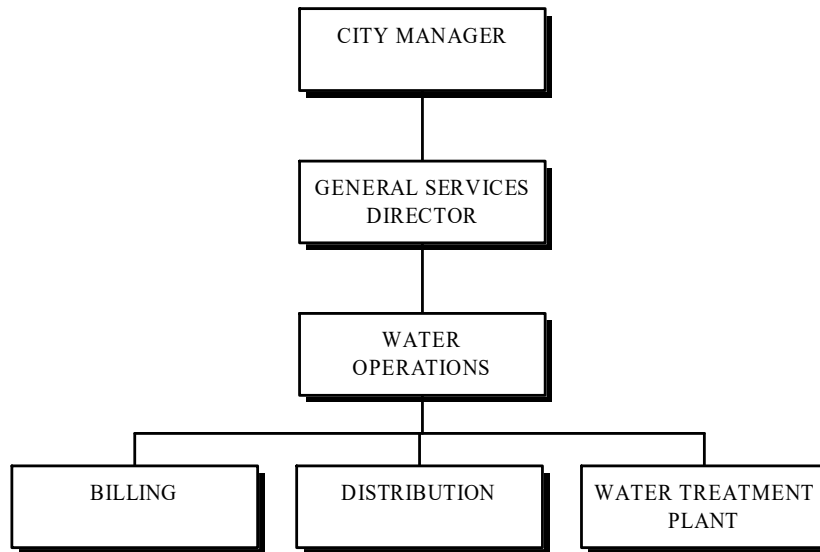
	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Water	\$6,401,920	\$6,381,560	\$6,386,790	\$6,570,398	\$6,510,860
Wastewater	\$7,891,291	\$8,127,654	\$8,137,483	\$8,338,654	\$8,449,403
Sub Total	\$14,293,211	\$14,509,214	\$14,524,274	\$14,909,052	\$14,960,263
Expense					
Water	\$6,129,182	\$6,806,207	\$6,811,437	\$6,893,592	\$7,005,233
Wastewater	\$8,256,516	\$8,538,963	\$8,548,792	\$8,342,391	\$8,766,529
Sub Total	\$14,385,698	\$15,345,170	\$15,360,229	\$15,235,983	\$15,771,762

Water Fund

Mission

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

WATER FUND ORGANIZATIONAL CHART



Core Responsibilities

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

Water Fund

Fund Summary

	2021 Revised	2021 Projected	2022 Budget
Revenue	\$6,386,790	\$6,570,398	\$6,510,860
Expense	\$6,811,437	\$6,893,592	\$7,005,233
Net Income (Loss)		(\$323,194)	(\$494,373)
Beginning Working Capital		\$4,032,786	\$3,709,592
Ending Working Capital		\$3,709,592	\$3,215,219

Reserve

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

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

A 3.5% rate increase is recommended for FY 2022.

Water Fund

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Fines and Penalties	\$22,415	\$27,500	\$27,500	\$27,500	\$27,500
Sundry Services	\$16,071	\$15,000	\$15,000	\$15,000	\$15,000
Water Usage	\$4,744,122	\$4,753,700	\$4,753,700	\$4,911,790	\$4,891,840
Water Availability	\$1,169,680	\$1,170,000	\$1,170,000	\$1,170,000	\$1,170,000
Private Fire Service	\$120,925	\$110,000	\$110,000	\$110,000	\$110,000
Other Service Charges	\$130,897	\$152,500	\$152,500	\$152,500	\$152,500
Testing Services	\$2,991	\$2,500	\$2,500	\$2,500	\$2,500
Utility Investment Fee	\$65,788	\$20,000	\$20,000	\$45,518	\$20,000
Investment Income	\$57,298	\$76,000	\$76,000	\$76,000	\$76,000
Sale of Assets	\$2,430	\$0	\$0	\$0	\$0
Finance Charges	\$8	\$300	\$300	\$300	\$300
Retiree Health Insurance	\$44,292	\$51,560	\$51,560	\$51,560	\$42,720
Insurance Dist and Credits	\$5,035	\$0	\$0	\$0	\$0
Other Revenue	\$11,784	\$2,500	\$2,500	\$2,500	\$2,500
Other Gov Agencies - Federal	\$197	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$7,988	\$0	\$5,230	\$5,230	\$0
Total Revenue	\$6,401,920	\$6,381,560	\$6,386,790	\$6,570,398	\$6,510,860
Expense					
Compensation	\$1,257,371	\$1,294,017	\$1,298,438	\$1,345,352	\$1,476,038
Fringe Benefits	\$795,808	\$830,438	\$831,248	\$835,839	\$927,289
Outside Services	\$88,411	\$187,067	\$187,067	\$190,836	\$208,467
Supplies	\$407,285	\$462,088	\$462,088	\$462,088	\$465,110
Utilities	\$195,408	\$249,070	\$249,070	\$276,010	\$260,190
Insurance	\$39,910	\$38,480	\$38,480	\$38,420	\$40,125
Capital Outlay	\$60,195	\$119,000	\$119,000	\$119,000	\$119,000
Debt Service	\$1,953,968	\$2,250,560	\$2,250,560	\$2,250,560	\$2,263,810
Miscellaneous	\$4,281	\$6,000	\$6,000	\$6,000	\$6,000
Transfer Out	\$1,326,545	\$1,369,487	\$1,369,487	\$1,369,487	\$1,239,204
Total Expense	\$6,129,182	\$6,806,207	\$6,811,437	\$6,893,592	\$7,005,233

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

Water Fund

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Residential Per Capita Gallons Used per Day	84	96	84	84
2. Percentage of Turbidity Readings Below 0.1 NTUs	99%	99%	99%	99%

2022 Goals

1. Maintain Fluoride Optimization to 99%, receive optimization award from NHHHS.
2. Complete construction of new high lift station at water treatment plant.
3. Complete Penacook Dam spillway re-design.
4. Complete last year of involvement with Chamber of Commerce Leadership Greater Concord program.
5. Transition utility billing to the new Munis financial module.

2021 Goals Status

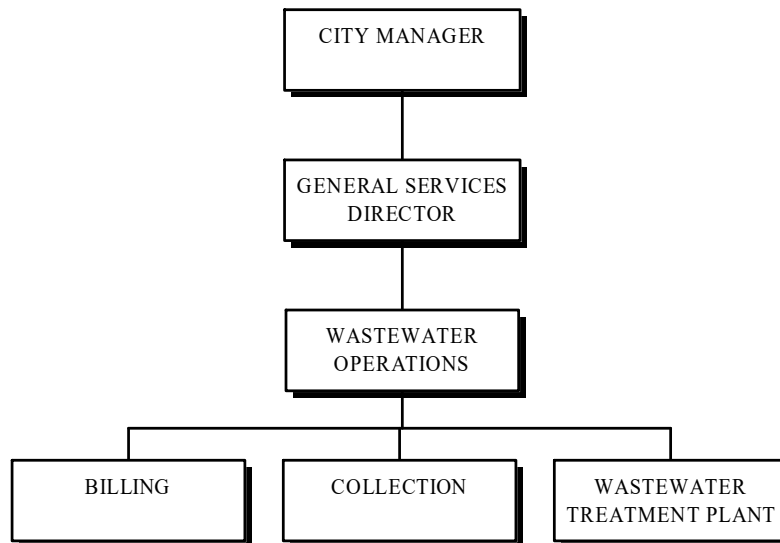
1. Complete formal Level 3 AWWA Partnership for Safe Water by April of 2021.
9-Month Status: Not completed, limited available time for application.
2. Complete design and bid Station 4 upgrade, high lift station at the Water Treatment Plant.
9-Month Status: Completed. Project awarded to Kingsbury Construction.
3. Maintain competitive rates with comparable communities in New Hampshire.
9-Month Status: There was no rate increase in FY 2021. Rates continue to be the second lowest relative to the seven sister communities.
4. Implement the 2019 energy evaluation recommendations.
9-Month Status: Ongoing. LED lights have replaced incandescent lights in several key locations.

Wastewater Fund

Mission

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

WASTEWATER FUND ORGANIZATIONAL CHART



Core Responsibilities

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

Wastewater Fund

Fund Summary

	2021 Revised	2021 Projected	2022 Budget
Revenue	\$8,137,483	\$8,338,654	\$8,449,403
Expense	\$8,548,792	\$8,342,391	\$8,766,529
Net Income (Loss)		(\$3,737)	(\$317,126)
Beginning Working Capital		\$3,692,665	\$3,688,928
Ending Working Capital		\$3,688,928	\$3,371,802

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.

An 8% rate increase is recommended for FY 2022.

Wastewater Fund

Budget Detail

	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Fines and Penalties	\$25,310	\$30,500	\$30,500	\$30,500	\$30,500
Other Permits	\$1,100	\$1,500	\$1,500	\$1,500	\$1,500
Other Service Charges	\$0	\$1,500	\$1,500	\$1,500	\$1,500
Sewer Usage	\$6,933,313	\$7,172,000	\$7,172,000	\$7,122,250	\$7,606,893
Sewer Usage-Towns	\$256,991	\$195,000	\$195,000	\$195,000	\$195,000
Leachate Processing	\$241,173	\$200,000	\$200,000	\$340,000	\$275,000
Septage Processing	\$136,305	\$70,000	\$70,000	\$190,000	\$125,000
Sludge Disposal	\$22,098	\$20,000	\$20,000	\$20,000	\$20,000
Testing Services	\$2,705	\$1,600	\$1,600	\$1,600	\$1,600
Utility Investment Fee	\$84,521	\$40,000	\$40,000	\$40,000	\$40,000
Rental Income	\$0	\$4,190	\$4,190	\$4,190	\$4,190
Investment Income	\$71,919	\$104,000	\$104,000	\$104,000	\$104,000
Sale of Assets	\$8,065	\$0	\$0	\$0	\$0
Finance Charges	\$509	\$500	\$500	\$500	\$500
Retiree Health Insurance	\$44,292	\$51,560	\$51,560	\$51,560	\$42,720
Insurance Dist and Credits	\$6,562	\$0	\$0	\$0	\$0
Other Revenue	\$5,864	\$1,000	\$1,000	\$1,750	\$1,000
Other Gov Agencies - Federal	\$483	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$3,696	\$0	\$9,829	\$0	\$0
Share of Debt Service	\$46,385	\$234,304	\$234,304	\$234,304	\$0
Total Revenue	\$7,891,291	\$8,127,654	\$8,137,483	\$8,338,654	\$8,449,403
Expense					
Compensation	\$1,316,796	\$1,486,974	\$1,495,194	\$1,389,706	\$1,712,311
Fringe Benefits	\$779,405	\$856,076	\$857,601	\$834,503	\$1,010,844
Outside Services	\$661,941	\$1,242,941	\$1,242,941	\$1,243,385	\$1,282,022
Supplies	\$408,956	\$333,003	\$333,088	\$333,018	\$338,163
Utilities	\$576,215	\$663,550	\$663,550	\$585,480	\$611,050
Insurance	\$62,190	\$59,070	\$59,070	\$58,960	\$60,317
Capital Outlay	\$54,023	\$58,000	\$58,000	\$58,000	\$58,000
Debt Service	\$3,033,643	\$2,517,700	\$2,517,700	\$2,517,690	\$2,460,730
Transfer Out	\$1,363,348	\$1,321,649	\$1,321,649	\$1,321,649	\$1,233,092
Total Expense	\$8,256,516	\$8,538,963	\$8,548,792	\$8,342,391	\$8,766,529

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

Wastewater Fund

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Number of Wastewater Odor Complaints Addressed	1	1	2	2
2. Percentage of Class A Materials Produced	96.2%	75%	0%	0%
3. Percentage of Class B Materials Produced	0%	0%	0%	0%
4. Unclassified Material	3.8%	25%	100%	100%

2021 Goals

1. Meet the community's expectation for odor control.
2. Maintain competitive rates with comparable communities in New Hampshire.
3. Complete energy efficiency initiatives with a goal of 10% energy reduction within the division.
4. Implement new septage pilot program with a goal to increase revenue from septage disposal fees.
5. Transition utility billing to the new Munis financial module.

2021 Goals Status

1. Meet the community's expectation for odor control.
9-Month Status: One odor complaint was received in the 3rd quarter of FY 2021.
2. Maintain competitive rates with comparable communities in New Hampshire.
9-Month Status: The division continues to maintain a balanced budget through the 3rd quarter of FY 2021.
3. Be a leader in PFAS source identification and management.
9-Month Status: The division continues it's tracking of PFAS concentrations within the collection system on an annual basis.
4. Complete implementation of energy savings initiatives outlined in the FY 2020 Capital Improvement Plan to reduce electrical usage at the Hall Street Wastewater Treatment Plant by 10% for FY 2021.
5. 9-Month Status: The division has completed several energy efficiency projects in the first three quarters of FY 2021, including new interior and exterior LED lighting, new high efficiency pumping equipment, installation of variable frequency drives, and the upgrade of several HVAC units at the plants. A major blower upgrade at the Hall Street plant is expected to be completed in the first quarter of FY 2022.

TIF Districts & CIP Summary

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

TIF Districts & CIP Summary

Tax Increment Finance (TIF) Districts

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

Combined, these TIF Districts encompass approximately 333+/- acres of land. Since their inception, the City has made a combined investment of \$36,740,337 in infrastructure improvements within these Districts, of which \$17,003,500 were TIF funds and \$19,736,837 were supported by other funding sources. These investments have served as a catalyst for \$93,226,146 in new assessed value generated by several real estate development projects (FY 2022 estimate). This figure has decreased approximately \$5.1 million from FY 2021 due to the COVID-19 Pandemic.

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

- 1) The **North End Opportunity Corridor Tax Increment Finance District (NEOCTIF)** was established on March 23, 1998, and most recently amended on April 14, 2014. This district was established to facilitate cleanup and redevelopment of the former Concord Lumber property and surrounding parcels in the vicinity of Horseshoe Pond and Exit 15 on Interstate 93. Since 1998, the City's total capital investment in the NEOCTIF District has been \$7,796,000, of which \$6,846,500 were TIF supported funds and \$949,500 were non-TIF funds (\$849,500 from the City's Economic Development Reserve Fund and \$100,000 in donations from the Capital Regional Development Council). To date, this investment has yielded \$47,223,835 in new private development (FY 2022 estimate). Presently, the NEOCTIF District encompasses approximately 67 acres.

- 2) The **Sears Block (a.k.a. "Capital Commons") Tax Increment Finance District (SBTIF)** was established on September 8, 2003, and most recently amended on August 12, 2019. This district was established to facilitate cleanup and redevelopment of the former Sears Block and surrounding properties located in downtown Concord. The former Sears Block is now occupied by the Hotel Concord mixed use building and the Storrs Street Municipal Parking Garage. Since 2003, the City's total capital investment in the SBTIF District has been \$22,944,840, of which \$9,672,000 were TIF funds. To date, this investment has served as a catalyst for \$39,221,971 in new private development (FY 2022 estimate). This figure excludes properties located at 5-7 South State Street, 15 Pleasant Street, and 10 Pleasant Street Extension, which are currently subject to RSA 79-E Community Revitalization Tax Relief abatements. Presently, the SBTIF District encompasses approximately 21 acres.

- 3) The **Penacook Village Tax Increment Finance District (PVTIF)** was established on June 14, 2010, and most recently amended on April 12, 2021. This district was established to facilitate cleanup and redevelopment of the former Allied Leather Tannery Site and surrounding properties in Penacook Village, as well as to foster development at Whitney Road. The City's total capital investment in the PVTIF District has been \$5,999,497, of which \$485,000 was directly supported by the TIF District. This estimate includes moneys expended by the City on the acquisition, cleanup, and redevelopment of the former Allied Leather Tannery and Amazon Realty sites prior to the establishment of the PVTIF in 2010. However, this figure excludes \$4,780,000 as appropriated by the City Council on April 12, 2021 for CIP #30 Hoit Road (US Route 4) / Whitney Road intersection improvement project, of which \$4,240,000 shall be supported by PVTIF funds. These funds were appropriated in conjunction with a Development Agreement between the City and Interchange Development L.L.C. regarding a commercial industrial development located on 43 acres at 1 Whitney Road.

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

TIF Districts & CIP Summary

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

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

TIF Districts & CIP Summary

North End Opportunity Corridor Tax Finance District

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

In FY 2006, the City began to allocate a portion of the captured tax revenues generated by the new development within the District to support the City's General Fund, as well as those of other taxing authorities such as the County and Concord School District. This had no negative impact on the District's ability to meet current debt service or maintenance cost obligations, as real estate development within the District has significantly surpassed the expectations of the City's original financial pro forma.

The amount of increment initially allocated to support the City's General Fund and other taxing authorities in FY 2006 was \$16,462,800. In FY 2022, the City will allocate \$33,545,754 of incremental assessed value created in the District, to support the City's General Fund and other taxing authorities. It is projected that the \$33,545,754 allocated assessed value will yield approximately \$897,684 in revenues for the City's General Fund, as well as the other taxing authorities.

The remaining \$13,678,081 of incremental assessed value created in the NEOCTIF shall be retained to support the District's debt service and operating costs, as well as grow working capital to support future investments within the District.

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

The FY 2021 Capital Improvement Program (CIP) included \$9.3 million for design, permitting, and construction of CIP #18 Storrs Street Extension North, together with water, sewer, railroad, and other infrastructure improvements associated therewith. However, these dollars were asterisked in the CIP, meaning that funding was not appropriated at the time of budget adoption. Rather, the appropriation process for these funds shall occur in the future once the NEOCTIF District Development Program and Financing Plan is amended to include the project as set forth within NH RSA 162-K (New Hampshire's Tax Increment Finance statute) and the City is prepared to move forward with design and construction of Storrs Street Extension North.

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

TIF Districts & CIP Summary

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

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

TIF Districts & CIP Summary

Sears Block Tax Finance District

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

Property tax revenues generated by the incremental assessed value are retained by the District to support debt service and operating expenses. This value includes all new development within the District which has been constructed since its establishment in 2003, but excludes those properties currently receiving RSA 79-E Community Revitalization Tax Relief Incentives. Such properties include 5-7 South State Street and 15-17 Pleasant Street (RSA 79-E is projected to expire on March 31, 2025 for both, respectively), as well as 10 Pleasant Street Extension.

Since its inception in 2003, the City has appropriated \$22,944,840 for infrastructure improvements and other investments within the District. Of this total, \$9,672,000 were TIF funds, and \$13,272,840 were from other funding sources.

Infrastructure investments within the SBTIF District include construction of the Storrs Street Parking Garage and related improvements, the Main Street Complete Streets Project, installation of underground utilities on South Main Street, as well as acquisition of the former NH Employment Security property at 32 South Main Street.

The FY 2022 budget continues the practice of transferring TIF revenues to the General Fund and Parking Fund for the purposes of: 1) reimbursing these funds for past investments in the Capital Commons/Storrs Street Parking Garage project, and 2) transferring debt service costs traditionally supported by the General Fund and Parking Fund for the Storrs Street Parking Garage Project to the SBTIF.

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

- 1) \$23,670 in Administrative Fees associated with management and administration of the SBTIF District;
- 2) \$175,395 to support debt service payments associated with those portions of the Main Street Project (CIP #460) which are located within the SBTIF. This figure excludes debt service associated with burying aerial utilities on South Main Street, as those debt costs are paid from the SBTIF District directly;
- 3) \$42,275 to support cleaning and maintenance operations carried out by the Downtown Services Team within the SBTIF District, as initiated in FY 2017. Approximately 53% of the Main Street Complete Streets Project is located within the SBTIF; therefore, financial support, to the extent the TIF can afford to make such investments, is appropriate.
- 4) \$210,295 for current and past debt service associated with the \$2,281,500 General Fund supported bond issued for the Capital Commons/Storrs Street Parking Garage Project in 2007.

The SBTIF will also transfer \$319,540 to the Parking Fund in FY 2022. As initiated in FY 2016, the SBTIF will continue to absorb a portion of debt service payments associated with \$7,109,000 in Parking Fund supported bonds previously issued for the Capital Commons/Storrs Street Parking Garage Project in 2005 and 2007.

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

When the SBTIF District was first established in 2003, it was anticipated that it would terminate when debt service was to be fully repaid on June 30, 2027. This date was subsequently extended to FY 2042 due to the appropriation of \$1,990,000 in bonded debt for redevelopment of the NH Employment Security Property at 32-34 South Main Street, \$1.52 million in bonded debt for installation of underground utilities within a section of South Main Street, \$2.5 million in bonded debt for the construction of CIP #460 Downtown Complete Streets Project, and \$150,000 to support utility improvements associated with the Bank of NH Stage Project (which are authorized, but unissued bonds). This date may fluctuate depending upon future development in the District creating incremental value, or additional investments in infrastructure improvements supported by the District.

TIF Districts & CIP Summary

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

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

TIF Districts & CIP Summary

Penacook Village Tax Increment Finance District

The FY 2022 projected total incremental assessed value of new real estate development within the Penacook Village TIF (PVTIF) District is \$6,780,340. This amount is largely associated with the new medical office building located at 4 Crescent Street, as well as Phase I of the Caleb Development Corporation's Penacook Landing housing development located at 33 Canal Street. This amount is captured by the PVTIF District and is available to support the District's operating, administration, and debt service costs.

The City's total capital investment in the PVTIF District to date is \$5,999,497, of which \$485,000 was directly supported by the TIF District. This estimate includes monies expended by the City on the acquisition, cleanup, and redevelopment of the former Allied Leather Tannery and Amazon Realty sites prior to the establishment of the PVTIF in 2010, as well as a \$500,000 Community Development Block Grant for site improvements associated with the Caleb Development Corporation Project in 2019.

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

On September 18, 2019, the City sold 2.5 acres of the former Allied Leather Tannery site to the Caleb Development Corporation for \$540,000. As part of that transaction, the City retained a 1.5 acre parcel with approximately 500' of frontage on the Contoocook River for a future river front park (CIP #567).

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

In accordance with its Development Program and Financing Plan, the PVTIF District shall terminate when the purposes for which the District was established are fulfilled, and all existing debt service is fully repaid. Including appropriations for CIP #30, approved on April 12, 2021, as well as future anticipated PVTIF appropriations for CIP #567, the projected termination date for the Penacook Village Tax Increment Finance District is currently FY 2044. This date may fluctuate depending upon future development in the District creating incremental value, or additional investments in infrastructure improvements supported by the District.

TIF Districts & CIP Summary

CIP Introduction & Overview

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

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

Although the CIP includes projects scheduled over the next 10 years, the FY 2022 budget only appropriates funding for those projects scheduled for the upcoming fiscal year. Specifically, cash outlays and transfers from the General Fund, various reserve funds, as well as special revenue and enterprise funds are appropriated as part of the City's annual budget adoption process. The bonded capital budget resolution appropriates most bonded projects at the time of budget adoption thereby alleviating the need to have separate appropriation actions throughout the year.

Funding for certain projects has been omitted from the capital resolution – as denoted by an asterisk – as these projects typically require funds from the State/Federal government, or from donations, or other actions in order to move forward. Such projects will be presented for future City Council approval when confirmation of outside funding has been received. In other cases, asterisked projects are still preliminary in nature or are subject to ongoing discussions or negotiations with regulators or other third parties. In addition, projects supported by Tax Increment Financing (TIF) are also typically asterisked due to unique statutorily mandated public hearing processes for TIF supported appropriations. Funding commitments for the ensuing “out years” of the CIP (FY 2023 – 2031) shall be reviewed as part of the budget adoption process for those respective fiscal years.

The capital improvement plan includes recurring and non-recurring projects. Recurring projects occur more than once during the planning horizon and are generally for the maintenance or replacement of existing assets. For example, CIP #2 is for the scheduled replacement of information technology hardware and software that meets the definition of a capital purchase and it is an on-going project. Non-recurring projects are those which create a new asset, or substantially replace an existing one, and therefore require a new level of maintenance or staffing that has an associated future operating and maintenance costs. Future costs and revenues are estimated and carried in the operating fund's pro forma. As the project gets closer to the current fiscal year, the project specifications become clearer and associated costs can be refined.

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

Using the PCR process to incorporate new or expanded operating costs or revenues associate with a Capital Project works well as PCRs include detailed budgetary information, which requires a considerable amount of effort and planning to prepare. This planning helps to ensure efficient and effective delivery of the new or expanded services that complements the new asset the City has procured.

PCRs are identified in Appendix B of the budget book. Since every budget does not have a non-recurring capital improvement project, the PCRs in appendix B do not always contain non-recurring operating and maintenance costs for a capital project because that project has not come to fruition. When they do, the PCR(s) reflect both one time, as well as annually recurring revenues and expenditures related thereto.

TIF Districts & CIP Summary

The proposed CIP runs from FY 2022 to FY 2031, and totals for all funding sources combined can be found in the section titled Capital Improvement Summary Listing. Projects for the current fiscal year and their associated funding sources can be found at the end of this section in the table titled Budget Listing by Funding Source. This table contains all FY 2022 projects. However, not all projects will be funded through the current budget resolutions. Excluded projects are identified with an asterisk in the CIP tables and have been omitted from the capital appropriation in the current fiscal year's budget resolutions. The table Appropriations by Funding Source that immediately follows this section contains the capital appropriation by funding source for this fiscal year's budget appropriation.

Selection and Prioritization of Capital Projects

In keeping with past practice, all capital projects proposed for FY 2022 were reviewed and recommended for funding if they satisfied one or more of the following criteria:

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

TIF Districts & CIP Summary

Appropriations by Funding Source

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

Repurposing by Funding Source

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

TIF Districts & CIP Summary

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

TIF Districts & CIP Summary

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

TIF Districts & CIP Summary

Capital Improvement Program 2022-2031

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

TIF Districts & CIP Summary

Capital Improvement Program 2022-2031 (continued)

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

TIF Districts & CIP Summary

Capital Improvement Program 2022-2031 (continued)

Project #	Title	Department
515	Golf Course Winter Recreation Improvements	Rec-Grounds
518	Bridge and Dam Maintenance / Repairs	CD-Engineering Services
519	Manchester Street/Old Turnpike Road Intersection Improvements	CD-Engineering Services
520	Intersection Safety Improvements	CD-Engineering Services
521	Police Firearms Range Improvements	Police - Operations
525	Telephone System Replacement Program	Information Technology
527	Fire Department EMS Equipment Replacement	Fire
528	Pocket Parks	Rec-Grounds
529	Storrs Street Parking Garage (Formerly Capital Commons)	City Manager /Operation
530	Golf Course Equipment	Rec-Grounds
534	Tie Down Rehabilitation and Expansion	CD-Engineering Services
536	Hangar Replacement	CD-Engineering Services
541	Regional Drive/Chenell Drive Intersection Improvements	CD-Engineering Services
543	Merrimack River Greenway Trail Project	CD-Engineering Services
550	Roundabout Maintenance	CD-Engineering Services
551	Library Maintenance	GS-Public Properties
555	Handgun Replacement	Police - Operations
557	Memorial Field	Rec-Grounds
560	Fire Training Facility	Fire
561	Fire Alarm Infrastructure Replacement	Fire
563	Master Plan Update	CD-Community Planning
567	Penacook Riverfront Parks	Rec-Grounds
569	Parks and Cemeteries Small Turf Equipment	Rec-Grounds
570	Pleasant/Warren/Fruit Intersection Roundabout	CD-Engineering Services
571	I-393/Horseshoe Pond Drainage Improvements	CD-Engineering Services
572	Airport Master Plan	CD-Engineering Services
573	Fire Department Personnel Protective Equipment	Fire
575	Police Vehicle & Equipment Replacement	Police - Operations
579	Downtown Squares	GS-Public Properties
583	East Concord Fire Station	Fire
587	Cemetery Improvements	Rec-Grounds
588	Loudon Road Bridge Improvement Project	CD-Engineering Services
589	Downtown Corridor Streetscape Improvement Project	CD-Engineering Services
590	Downtown Civic District Sidewalk Replacement	CD-Engineering Services
591	Sidewalk Cleanliness	GS-Public Properties
594	New Central Fire Station	Fire
595	Parking Meters	Police - Operations
596	Surface Lots	Police - Operations
597	Parking Beacons	Police - Operations
598	TASER Replacement	Police - Operations

TIF Districts & CIP Summary

Capital Improvement Program 2022-2031 (continued)

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

City of Concord, New Hampshire

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

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Base Value for Debt Limits (1)	\$ 3,851,394,810	\$ 3,688,748,087	\$ 3,877,480,169	\$ 4,050,513,509	\$ 3,911,961,065	\$ 4,001,809,256	\$ 4,033,007,307	\$ 4,224,516,413	\$ 4,400,883,875	\$ 4,574,864,938
Legal Debt Limits (% of Base Value)										
General - 1.75% thru 1998, 3% 1999 on (2)	\$ 115,541,844	\$ 110,662,443	\$ 116,324,405	\$ 121,515,405	\$ 117,358,832	\$ 120,054,278	\$ 120,990,219	\$ 126,735,492	\$ 132,026,516	\$ 137,245,948
Water - 10% (2)	\$ 385,139,481	\$ 368,874,809	\$ 387,748,017	\$ 405,051,351	\$ 391,196,107	\$ 400,180,926	\$ 403,300,731	\$ 422,451,641	\$ 440,088,388	\$ 457,486,494
Issued Debt at June 30										
Total Issued Debt at June 30	\$ 66,632,593	\$ 67,234,223	\$ 69,162,800	\$ 72,161,009	\$ 76,554,459	\$ 81,679,007	\$ 89,693,668	\$ 94,920,956	\$ 98,135,097	\$ 101,593,459
Less Water Fund	(11,768,711)	(11,930,388)	(12,802,341)	(12,718,866)	(12,909,306)	(14,595,612)	(15,943,403)	(15,950,744)	(15,599,418)	(18,448,862)
Less Sewer Fund (3)	(13,973,463)	(14,059,897)	(14,819,785)	(14,228,732)	(13,770,736)	(16,861,971)	(18,773,712)	(19,429,743)	(19,740,561)	(18,395,589)
Less Tax Increment Debt (3)	(10,130,000)	(9,347,000)	(8,965,400)	(8,095,400)	(7,947,200)	(7,206,400)	(6,586,400)	(5,981,400)	(5,501,400)	(4,831,400)
Less Landfill Debt (3)	(900,425)	(668,901)	(442,001)	(218,732)	-	-	-	-	-	-
Authorized Unissued at June 30										
Total Authorized Unissued Debt at June 30	5,367,672	6,033,172	5,495,000	10,462,220	3,209,305	14,827,958	16,769,126	13,849,075	9,009,326	4,912,426
Less Golf Fund	(80,000)	(80,000)	(80,000)	(60,000)	(93,000)	(60,000)	(3,000)	(3,000)	-	-
Less Arena Fund	(475,000)	-	-	-	-	-	(76,500)	(3,000)	-	-
Less Solid Waste Fund	-	-	-	-	-	-	-	-	-	-
Less Water Fund	(175,000)	(150,000)	-	-	(136)	(36,500)	(136,500)	(36,500)	(791,700)	(36,500)
Less Sewer Fund (3)	(552,672)	(2,168,172)	-	-	-	(36,500)	(136,500)	(36,500)	(356,500)	(36,500)
Less Tax Increment Debt (3)	(285,000)	-	-	-	-	-	-	-	-	-
Total Debt Subject to general limit	\$ 33,659,994	\$ 34,863,037	\$ 37,548,273	\$ 47,301,499	\$ 45,043,386	\$ 57,709,982	\$ 64,806,779	\$ 67,329,144	\$ 65,154,844	\$ 64,757,034
Legal Debt Margin										
General	81,881,850	75,799,406	78,776,132	74,213,906	72,315,446	62,344,296	56,183,440	59,400,348	66,871,672	72,488,914
Water Fund	373,195,770	356,794,421	374,945,676	392,332,485	378,286,665	385,548,813	387,220,828	406,464,397	423,697,270	439,001,132
% of Legal Debt Limits Used										
General	29.1%	31.5%	32.3%	38.9%	38.4%	48.1%	53.6%	53.1%	49.3%	47.2%
Water Fund	3.1%	3.2%	3.3%	3.1%	3.3%	3.6%	4.0%	3.8%	3.5%	4.0%

Data Source
Audited Financial Statements

Notes:

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

City of Concord, New Hampshire

Ratios of Outstanding Debt by Debt Type

Last Ten Fiscal Years

Fiscal Year	Governmental Activities		Business-Type Activities	Total Primary Government	Per Capita	Percentage of Personal Income	Percentage of Estimated Actual Taxable Value of Property
	Bonds and Unamortized Premiums	Capital Leases	Bonds and Unamortized Premiums				
2020	\$ 67,845,016	\$ 13,593	\$ 38,956,607	\$ 106,815,216	\$ 2,448	7.22%	2.46%
2019	65,295,547	23,188	36,976,773	102,295,508	2,356	7.29%	2.45%
2018	60,259,916	32,783	37,920,176	98,212,875	2,206	7.15%	2.36%
2017	53,849,403	-	35,844,265	89,693,668	2,038	6.70%	2.22%
2016	49,375,887	-	32,810,121	82,186,008	2,206	6.38%	2.12%
2015	48,874,693	-	27,679,766	76,554,459	1,804	5.94%	2.03%
2014	44,125,550	-	28,035,460	72,161,010	1,701	5.65%	2.11%
2013	40,430,476	-	28,732,324	69,162,800	1,615	5.51%	2.00%
2012	40,161,251	-	27,072,972	67,234,223	1,569	5.50%	2.03%
2011	40,031,119	-	26,601,474	66,632,593	1,557	5.45%	1.74%

City of Concord, New Hampshire

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

Fiscal Year	Local Assessed Value (1)				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	Total Assessed Value					
2020	\$ 2,590,372,174	\$ 1,627,391,900	\$ 218,854,000	\$ 4,436,618,074	\$ 92,714,134	\$ 4,343,903,940	25.08	\$ 4,607,017,330	96.3%
2019	2,462,226,874	1,602,481,857	203,135,500	4,267,844,231	87,033,611	4,180,810,620	25.44	4,430,221,635	96.3%
2018	2,341,028,799	1,531,794,890	188,082,990	4,060,906,679	30,676,026	4,030,230,653	25.38	4,253,023,855	95.5%
2017	2,258,430,650	1,526,604,188	177,017,200	3,962,052,038	31,281,237	3,930,770,801	24.77	4,061,020,935	97.6%
2016	2,168,810,800	1,539,035,833	178,446,300	3,886,292,933	32,958,740	3,853,334,193	24.36	4,033,984,178	96.3%
2015	2,101,417,750	1,534,639,311	161,176,300	3,797,233,361	33,688,716	3,763,544,645	23.58	3,942,193,209	96.3%
2014	2,074,759,050	1,584,155,007	167,511,600	3,826,425,657	33,299,807	3,793,125,850	22.59	4,074,453,253	93.9%
2013	2,087,208,900	1,614,705,822	166,101,300	3,868,016,022	35,915,240	3,832,100,782	21.61	3,899,194,377	99.2%
2012	2,139,560,300	1,419,233,200	165,340,900	3,724,134,400	37,130,879	3,687,003,521	21.70	3,708,962,523	100.4%
2011	2,299,881,800	1,424,486,800	152,774,300	3,877,142,900	42,168,733	3,834,974,167	20.35	3,871,416,766	100.1%

Data Sources:

(1) State MS-1 Report of Assessed Values

(2) NH Department of Revenue Administration's Annual Equalization Survey

City of Concord, New Hampshire

Fund Balances, Governmental Funds

Last Ten Fiscal Years

(modified accrual basis of accounting)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
General Fund										
Nonspendable	\$ 181,815	\$ 152,871	\$ 152,871	\$ 152,871	\$ 152,871	\$ 168,027	\$ 212,814	\$ 375,704	\$ 380,210	\$ 811,360
Restricted	-	-	-	-	-	-	-	-	-	-
Committed	4,316,925	4,938,869	4,729,164	3,416,913	3,265,799	4,106,177	5,271,321	4,791,914	5,354,512	5,103,714
Assigned	1,355,353	894,000	935,000	750,000	960,000	930,000	975,000	975,000	1,400,000	1,280,000
Unassigned	6,736,075	8,168,250	9,079,250	9,879,330	10,171,068	10,735,579	11,015,079	11,371,395	11,769,490	12,525,950
Total General Fund	<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>	<u>\$ 17,474,214</u>	<u>\$ 17,514,013</u>	<u>\$ 18,904,212</u>	<u>\$ 19,721,024</u>
Other Governmental Funds										
Nonspendable	\$ 9,239,526	\$ 9,394,226	\$ 10,335,606	\$ 12,004,524	\$ 12,631,335	\$ 11,465,110	\$ 12,586,124	\$ 13,547,616	\$ 11,229,848	\$ 11,411,057
Restricted	4,214,191	2,803,781	3,148,961	9,539,642	11,848,567	11,105,618	13,594,542	11,556,505	17,159,828	20,778,744
Committed	10,842,872	9,916,209	7,765,227	5,109,805	6,977,411	5,439,600	4,083,185	3,038,764	4,903,220	3,017,327
Assigned	-	-	-	-	-	-	-	-	-	-
Unassigned	(915)	(1,290)	-	(1,329,031)	(726,422)	(2,091,373)	(2,180,891)	(4,747,101)	(2,462,365)	(682,657)
Total Other Funds	<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>	<u>\$ 28,082,960</u>	<u>\$ 23,395,784</u>	<u>\$ 30,830,531</u>	<u>\$ 34,524,471</u>

Data Source:

Audited Financial Statements

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

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
<u>General</u>								
2	Information Technology Hardware & Software Replacement	243,257	0	16,967	226,290	0	0	0
4	Fire Department Vehicle Replacement	765,000	765,000	0	0	0	0	0
51	White Park	300,000	300,000	0	0	0	0	0
55	Rolfe Park	90,000	90,000	0	0	0	0	0
56	Rollins Park	135,000	135,000	0	0	0	0	0
63	City Wide Recreation Facility Improvements	270,000	270,000	0	0	0	0	0
65	City Hall Renovations	707,579	300,000	407,579	0	0	0	0
78	Annual Highway Improvement Program	2,375,000	0	0	0	0	0	2,375,000
121	Vehicle & Equipment Replacement Program	1,235,000	1,235,000	0	0	0	0	0
230	Opticom Replacement	15,000	0	0	0	0	0	15,000
235	Golf Course Grounds Improvements	385,000	385,000	0	0	0	0	0
283	Traffic Signals and Traffic Operations Improvements	220,000	220,000	0	0	0	0	0
297	Geographic Information Systems (GIS)	3,500	0	0	3,500	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	175,000	175,000	0	0	0	0	0
335	Thermal Imaging Cameras	35,000	35,000	0	0	0	0	0
368	Police Department Communications Equipment	100,000	100,000	0	0	0	0	0
443	City-Wide Community Center	80,000	80,000	0	0	0	0	0
477	Library Equipment Replacement	30,000	30,000	0	0	0	0	0

CITY OF CONCORD, NEW HAMPSHIRE

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

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

CITY OF CONCORD, NEW HAMPSHIRE

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

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

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

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
<u>Golf</u>								
235	Golf Course Grounds Improvements	35,000	35,000	0	0	0	0	0
530	Golf Course Equipment	105,000	105,000	0	0	0	0	0
	Subtotal Golf	140,000	140,000	0	0	0	0	0
	Less *	0	0	0	0	0	0	0
	Total Golf	140,000	140,000	0	0	0	0	0
<u>Arena</u>								
64	Arena Improvements	160,000	160,000	0	0	0	0	0
	Subtotal Arena	160,000	160,000	0	0	0	0	0
	Less *	0	0	0	0	0	0	0
	Total Arena	160,000	160,000	0	0	0	0	0

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

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
<u>Water</u>								
2	Information Technology Hardware & Software Replacement	18,875	0	0	18,875	0	0	0
121	Vehicle & Equipment Replacement Program	140,000	140,000	0	0	0	0	0
124	Water System SCADA Improvements	30,672	0	16,672	14,000	0	0	0
244	Water Meter Replacement Program	125,000	0	0	125,000	0	0	0
297	Geographic Information Systems (GIS)	3,500	0	0	3,500	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	90,000	90,000	0	0	0	0	0
347	Water Storage Tank Repairs	50,000	50,000	0	0	0	0	0
451	Leak Detection	15,000	0	0	15,000	0	0	0
	Subtotal Water	473,047	280,000	16,672	176,375	0	0	0
	Less *	0	0	0	0	0	0	0
	Total Water	473,047	280,000	16,672	176,375	0	0	0

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

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
<u>Wastewater</u>								
2	Information Technology Hardware & Software Replacement	18,875	0	0	18,875	0	0	0
91	Sewer Main Rehabilitation and Construction	40,000	0	0	40,000	0	0	0
104	Hall Street Waste Water Treatment Plant Improvements	2,167,281	1,965,000	202,281	0	0	0	0
121	Vehicle & Equipment Replacement Program	280,000	280,000	0	0	0	0	0
275	Sewer Pump Station Improvements	75,000	0	0	0	0	0	75,000
297	Geographic Information Systems (GIS)	3,500	0	0	3,500	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	90,000	90,000	0	0	0	0	0
410	Sewer Video Inspection Equipment	80,000	80,000	0	0	0	0	0
466	Penacook Waste Water Treatment Plant Improvements	140,000	140,000	0	0	0	0	0
	Subtotal Wastewater	2,894,656	2,555,000	202,281	62,375	0	0	75,000
	Less *	0	0	0	0	0	0	0
	Total Wastewater	2,894,656	2,555,000	202,281	62,375	0	0	75,000
	Subtotal	13,452,749	8,130,000	648,209	539,540	80,000	1,000,000	3,055,000
	Less *	1,410,000	330,000	0	0	80,000	1,000,000	0
	Grand Total	12,042,749	7,800,000	648,209	539,540	0	0	3,055,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
SUMMARY LISTING**

Type	General	Parking	Arena	Cemetery	Golf	Airport	Water	Sewer	Solid Waste	Other	Total
Capital Close-out	424,546	4,710	0	0	0	0	16,672	202,281	0	0	648,209
Capital Outlay	0	0	0	0	0	12,650	0	0	0	0	12,650
Capital Transfer	6,419,990	262,000	0	0	25,000	352,884	2,152,375	808,375	20,000	0	10,040,624
Donations	7,588,900	0	0	0	0	0	0	0	0	0	7,588,900
Equip Replace Reserve	160,000	0	0	0	0	0	0	0	0	0	160,000
Federal	0	0	0	0	0	0	0	0	0	15,003,900	15,003,900
G.O. Bonds	168,977,900	10,675,000	410,000	0	1,125,000	2,525,406	14,740,000	45,664,000	170,000	0	244,287,306
Highway Reserve	28,610,000	0	0	0	0	0	0	0	0	0	28,610,000
Impact Fees Rec Dist 1	110,000	0	0	0	0	0	0	0	0	0	110,000
Impact Fees Traf Dist 3	200,000	0	0	0	0	0	0	0	0	0	200,000
Impact Fees Traf Dist 4	235,000	0	0	0	0	0	0	0	0	0	235,000
Mountain Green Reserve	0	0	0	0	0	0	0	375,000	0	0	375,000
State	0	0	0	0	0	0	0	0	0	20,760,940	20,760,940
Tax Increment Financing	0	0	0	0	0	0	0	0	0	5,175,000	5,175,000
Total	212,726,336	10,941,710	410,000	0	1,150,000	2,890,940	16,909,047	47,049,656	190,000	40,939,840	333,207,529

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
<u>General /G.O. Bonds</u>											
121 Vehicle & Equipment Replacement Program	1,235,000	1,002,000	1,140,000	1,047,000	1,375,000	1,404,000	1,603,000	1,482,000	1,362,000	2,269,000	13,919,000
4 Fire Department Vehicle Replacement	765,000	1,500,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	1,980,000	9,790,000
235 Golf Course Grounds Improvements	385,000	310,000	310,000	400,000	400,000	0	0	0	0	0	1,805,000
543 Merrimack River Greenway Trail Project	330,000 *	0	0	1,100,000	0	0	0	0	0	0	1,430,000
51 White Park	300,000	390,000	110,000	80,000	195,000	125,000	30,000	125,000	10,000	0	1,365,000
65 City Hall Renovations	300,000	520,000	785,000	0	0	1,070,000	0	0	0	500,000	3,175,000
63 City Wide Recreation Facility Improvements	270,000	550,000	0	550,000	550,000	170,000	0	0	0	0	2,090,000
283 Traffic Signals and Traffic Operations Improvements	220,000	30,000	30,000	30,000	230,000	30,000	30,000	205,000	0	0	805,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	175,000	240,000	190,000	0	0	100,000	30,000	0	0	0	735,000
551 Library Maintenance	160,000	200,000	280,000	30,000	300,000	0	275,000	100,000	0	0	1,345,000
56 Rollins Park	135,000	0	50,000	40,000	200,000	0	0	175,000	55,000	15,000	670,000
368 Police Department Communications Equipment	100,000	0	0	0	0	80,000	0	0	0	0	180,000
561 Fire Alarm Infrastructure Replacement	95,000	93,000	93,000	20,000	20,000	20,000	20,000	20,000	20,000	250,000	651,000
55 Rolfe Park	90,000	0	0	0	0	175,000	60,000	0	0	300,000	625,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
443 City-Wide Community Center	80,000	0	15,000	0	0	0	0	0	440,000	0	535,000
587 Cemetery Improvements	80,000	80,000	290,000	115,000	150,000	35,000	375,000	0	0	0	1,125,000
528 Pocket Parks	65,000	0	0	0	240,000	0	0	0	50,000	0	355,000
575 Police Vehicle & Equipment Replacement	50,000	0	0	0	0	0	0	0	0	0	50,000
335 Thermal Imaging Cameras	35,000	0	0	45,000	0	0	0	0	60,000	0	140,000
630 Police Computer Crimes Hardware and Equipment	35,000	17,000	16,000	0	0	0	0	0	0	0	68,000
477 Library Equipment Replacement	30,000	0	0	0	0	0	0	0	0	0	30,000
573 Fire Department Personnel Protective Equipment	30,000	0	0	750,000	30,000	0	0	0	0	0	810,000
17 Sidewalk, Bikeway and Streetscape Improvements	0	225,000	0	250,000	0	275,000	0	300,000	0	0	1,050,000
18 Storrs Street Extension, North & South	0	0	0	0	0	0	0	0	500,000	5,000,000	5,500,000
31 Broadway / West Street Intersection (McKee Square) Signalization	0	0	1,800,000	0	0	0	0	0	0	0	1,800,000
36 Manchester Street / Route 3 South	0	0	0	300,000	125,000	0	6,900,000	0	0	0	7,325,000
40 Langley Parkway	0	0	2,860,400	0	6,795,000	0	0	0	0	0	9,655,400

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
43 Garvins Falls Development Area	0	0	0	0	0	0	0	0	0	3,000,000	3,000,000
52 Keach Park	0	80,000	0	0	620,000	230,000	0	20,000	0	500,000	1,450,000
54 Russell Martin Park	0	0	0	0	0	0	0	700,000	700,000	200,000	1,600,000
57 Gustaf H. Lehtinen Park/Hero's Bridge	0	0	0	0	50,000	0	0	0	0	0	50,000
59 Terrill Park	0	0	2,400,000	0	0	800,000	0	60,000	0	0	3,260,000
60 Kiwanis (Waterfront) Park	0	0	110,000	0	750,000	300,000	0	0	500,000	0	1,660,000
64 Arena Improvements	0	0	1,100,000	650,000	150,000	0	0	0	0	0	1,900,000
68 Library	0	250,000	300,000	0	0	2,101,500	21,015,000	0	0	0	23,666,500
83 Storm Water Improvements	0	0	75,000	100,000	650,000	650,000	1,500,000	1,500,000	1,500,000	1,500,000	7,475,000
107 Golf Course Club House and Maintenance Buildings	0	25,000	0	0	0	0	100,000	3,775,000	0	0	3,900,000
230 Opticom Replacement	0	0	0	0	0	0	0	0	20,000	0	20,000
252 Fire Station Improvements	0	350,000	0	0	0	0	0	0	80,000	0	430,000
305 Fire Department Communications Equipment	0	0	0	0	0	700,000	0	0	0	150,000	850,000
358 Garrison Park	0	0	0	60,000	150,000	0	0	0	0	125,000	335,000
359 Merrill Park	0	0	0	245,000	30,000	0	0	0	0	325,000	600,000
360 Kimball Park	0	0	0	10,000	0	0	0	265,000	80,000	0	355,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
370 Police Department Ballistic Vest Replacement Program	0	0	0	0	80,000	0	0	0	0	0	80,000
375 Fire Department Boats	0	30,000	0	0	0	0	0	0	40,000	0	70,000
376 Fire Department Hose & Equipment Replacement	0	35,000	0	0	0	0	35,000	50,000	115,000	0	235,000
380 Neighborhood Safety Improvements	0	40,000	0	0	0	0	0	0	0	0	40,000
381 Landfill Closure and Maintenance	0	0	0	0	0	0	0	8,932,000	0	0	8,932,000
484 Police Station Improvements	0	50,000	100,000	0	0	0	0	0	0	0	150,000
502 Whitney Road Extension	0	0	0	0	0	200,000	2,800,000	0	0	0	3,000,000
505 South Main Street Corridor Improvements	0	0	0	0	0	0	0	0	160,000	1,150,000	1,310,000
518 Bridge and Dam Maintenance / Repairs	0	0	250,000	0	0	0	0	0	0	0	250,000
519 Manchester Street/Old Turnpike Road Intersection Improvements	0	0	0	0	0	0	415,000	0	0	0	415,000
520 Intersection Safety Improvements	0	0	50,000	100,000	50,000	50,000	50,000	0	0	0	300,000
527 Fire Department EMS Equipment Replacement	0	0	500,000	0	0	0	0	0	0	600,000	1,100,000
541 Regional Drive/Chenell Drive Intersection Improvements	0	0	0	0	850,000	0	0	0	0	0	850,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
557 Memorial Field	0	0	0	2,440,000	35,000	0	0	0	125,000	0	2,600,000
560 Fire Training Facility	0	0	0	0	0	0	500,000	0	0	0	500,000
563 Master Plan Update	0	30,000	180,000	0	0	0	0	0	0	0	210,000
569 Parks and Cemeteries Small Turf Equipment	0	55,000	145,000	65,000	20,000	0	25,000	75,000	40,000	0	425,000
570 Pleasant/Warren/Fruit Intersection Roundabout	0	0	0	0	0	0	0	0	1,500,000	0	1,500,000
571 I-393/Horseshoe Pond Drainage Improvements	0	100,000	0	0	0	0	0	0	0	0	100,000
579 Downtown Squares	0	0	0	0	0	215,000	1,200,000	0	0	0	1,415,000
583 East Concord Fire Station	0	0	0	0	0	0	6,000,000	0	0	0	6,000,000
588 Loudon Road Bridge Improvement Project	0	2,131,000	0	0	0	0	0	0	0	0	2,131,000
589 Downtown Corridor Streetscape Improvement Project	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	3,920,000
590 Downtown Civic District Sidewalk Replacement	0	0	0	750,000	0	0	0	0	0	0	750,000
591 Sidewalk Cleanliness	0	0	0	0	0	0	0	0	90,000	0	90,000
594 New Central Fire Station	0	0	0	0	0	14,000,000	0	0	0	0	14,000,000
598 TASER Replacement	0	55,000	55,000	0	0	0	65,000	65,000	0	0	240,000
602 Iron Works Road Bridge Replacement Project	0	0	0	0	0	440,000	0	0	0	0	440,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
611 Eastman Street Retaining Wall	0	0	0	0	0	0	190,000	0	0	0	190,000
620 Police Department Security Fencing	0	30,000	0	0	0	0	0	0	0	0	30,000
636 Electric Vehicle (EV) Charging Stations	0	0	0	0	0	75,000	0	0	50,000	0	125,000
Total General /G.O. Bonds	4,965,000	8,418,000	14,659,400	11,292,000	15,815,000	24,650,500	43,768,000	18,534,000	8,632,000	18,244,000	168,977,900
<u>General /Capital Transfer</u>											
2 Information Technology Hardware & Software Replacement	226,290	157,500	247,500	187,500	183,500	166,500	187,500	220,000	214,750	217,450	2,008,490
631 Multi-Function Photocopy Machines	39,000	76,000	31,000	35,000	8,000	41,000	39,000	33,000	75,000	9,000	386,000
297 Geographic Information Systems (GIS)	3,500	73,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	105,000
302 Enterprise Wide Information Systems Applications	0	0	112,500	0	0	0	0	0	0	0	112,500
375 Fire Department Boats	0	0	0	0	30,000	0	0	0	0	0	30,000
376 Fire Department Hose & Equipment Replacement	0	25,000	30,000	0	30,000	0	0	0	0	0	85,000
477 Library Equipment Replacement	0	35,000	0	24,000	0	0	0	0	0	0	59,000
521 Police Firearms Range Improvements	0	0	0	0	0	20,000	0	0	0	0	20,000
525 Telephone System Replacement Program	0	0	0	0	225,000	0	0	0	0	0	225,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
550 Roundabout Maintenance	0	75,000	0	80,000	0	0	100,000	0	0	0	255,000
551 Library Maintenance	0	0	0	0	10,000	0	0	0	4,000	0	14,000
555 Handgun Replacement	0	0	0	0	0	50,000	0	0	0	0	50,000
573 Fire Department Personnel Protective Equipment	0	35,000	35,000	35,000	35,000	40,000	40,000	40,000	40,000	45,000	345,000
575 Police Vehicle & Equipment Replacement	0	210,000	220,000	220,000	230,000	230,000	240,000	240,000	250,000	250,000	2,090,000
599 Zoning Update	0	0	0	0	60,000	0	0	0	0	0	60,000
600 Impact Fee Ordinance Update	0	0	0	0	0	0	20,000	0	0	0	20,000
601 Design Guidelines Update	0	30,000	0	0	0	0	0	0	0	0	30,000
615 Fiber System Replacement	0	0	0	0	25,000	500,000	0	0	0	0	525,000
Total General /Capital Transfer	268,790	717,000	679,500	585,000	840,000	1,051,000	630,000	536,500	587,250	524,950	6,419,990
<u>General /Capital Close-out</u>											
65 City Hall Renovations	407,579	0	0	0	0	0	0	0	0	0	407,579
2 Information Technology Hardware & Software Replacement	16,967	0	0	0	0	0	0	0	0	0	16,967
Total General /Capital Close-out	424,546	0	0	0	0	0	0	0	0	0	424,546

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
<u>General /Highway Reserve</u>											
78 Annual Highway Improvement Program	2,375,000	2,550,000	2,710,000	2,710,000	2,800,000	2,900,000	3,000,000	3,000,000	3,000,000	3,000,000	28,045,000
518 Bridge and Dam Maintenance / Repairs	320,000	0	75,000	100,000	0	0	0	0	0	0	495,000
230 Opticom Replacement	15,000	0	15,000	0	20,000	0	20,000	0	0	0	70,000
Total General /Highway Reserve	2,710,000	2,550,000	2,800,000	2,810,000	2,820,000	2,900,000	3,020,000	3,000,000	3,000,000	3,000,000	28,610,000
<u>General /Equip Replace Reserve</u>											
575 Police Vehicle & Equipment Replacement	160,000	0	0	0	0	0	0	0	0	0	160,000
Total General /Equip Replace Reserve	160,000	0	0	0	0	0	0	0	0	0	160,000
<u>General /Donations</u>											
557 Memorial Field	80,000 *	0	0	0	0	0	0	0	0	0	80,000
40 Langley Parkway	0	0	2,860,400	0	0	0	0	0	0	0	2,860,400
51 White Park	0	350,000	0	0	0	0	0	0	0	0	350,000
59 Terrill Park	0	0	150,000	0	0	0	0	0	0	0	150,000
60 Kiwanis (Waterfront) Park	0	0	0	0	50,000	0	0	0	0	0	50,000
68 Library	0	0	0	0	0	233,500	2,335,000	0	0	0	2,568,500
380 Neighborhood Safety Improvements	0	25,000	0	0	0	0	0	0	0	0	25,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
515 Golf Course Winter Recreation Improvements	0	0	50,000	0	0	0	25,000	0	0	0	75,000
543 Merrimack River Greenway Trail Project	0	200,000	0	1,100,000	0	0	0	0	0	0	1,300,000
591 Sidewalk Cleanliness	0	0	0	0	0	0	0	0	30,000	0	30,000
618 Unmanned Aerial System (UAS)	0	0	100,000	0	0	0	0	0	0	0	100,000
Total General /Donations	80,000	575,000	3,160,400	1,100,000	50,000	233,500	2,360,000	0	30,000	0	7,588,900

Other /Tax Increment Financing

97 Low Avenue Improvements	0	0	0	0	0	0	0	0	400,000	4,000,000	4,400,000
567 Penacook Riverfront Parks	0	775,000	0	0	0	0	0	0	0	0	775,000
Total Other /Tax Increment Financing	0	775,000	0	0	0	0	0	0	400,000	4,000,000	5,175,000

Other /Federal

543 Merrimack River Greenway Trail Project	1,000,000 *	0	0	0	0	0	0	0	0	0	1,000,000
71 Runway Protection Zones: Property Acquisition	0	0	0	0	427,500	0	0	0	0	0	427,500
72 Runway Pavement Improvements	0	0	0	0	500,000	2,660,000	2,660,000	900,000	18,000	0	6,738,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	0	0	0	630,000	0	0	0	0	630,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
383 New Airport Terminal Building	0	0	207,000	0	543,000	0	0	0	0	0	750,000
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	150,000	1,000,000	0	0	0	0	1,150,000
471 Airport Fuel Farm	0	0	0	0	0	0	500,000	0	0	0	500,000
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	0	0	0	205,200	205,200	0	0	0	410,400
534 Tie Down Rehabilitation and Expansion	0	0	0	150,000	675,000	1,080,000	0	0	0	0	1,905,000
536 Hangar Replacement	0	0	0	0	0	0	0	0	477,000	0	477,000
572 Airport Master Plan	0	0	0	0	0	0	190,000	0	0	0	190,000
609 Main Street Sign Panels	0	18,000	18,000	0	0	0	0	0	0	0	36,000
629 Police Body Worn Cameras and In-Car Video	0	0	470,000	80,000	80,000	80,000	80,000	0	0	0	790,000
Total Other /Federal	1,000,000	18,000	695,000	230,000	2,375,500	5,655,200	3,635,200	900,000	495,000	0	15,003,900
<u>Other /State</u>											
71 Runway Protection Zones: Property Acquisition	0	0	0	0	23,750	0	0	0	0	0	23,750
72 Runway Pavement Improvements	0	0	0	0	27,778	147,778	147,778	50,000	1,000	0	374,334
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	0	0	0	35,000	0	0	0	0	35,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
383 New Airport Terminal Building	0	0	10,350	0	27,150	0	0	0	0	0	37,500
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	8,334	55,556	0	0	0	0	63,890
471 Airport Fuel Farm	0	0	0	0	0	0	27,778	0	0	0	27,778
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	0	0	0	11,400	11,400	0	0	0	22,800
534 Tie Down Rehabilitation and Expansion	0	0	0	8,334	37,500	60,000	0	0	0	0	105,834
536 Hangar Replacement	0	0	0	0	0	0	0	0	26,500	0	26,500
543 Merrimack River Greenway Trail Project	0	800,000	0	8,800,000	0	0	0	0	0	0	9,600,000
567 Penacook Riverfront Parks	0	150,000	0	0	0	0	0	0	0	0	150,000
572 Airport Master Plan	0	0	0	0	0	0	10,554	0	0	0	10,554
588 Loudon Road Bridge Improvement Project	0	8,523,000	0	0	0	0	0	0	0	0	8,523,000
602 Iron Works Road Bridge Replacement Project	0	0	0	0	0	1,760,000	0	0	0	0	1,760,000
Total Other /State	0	9,473,000	10,350	8,808,334	124,512	2,069,734	197,510	50,000	27,500	0	20,760,940

Parking /G.O. Bonds

595 Parking Meters	30,000	360,000	0	0	0	0	1,470,000	0	315,000	0	2,175,000
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***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
403 Parking Division Vehicle and Equipment Replacement Program	0	0	50,000	0	0	55,000	0	0	0	60,000	165,000
432 North State Street Parking Garage (Formerly Firehouse Block)	0	370,000	3,650,000	0	75,000	0	0	0	750,000	100,000	4,945,000
433 School Street Parking Garage (Formerly Durgin Block)	0	0	0	0	700,000	0	0	0	0	0	700,000
529 Storrs Street Parking Garage (Formerly Capital Commons)	0	0	0	0	0	650,000	0	0	0	0	650,000
567 Penacook Riverfront Parks	0	315,000	0	0	0	0	0	0	0	0	315,000
596 Surface Lots	0	0	0	0	0	0	0	450,000	500,000	525,000	1,475,000
597 Parking Beacons	0	0	0	0	0	0	250,000	0	0	0	250,000
Total Parking /G.O. Bonds	30,000	1,045,000	3,700,000	0	775,000	705,000	1,720,000	450,000	1,565,000	685,000	10,675,000
<u>Parking /Capital Transfer</u>											
595 Parking Meters	10,000	0	0	0	0	15,000	0	0	0	0	25,000
403 Parking Division Vehicle and Equipment Replacement Program	6,000	0	0	0	0	0	0	0	0	0	6,000
616 Parking Division Technology	6,000	0	35,000	0	0	0	0	0	0	0	41,000
597 Parking Beacons	0	0	0	0	0	0	0	5,000	5,000	5,000	15,000
627 Parking Strategic Plan	0	0	0	0	175,000	0	0	0	0	0	175,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Total Parking /Capital Transfer	22,000	0	35,000	0	175,000	15,000	0	5,000	5,000	5,000	262,000
<u>Parking /Capital Close-out</u>											
403 Parking Division Vehicle and Equipment Replacement Program	4,710	0	0	0	0	0	0	0	0	0	4,710
Total Parking /Capital Close- out	4,710	0	0	0	0	0	0	0	0	0	4,710
<u>Arena /G.O. Bonds</u>											
64 Arena Improvements	160,000	0	15,000	100,000	0	60,000	0	0	0	75,000	410,000
Total Arena /G.O. Bonds	160,000	0	15,000	100,000	0	60,000	0	0	0	75,000	410,000
<u>Golf /G.O. Bonds</u>											
530 Golf Course Equipment	105,000	70,000	35,000	35,000	70,000	35,000	70,000	35,000	35,000	70,000	560,000
235 Golf Course Grounds Improvements	35,000	65,000	15,000	60,000	60,000	50,000	50,000	50,000	50,000	60,000	495,000
107 Golf Course Club House and Maintenance Buildings	0	0	10,000	0	50,000	10,000	0	0	0	0	70,000
Total Golf /G.O. Bonds	140,000	135,000	60,000	95,000	180,000	95,000	120,000	85,000	85,000	130,000	1,125,000
<u>Golf /Capital Transfer</u>											
107 Golf Course Club House and Maintenance Buildings	0	25,000	0	0	0	0	0	0	0	0	25,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Total Golf /Capital Transfer	0	25,000	0	0	0	0	0	0	0	0	25,000
<u>Airport /G.O. Bonds</u>											
72 Runway Pavement Improvements	0	0	0	0	0	147,778	147,778	50,000	0	0	345,556
75 General Airport Repairs	0	0	130,000	0	0	0	0	0	0	0	130,000
383 New Airport Terminal Building	0	0	0	0	1,729,850	0	0	0	0	0	1,729,850
514 Airport Parking Lot Improvements	0	0	0	0	0	0	0	0	0	320,000	320,000
Total Airport /G.O. Bonds	0	0	130,000	0	1,729,850	147,778	147,778	50,000	0	320,000	2,525,406
<u>Airport /Capital Outlay</u>											
383 New Airport Terminal Building	0	0	12,650	0	0	0	0	0	0	0	12,650
Total Airport /Capital Outlay	0	0	12,650	0	0	0	0	0	0	0	12,650
<u>Airport /Capital Transfer</u>											
75 General Airport Repairs	10,000	15,000	0	10,000	10,000	10,000	0	0	0	0	55,000
71 Runway Protection Zones: Property Acquisition	0	0	0	0	23,750	0	0	0	0	0	23,750
72 Runway Pavement Improvements	0	0	0	0	27,778	0	0	0	1,000	0	28,778
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	0	0	0	35,000	0	0	0	0	35,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	8,334	8,556	0	0	0	0	16,890
471 Airport Fuel Farm	0	0	0	0	0	0	27,778	0	0	0	27,778
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	0	0	0	11,400	11,400	0	0	0	22,800
534 Tie Down Rehabilitation and Expansion	0	0	0	8,334	37,500	60,000	0	0	0	0	105,834
536 Hangar Replacement	0	0	0	0	0	0	0	0	26,500	0	26,500
572 Airport Master Plan	0	0	0	0	0	0	10,554	0	0	0	10,554
Total Airport /Capital Transfer	10,000	15,000	0	18,334	107,362	124,956	49,732	0	27,500	0	352,884

Water /G.O. Bonds

121 Vehicle & Equipment Replacement Program	140,000	52,000	68,000	110,000	60,000	60,000	220,000	252,000	82,000	96,000	1,140,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	90,000	70,000	90,000	0	0	50,000	15,000	0	0	0	315,000
347 Water Storage Tank Repairs	50,000	50,000	75,000	40,000	50,000	55,000	55,000	80,000	0	50,000	505,000
36 Manchester Street / Route 3 South	0	0	0	0	0	0	140,000	0	0	0	140,000
43 Garvins Falls Development Area	0	0	0	0	0	0	0	0	0	875,000	875,000
84 Water Main Cleaning & Lining	0	0	0	575,000	260,000	0	575,000	0	0	1,040,000	2,450,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
85 Water Main Replacement	0	0	0	0	0	0	0	0	0	3,000,000	3,000,000
86 Water Main Construction	0	0	0	1,000,000	0	0	0	0	0	0	1,000,000
88 Water Plant Improvements	0	90,000	100,000	230,000	150,000	400,000	400,000	0	950,000	1,025,000	3,345,000
114 Penacook Lake Dam and Spillway Rehabilitation	0	0	250,000	0	0	0	0	0	0	0	250,000
321 Water System Master Plan & Implementation	0	0	0	0	40,000	0	0	90,000	0	50,000	180,000
345 Water Supply Well Field Maintenance	0	0	0	0	0	0	150,000	0	0	0	150,000
372 Water System Pump Station Improvements	0	180,000	0	1,020,000	0	0	0	0	0	0	1,200,000
482 Water System Asset Management	0	0	0	90,000	0	0	0	0	0	0	90,000
636 Electric Vehicle (EV) Charging Stations	0	0	75,000	0	0	0	25,000	0	0	0	100,000
Total Water /G.O. Bonds	280,000	442,000	658,000	3,065,000	560,000	565,000	1,580,000	422,000	1,032,000	6,136,000	14,740,000
<u>Water /Capital Transfer</u>											
244 Water Meter Replacement Program	125,000	125,000	125,000	150,000	150,000	150,000	150,000	150,000	175,000	175,000	1,475,000
2 Information Technology Hardware & Software Replacement	18,875	26,250	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	257,125
451 Leak Detection	15,000	0	0	0	10,000	0	0	0	0	0	25,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
124 Water System SCADA Improvements	14,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	284,000
297 Geographic Information Systems (GIS)	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	35,000
86 Water Main Construction	0	0	10,000	0	0	0	0	0	0	0	10,000
302 Enterprise Wide Information Systems Applications	0	0	18,750	0	0	0	0	0	0	0	18,750
525 Telephone System Replacement Program	0	0	0	0	37,500	0	0	0	0	0	37,500
636 Electric Vehicle (EV) Charging Stations	0	10,000	0	0	0	0	0	0	0	0	10,000
Total Water /Capital Transfer	176,375	194,750	228,500	214,750	248,250	211,250	214,750	208,500	227,625	227,625	2,152,375

Water /Capital Close-out

124 Water System SCADA Improvements	16,672	0	0	0	0	0	0	0	0	0	16,672
Total Water /Capital Close-out	16,672	0	0	0	0	0	0	0	0	0	16,672

Sewer /G.O. Bonds

104 Hall Street Waste Water Treatment Plant Improvements	1,965,000	1,425,000	1,300,000	1,750,000	6,000,000	1,200,000	2,375,000	3,300,000	1,000,000	500,000	20,815,000
121 Vehicle & Equipment Replacement Program	280,000	525,000	385,000	85,000	60,000	200,000	160,000	255,000	327,000	257,000	2,534,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
466 Penacook Waste Water Treatment Plant Improvements	140,000	350,000	160,000	775,000	250,000	2,100,000	150,000	500,000	450,000	250,000	5,125,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	90,000	70,000	90,000	0	0	50,000	15,000	0	0	0	315,000
410 Sewer Video Inspection Equipment	80,000	0	0	0	0	0	0	0	0	0	80,000
36 Manchester Street / Route 3 South	0	0	0	0	0	400,000	0	0	0	0	400,000
43 Garvins Falls Development Area	0	0	0	0	0	0	0	0	0	1,275,000	1,275,000
89 Hall Street Waste Water Treatment Plant Odor Control	0	0	0	0	0	0	450,000	7,100,000	0	100,000	7,650,000
91 Sewer Main Rehabilitation and Construction	0	375,000	0	115,000	0	0	450,000	0	0	4,000,000	4,940,000
275 Sewer Pump Station Improvements	0	75,000	450,000	205,000	450,000	250,000	500,000	0	0	0	1,930,000
502 Whitney Road Extension	0	0	0	0	0	0	525,000	0	0	0	525,000
636 Electric Vehicle (EV) Charging Stations	0	0	0	75,000	0	0	0	0	0	0	75,000
Total Sewer /G.O. Bonds	2,555,000	2,820,000	2,385,000	3,005,000	6,760,000	4,200,000	4,625,000	11,155,000	1,777,000	6,382,000	45,664,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
<u>Sewer /Capital Transfer</u>											
91 Sewer Main Rehabilitation and Construction	40,000	40,000	50,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	410,000
2 Information Technology Hardware & Software Replacement	18,875	26,250	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	257,125
297 Geographic Information Systems (GIS)	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	35,000
104 Hall Street Waste Water Treatment Plant Improvements	0	15,000	0	0	0	0	0	0	0	0	15,000
302 Enterprise Wide Information Systems Applications	0	0	18,750	0	0	0	0	0	0	0	18,750
410 Sewer Video Inspection Equipment	0	0	0	0	0	20,000	0	0	0	0	20,000
466 Penacook Waste Water Treatment Plant Improvements	0	0	0	0	0	0	15,000	0	0	0	15,000
525 Telephone System Replacement Program	0	0	0	0	37,500	0	0	0	0	0	37,500
Total Sewer /Capital Transfer	62,375	84,750	113,500	74,750	98,250	91,250	89,750	68,500	62,625	62,625	808,375
<u>Sewer /Capital Close-out</u>											
104 Hall Street Waste Water Treatment Plant Improvements	202,281	0	0	0	0	0	0	0	0	0	202,281

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Total Sewer /Capital Close-out	202,281	0	0	0	0	0	0	0	0	0	202,281
<u>Sewer /Mountain Green Reserve</u>											
275 Sewer Pump Station Improvements	75,000	300,000	0	0	0	0	0	0	0	0	375,000
Total Sewer /Mountain Green Reserve	75,000	300,000	0	0	0	0	0	0	0	0	375,000
<u>Solid Waste /Capital Transfer</u>											
447 Landfill Soil Vapor Extraction Systems	0	0	0	0	0	0	0	10,000	10,000	0	20,000
Total Solid Waste /Capital Transfer	0	0	0	0	0	0	0	10,000	10,000	0	20,000
<u>Solid Waste /G.O. Bonds</u>											
447 Landfill Soil Vapor Extraction Systems	0	0	0	0	0	0	125,000	45,000	0	0	170,000
Total Solid Waste /G.O. Bonds	0	0	0	0	0	0	125,000	45,000	0	0	170,000
<u>General /Impact Fees Rec Dist 1</u>											
567 Penacook Riverfront Parks	110,000	0	0	0	0	0	0	0	0	0	110,000
Total General /Impact Fees Rec Dist 1	110,000	0	0	0	0	0	0	0	0	0	110,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
<u>General /Impact Fees Traf Dist 3</u>											
31 Broadway / West Street Intersection (McKee Square) Signalization	0	200,000	0	0	0	0	0	0	0	0	200,000
Total General /Impact Fees Traf Dist 3	0	200,000	0	0	0	0	0	0	0	0	200,000
<u>General /Impact Fees Traf Dist 4</u>											
519 Manchester Street/Old Turnpike Road Intersection Improvements	0	0	0	0	0	0	85,000	0	0	0	85,000
541 Regional Drive/Chenell Drive Intersection Improvements	0	0	0	150,000	0	0	0	0	0	0	150,000
Total General /Impact Fees Traf Dist 4	0	0	0	150,000	0	0	85,000	0	0	0	235,000
Grand Total	13,452,749	27,787,500	29,342,300	31,548,168	32,658,724	42,775,168	62,367,720	35,519,500	17,963,500	39,792,200	333,207,529

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
<u>Airport</u>											
71 Runway Protection Zones: Property Acquisition											
Airport Capital Transfer	0	0	0	0	23,750	0	0	0	0	0	23,750
Other Federal	0	0	0	0	427,500	0	0	0	0	0	427,500
Other State	0	0	0	0	23,750	0	0	0	0	0	23,750
Subtotal	0	0	0	0	475,000	0	0	0	0	0	475,000
72 Runway Pavement Improvements											
Airport Capital Transfer	0	0	0	0	27,778	0	0	0	1,000	0	28,778
Airport G.O. Bonds	0	0	0	0	0	147,778	147,778	50,000	0	0	345,556
Other Federal	0	0	0	0	500,000	2,660,000	2,660,000	900,000	18,000	0	6,738,000
Other State	0	0	0	0	27,778	147,778	147,778	50,000	1,000	0	374,334
Subtotal	0	0	0	0	555,556	2,955,556	2,955,556	1,000,000	20,000	0	7,486,668
75 General Airport Repairs											
Airport Capital Transfer	10,000	15,000	0	10,000	10,000	10,000	0	0	0	0	55,000
Airport G.O. Bonds	0	0	130,000	0	0	0	0	0	0	0	130,000
Subtotal	10,000	15,000	130,000	10,000	10,000	10,000	0	0	0	0	185,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility											
Airport Capital Transfer	0	0	0	0	0	35,000	0	0	0	0	35,000
Other Federal	0	0	0	0	0	630,000	0	0	0	0	630,000
Other State	0	0	0	0	0	35,000	0	0	0	0	35,000
Subtotal	0	0	0	0	0	700,000	0	0	0	0	700,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
383 New Airport Terminal Building											
Airport Capital Outlay	0	0	12,650	0	0	0	0	0	0	0	12,650
Airport G.O. Bonds	0	0	0	0	1,729,850	0	0	0	0	0	1,729,850
Other Federal	0	0	207,000	0	543,000	0	0	0	0	0	750,000
Other State	0	0	10,350	0	27,150	0	0	0	0	0	37,500
Subtotal	0	0	230,000	0	2,300,000	0	0	0	0	0	2,530,000
468 Reconstruct Taxiway A & Itinerant Ramp											
Airport Capital Transfer	0	0	0	0	8,334	8,556	0	0	0	0	16,890
Other Federal	0	0	0	0	150,000	1,000,000	0	0	0	0	1,150,000
Other State	0	0	0	0	8,334	55,556	0	0	0	0	63,890
Subtotal	0	0	0	0	166,668	1,064,112	0	0	0	0	1,230,780
471 Airport Fuel Farm											
Airport Capital Transfer	0	0	0	0	0	0	27,778	0	0	0	27,778
Other Federal	0	0	0	0	0	0	500,000	0	0	0	500,000
Other State	0	0	0	0	0	0	27,778	0	0	0	27,778
Subtotal	0	0	0	0	0	0	555,556	0	0	0	555,556
492 Runway Protection Zone (RPZ) Obstruction Removal											
Airport Capital Transfer	0	0	0	0	0	11,400	11,400	0	0	0	22,800
Other Federal	0	0	0	0	0	205,200	205,200	0	0	0	410,400
Other State	0	0	0	0	0	11,400	11,400	0	0	0	22,800
Subtotal	0	0	0	0	0	228,000	228,000	0	0	0	456,000
514 Airport Parking Lot Improvements											
Airport G.O. Bonds	0	0	0	0	0	0	0	0	0	320,000	320,000
Subtotal	0	0	0	0	0	0	0	0	0	320,000	320,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
534 Tie Down Rehabilitation and Expansion											
Airport Capital Transfer	0	0	0	8,334	37,500	60,000	0	0	0	0	105,834
Other Federal	0	0	0	150,000	675,000	1,080,000	0	0	0	0	1,905,000
Other State	0	0	0	8,334	37,500	60,000	0	0	0	0	105,834
Subtotal	0	0	0	166,668	750,000	1,200,000	0	0	0	0	2,116,668
536 Hangar Replacement											
Airport Capital Transfer	0	0	0	0	0	0	0	0	26,500	0	26,500
Other Federal	0	0	0	0	0	0	0	0	477,000	0	477,000
Other State	0	0	0	0	0	0	0	0	26,500	0	26,500
Subtotal	0	0	0	0	0	0	0	0	530,000	0	530,000
572 Airport Master Plan											
Airport Capital Transfer	0	0	0	0	0	0	10,554	0	0	0	10,554
Other Federal	0	0	0	0	0	0	190,000	0	0	0	190,000
Other State	0	0	0	0	0	0	10,554	0	0	0	10,554
Subtotal	0	0	0	0	0	0	211,108	0	0	0	211,108
Total Airport	10,000	15,000	360,000	176,668	4,257,224	6,157,668	3,950,220	1,000,000	550,000	320,000	16,796,780
<u>Arena</u>											
64 Arena Improvements											
Arena G.O. Bonds	160,000	0	15,000	100,000	0	60,000	0	0	0	75,000	410,000
General G.O. Bonds	0	0	1,100,000	650,000	150,000	0	0	0	0	0	1,900,000
Subtotal	160,000	0	1,115,000	750,000	150,000	60,000	0	0	0	75,000	2,310,000
Total Arena	160,000	0	1,115,000	750,000	150,000	60,000	0	0	0	75,000	2,310,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
<u>Bridges</u>											
518 Bridge and Dam Maintenance / Repairs											
General G.O. Bonds	0	0	250,000	0	0	0	0	0	0	0	250,000
General Highway Reserve	320,000	0	75,000	100,000	0	0	0	0	0	0	495,000
Subtotal	320,000	0	325,000	100,000	0	0	0	0	0	0	745,000
588 Loudon Road Bridge Improvement Project											
General G.O. Bonds	0	2,131,000	0	0	0	0	0	0	0	0	2,131,000
Other State	0	8,523,000	0	0	0	0	0	0	0	0	8,523,000
Subtotal	0	10,654,000	0	0	0	0	0	0	0	0	10,654,000
602 Iron Works Road Bridge Replacement Project											
General G.O. Bonds	0	0	0	0	0	440,000	0	0	0	0	440,000
Other State	0	0	0	0	0	1,760,000	0	0	0	0	1,760,000
Subtotal	0	0	0	0	0	2,200,000	0	0	0	0	2,200,000
Total Bridges	320,000	10,654,000	325,000	100,000	0	2,200,000	0	0	0	0	13,599,000
<u>Cemeteries</u>											
587 Cemetery Improvements											
General G.O. Bonds	80,000	80,000	290,000	115,000	150,000	35,000	375,000	0	0	0	1,125,000
Subtotal	80,000	80,000	290,000	115,000	150,000	35,000	375,000	0	0	0	1,125,000
Total Cemeteries	80,000	80,000	290,000	115,000	150,000	35,000	375,000	0	0	0	1,125,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
<u>Community Planning/Implementation</u>											
563 Master Plan Update											
General G.O. Bonds	0	30,000	180,000	0	0	0	0	0	0	0	210,000
Subtotal	0	30,000	180,000	0	0	0	0	0	0	0	210,000
599 Zoning Update											
General Capital Transfer	0	0	0	0	60,000	0	0	0	0	0	60,000
Subtotal	0	0	0	0	60,000	0	0	0	0	0	60,000
600 Impact Fee Ordinance Update											
General Capital Transfer	0	0	0	0	0	0	20,000	0	0	0	20,000
Subtotal	0	0	0	0	0	0	20,000	0	0	0	20,000
601 Design Guidelines Update											
General Capital Transfer	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
609 Main Street Sign Panels											
Other Federal	0	18,000	18,000	0	0	0	0	0	0	0	36,000
Subtotal	0	18,000	18,000	0	0	0	0	0	0	0	36,000
Total Community Planning/Implementation	0	78,000	198,000	0	60,000	0	20,000	0	0	0	356,000
<u>Downtown</u>											
97 Low Avenue Improvements											
Other Tax Increment Financing	0	0	0	0	0	0	0	0	400,000	4,000,000	4,400,000
Subtotal	0	0	0	0	0	0	0	0	400,000	4,000,000	4,400,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
579 Downtown Squares											
General G.O. Bonds	0	0	0	0	0	215,000	1,200,000	0	0	0	1,415,000
Subtotal	0	0	0	0	0	215,000	1,200,000	0	0	0	1,415,000
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	380,000	3,920,000
Subtotal	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	3,920,000
590 Downtown Civic District Sidewalk Replacement											
General G.O. Bonds	0	0	0	750,000	0	0	0	0	0	0	750,000
Subtotal	0	0	0	750,000	0	0	0	0	0	0	750,000
Total Downtown	0	0	450,000	1,370,000	850,000	825,000	1,650,000	360,000	600,000	4,380,000	10,485,000

Economic Development

43 Garvins Falls Development Area											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	3,000,000	3,000,000
Sewer G.O. Bonds	0	0	0	0	0	0	0	0	0	1,275,000	1,275,000
Water G.O. Bonds	0	0	0	0	0	0	0	0	0	875,000	875,000
Subtotal	0	0	0	0	0	0	0	0	0	5,150,000	5,150,000
Total Economic Development	0	0	0	0	0	0	0	0	0	5,150,000	5,150,000

Fire Vehicles

4 Fire Department Vehicle Replacement											
General G.O. Bonds	765,000	1,500,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	1,980,000	9,790,000
Subtotal	765,000	1,500,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	1,980,000	9,790,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
375 Fire Department Boats											
General Capital Transfer	0	0	0	0	30,000	0	0	0	0	0	30,000
General G.O. Bonds	0	30,000	0	0	0	0	0	0	40,000	0	70,000
Subtotal	0	30,000	0	0	30,000	0	0	0	40,000	0	100,000
Total Fire Vehicles	765,000	1,530,000	975,000	1,495,000	950,000	795,000	100,000	325,000	975,000	1,980,000	9,890,000
<u>Golf</u>											
107 Golf Course Club House and Maintenance Buildings											
General G.O. Bonds	0	25,000	0	0	0	0	100,000	3,775,000	0	0	3,900,000
Golf Capital Transfer	0	25,000	0	0	0	0	0	0	0	0	25,000
Golf G.O. Bonds	0	0	10,000	0	50,000	10,000	0	0	0	0	70,000
Subtotal	0	50,000	10,000	0	50,000	10,000	100,000	3,775,000	0	0	3,995,000
235 Golf Course Grounds Improvements											
General G.O. Bonds	385,000	310,000	310,000	400,000	400,000	0	0	0	0	0	1,805,000
Golf G.O. Bonds	35,000	65,000	15,000	60,000	60,000	50,000	50,000	50,000	50,000	60,000	495,000
Subtotal	420,000	375,000	325,000	460,000	460,000	50,000	50,000	50,000	50,000	60,000	2,300,000
530 Golf Course Equipment											
Golf G.O. Bonds	105,000	70,000	35,000	35,000	70,000	35,000	70,000	35,000	35,000	70,000	560,000
Subtotal	105,000	70,000	35,000	35,000	70,000	35,000	70,000	35,000	35,000	70,000	560,000
Total Golf	525,000	495,000	370,000	495,000	580,000	95,000	220,000	3,860,000	85,000	130,000	6,855,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
<u>GSD Vehicles</u>											
121 Vehicle & Equipment Replacement Program											
General G.O. Bonds	1,235,000	1,002,000	1,140,000	1,047,000	1,375,000	1,404,000	1,603,000	1,482,000	1,362,000	2,269,000	13,919,000
Sewer G.O. Bonds	280,000	525,000	385,000	85,000	60,000	200,000	160,000	255,000	327,000	257,000	2,534,000
Water G.O. Bonds	140,000	52,000	68,000	110,000	60,000	60,000	220,000	252,000	82,000	96,000	1,140,000
Subtotal	1,655,000	1,579,000	1,593,000	1,242,000	1,495,000	1,664,000	1,983,000	1,989,000	1,771,000	2,622,000	17,593,000
Total GSD Vehicles	1,655,000	1,579,000	1,593,000	1,242,000	1,495,000	1,664,000	1,983,000	1,989,000	1,771,000	2,622,000	17,593,000
<u>Information Technology & Communications</u>											
2 Information Technology Hardware & Software Replacement											
General Capital Close-out	16,967	0	0	0	0	0	0	0	0	0	16,967
General Capital Transfer	226,290	157,500	247,500	187,500	183,500	166,500	187,500	220,000	214,750	217,450	2,008,490
Sewer Capital Transfer	18,875	26,250	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	257,125
Water Capital Transfer	18,875	26,250	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	257,125
Subtotal	281,007	210,000	330,000	250,000	218,000	222,000	250,000	270,000	253,000	255,700	2,539,707
297 Geographic Information Systems (GIS)											
General Capital Transfer	3,500	73,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	105,000
Sewer Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	35,000
Water Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	35,000
Subtotal	10,500	80,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	175,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
302 Enterprise Wide Information Systems Applications											
General Capital Transfer	0	0	112,500	0	0	0	0	0	0	0	112,500
Sewer Capital Transfer	0	0	18,750	0	0	0	0	0	0	0	18,750
Water Capital Transfer	0	0	18,750	0	0	0	0	0	0	0	18,750
Subtotal	0	0	150,000	0	0	0	0	0	0	0	150,000
477 Library Equipment Replacement											
General Capital Transfer	0	35,000	0	24,000	0	0	0	0	0	0	59,000
General G.O. Bonds	30,000	0	0	0	0	0	0	0	0	0	30,000
Subtotal	30,000	35,000	0	24,000	0	0	0	0	0	0	89,000
525 Telephone System Replacement Program											
General Capital Transfer	0	0	0	0	225,000	0	0	0	0	0	225,000
Sewer Capital Transfer	0	0	0	0	37,500	0	0	0	0	0	37,500
Water Capital Transfer	0	0	0	0	37,500	0	0	0	0	0	37,500
Subtotal	0	0	0	0	300,000	0	0	0	0	0	300,000
615 Fiber System Replacement											
General Capital Transfer	0	0	0	0	25,000	500,000	0	0	0	0	525,000
Subtotal	0	0	0	0	25,000	500,000	0	0	0	0	525,000
631 Multi-Function Photocopy Machines											
General Capital Transfer	39,000	76,000	31,000	35,000	8,000	41,000	39,000	33,000	75,000	9,000	386,000
Subtotal	39,000	76,000	31,000	35,000	8,000	41,000	39,000	33,000	75,000	9,000	386,000
Total Information Technology & Communications	360,507	401,500	521,500	319,500	561,500	773,500	299,500	313,500	338,500	275,200	4,164,707

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
<u>Intersections</u>											
31 Broadway / West Street Intersection (McKee Square) Signalization											
General G.O. Bonds	0	0	1,800,000	0	0	0	0	0	0	0	1,800,000
General Impact Fees Traf Dist 3	0	200,000	0	0	0	0	0	0	0	0	200,000
Subtotal	0	200,000	1,800,000	0	0	0	0	0	0	0	2,000,000
283 Traffic Signals and Traffic Operations Improvements											
General G.O. Bonds	220,000	30,000	30,000	30,000	230,000	30,000	30,000	205,000	0	0	805,000
Subtotal	220,000	30,000	30,000	30,000	230,000	30,000	30,000	205,000	0	0	805,000
519 Manchester Street/Old Turnpike Road Intersection Improvements											
General G.O. Bonds	0	0	0	0	0	0	415,000	0	0	0	415,000
General Impact Fees Traf Dist 4	0	0	0	0	0	0	85,000	0	0	0	85,000
Subtotal	0	0	0	0	0	0	500,000	0	0	0	500,000
520 Intersection Safety Improvements											
General G.O. Bonds	0	0	50,000	100,000	50,000	50,000	50,000	0	0	0	300,000
Subtotal	0	0	50,000	100,000	50,000	50,000	50,000	0	0	0	300,000
541 Regional Drive/Chenell Drive Intersection Improvements											
General G.O. Bonds	0	0	0	0	850,000	0	0	0	0	0	850,000
General Impact Fees Traf Dist 4	0	0	0	150,000	0	0	0	0	0	0	150,000
Subtotal	0	0	0	150,000	850,000	0	0	0	0	0	1,000,000
550 Roundabout Maintenance											
General Capital Transfer	0	75,000	0	80,000	0	0	100,000	0	0	0	255,000
Subtotal	0	75,000	0	80,000	0	0	100,000	0	0	0	255,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
570 Pleasant/Warren/Fruit Intersection Roundabout											
General G.O. Bonds	0	0	0	0	0	0	0	0	1,500,000	0	1,500,000
Subtotal	0	0	0	0	0	0	0	0	1,500,000	0	1,500,000
Total Intersections	220,000	305,000	1,880,000	360,000	1,130,000	80,000	680,000	205,000	1,500,000	0	6,360,000

Other Vehicles

569 Parks and Cemeteries Small Turf Equipment											
General G.O. Bonds	0	55,000	145,000	65,000	20,000	0	25,000	75,000	40,000	0	425,000
Subtotal	0	55,000	145,000	65,000	20,000	0	25,000	75,000	40,000	0	425,000
575 Police Vehicle & Equipment Replacement											
General Capital Transfer	0	210,000	220,000	220,000	230,000	230,000	240,000	240,000	250,000	250,000	2,090,000
General Equip Replace Reserve	160,000	0	0	0	0	0	0	0	0	0	160,000
General G.O. Bonds	50,000	0	0	0	0	0	0	0	0	0	50,000
Subtotal	210,000	210,000	220,000	220,000	230,000	230,000	240,000	240,000	250,000	250,000	2,300,000
Total Other Vehicles	210,000	265,000	365,000	285,000	250,000	230,000	265,000	315,000	290,000	250,000	2,725,000

Parking

403 Parking Division Vehicle and Equipment Replacement Program											
Parking Capital Close-out	4,710	0	0	0	0	0	0	0	0	0	4,710
Parking Capital Transfer	6,000	0	0	0	0	0	0	0	0	0	6,000
Parking G.O. Bonds	0	0	50,000	0	0	55,000	0	0	0	60,000	165,000
Subtotal	10,710	0	50,000	0	0	55,000	0	0	0	60,000	175,710

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
432 North State Street Parking Garage (Formerly Firehouse Block)											
Parking G.O. Bonds	0	370,000	3,650,000	0	75,000	0	0	0	750,000	100,000	4,945,000
Subtotal	0	370,000	3,650,000	0	75,000	0	0	0	750,000	100,000	4,945,000
433 School Street Parking Garage (Formerly Durgin Block)											
Parking G.O. Bonds	0	0	0	0	700,000	0	0	0	0	0	700,000
Subtotal	0	0	0	0	700,000	0	0	0	0	0	700,000
529 Storrs Street Parking Garage (Formerly Capital Commons)											
Parking G.O. Bonds	0	0	0	0	0	650,000	0	0	0	0	650,000
Subtotal	0	0	0	0	0	650,000	0	0	0	0	650,000
595 Parking Meters											
Parking Capital Transfer	10,000	0	0	0	0	15,000	0	0	0	0	25,000
Parking G.O. Bonds	30,000	360,000	0	0	0	0	1,470,000	0	315,000	0	2,175,000
Subtotal	40,000	360,000	0	0	0	15,000	1,470,000	0	315,000	0	2,200,000
596 Surface Lots											
Parking G.O. Bonds	0	0	0	0	0	0	0	450,000	500,000	525,000	1,475,000
Subtotal	0	0	0	0	0	0	0	450,000	500,000	525,000	1,475,000
597 Parking Beacons											
Parking Capital Transfer	0	0	0	0	0	0	0	5,000	5,000	5,000	15,000
Parking G.O. Bonds	0	0	0	0	0	0	250,000	0	0	0	250,000
Subtotal	0	0	0	0	0	0	250,000	5,000	5,000	5,000	265,000
616 Parking Division Technology											
Parking Capital Transfer	6,000	0	35,000	0	0	0	0	0	0	0	41,000
Subtotal	6,000	0	35,000	0	0	0	0	0	0	0	41,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
627 Parking Strategic Plan											
Parking Capital Transfer	0	0	0	0	175,000	0	0	0	0	0	175,000
Subtotal	0	0	0	0	175,000	0	0	0	0	0	175,000
Total Parking	56,710	730,000	3,735,000	0	950,000	720,000	1,720,000	455,000	1,570,000	690,000	10,626,710
<u>Parks and Open Space</u>											
51 White Park											
General Donations	0	350,000	0	0	0	0	0	0	0	0	350,000
General G.O. Bonds	300,000	390,000	110,000	80,000	195,000	125,000	30,000	125,000	10,000	0	1,365,000
Subtotal	300,000	740,000	110,000	80,000	195,000	125,000	30,000	125,000	10,000	0	1,715,000
52 Keach Park											
General G.O. Bonds	0	80,000	0	0	620,000	230,000	0	20,000	0	500,000	1,450,000
Subtotal	0	80,000	0	0	620,000	230,000	0	20,000	0	500,000	1,450,000
54 Russell Martin Park											
General G.O. Bonds	0	0	0	0	0	0	0	700,000	700,000	200,000	1,600,000
Subtotal	0	0	0	0	0	0	0	700,000	700,000	200,000	1,600,000
55 Rolfe Park											
General G.O. Bonds	90,000	0	0	0	0	175,000	60,000	0	0	300,000	625,000
Subtotal	90,000	0	0	0	0	175,000	60,000	0	0	300,000	625,000
56 Rollins Park											
General G.O. Bonds	135,000	0	50,000	40,000	200,000	0	0	175,000	55,000	15,000	670,000
Subtotal	135,000	0	50,000	40,000	200,000	0	0	175,000	55,000	15,000	670,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
57 Gustaf H. Lehtinen Park/Hero's Bridge											
General G.O. Bonds	0	0	0	0	50,000	0	0	0	0	0	50,000
Subtotal	0	0	0	0	50,000	0	0	0	0	0	50,000
59 Terrill Park											
General Donations	0	0	150,000	0	0	0	0	0	0	0	150,000
General G.O. Bonds	0	0	2,400,000	0	0	800,000	0	60,000	0	0	3,260,000
Subtotal	0	0	2,550,000	0	0	800,000	0	60,000	0	0	3,410,000
60 Kiwanis (Waterfront) Park											
General Donations	0	0	0	0	50,000	0	0	0	0	0	50,000
General G.O. Bonds	0	0	110,000	0	750,000	300,000	0	0	500,000	0	1,660,000
Subtotal	0	0	110,000	0	800,000	300,000	0	0	500,000	0	1,710,000
358 Garrison Park											
General G.O. Bonds	0	0	0	60,000	150,000	0	0	0	0	125,000	335,000
Subtotal	0	0	0	60,000	150,000	0	0	0	0	125,000	335,000
359 Merrill Park											
General G.O. Bonds	0	0	0	245,000	30,000	0	0	0	0	325,000	600,000
Subtotal	0	0	0	245,000	30,000	0	0	0	0	325,000	600,000
360 Kimball Park											
General G.O. Bonds	0	0	0	10,000	0	0	0	265,000	80,000	0	355,000
Subtotal	0	0	0	10,000	0	0	0	265,000	80,000	0	355,000
515 Golf Course Winter Recreation Improvements											
General Donations	0	0	50,000	0	0	0	25,000	0	0	0	75,000
Subtotal	0	0	50,000	0	0	0	25,000	0	0	0	75,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
528 Pocket Parks											
General G.O. Bonds	65,000	0	0	0	240,000	0	0	0	50,000	0	355,000
Subtotal	65,000	0	0	0	240,000	0	0	0	50,000	0	355,000
557 Memorial Field											
General Donations	80,000 *	0	0	0	0	0	0	0	0	0	80,000
General G.O. Bonds	0	0	0	2,440,000	35,000	0	0	0	125,000	0	2,600,000
Subtotal	80,000	0	0	2,440,000	35,000	0	0	0	125,000	0	2,680,000
567 Penacook Riverfront Parks											
General Impact Fees Rec Dist 1	110,000	0	0	0	0	0	0	0	0	0	110,000
Other State	0	150,000	0	0	0	0	0	0	0	0	150,000
Other Tax Increment Financing	0	775,000	0	0	0	0	0	0	0	0	775,000
Parking G.O. Bonds	0	315,000	0	0	0	0	0	0	0	0	315,000
Subtotal	110,000	1,240,000	0	0	0	0	0	0	0	0	1,350,000
Total Parks and Open Space	780,000	2,060,000	2,870,000	2,875,000	2,320,000	1,630,000	115,000	1,345,000	1,520,000	1,465,000	16,980,000
<u>Public Buildings</u>											
63 City Wide Recreation Facility Improvements											
General G.O. Bonds	270,000	550,000	0	550,000	550,000	170,000	0	0	0	0	2,090,000
Subtotal	270,000	550,000	0	550,000	550,000	170,000	0	0	0	0	2,090,000
65 City Hall Renovations											
General Capital Close-out	407,579	0	0	0	0	0	0	0	0	0	407,579
General G.O. Bonds	300,000	520,000	785,000	0	0	1,070,000	0	0	0	500,000	3,175,000
Subtotal	707,579	520,000	785,000	0	0	1,070,000	0	0	0	500,000	3,582,579

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
68 Library											
General Donations	0	0	0	0	0	233,500	2,335,000	0	0	0	2,568,500
General G.O. Bonds	0	250,000	300,000	0	0	2,101,500	21,015,000	0	0	0	23,666,500
Subtotal	0	250,000	300,000	0	0	2,335,000	23,350,000	0	0	0	26,235,000
252 Fire Station Improvements											
General G.O. Bonds	0	350,000	0	0	0	0	0	0	80,000	0	430,000
Subtotal	0	350,000	0	0	0	0	0	0	80,000	0	430,000
323 Combined Operations & Maintenance Facility (COMF) Improvements											
General G.O. Bonds	175,000	240,000	190,000	0	0	100,000	30,000	0	0	0	735,000
Sewer G.O. Bonds	90,000	70,000	90,000	0	0	50,000	15,000	0	0	0	315,000
Water G.O. Bonds	90,000	70,000	90,000	0	0	50,000	15,000	0	0	0	315,000
Subtotal	355,000	380,000	370,000	0	0	200,000	60,000	0	0	0	1,365,000
443 City-Wide Community Center											
General G.O. Bonds	80,000	0	15,000	0	0	0	0	0	440,000	0	535,000
Subtotal	80,000	0	15,000	0	0	0	0	0	440,000	0	535,000
484 Police Station Improvements											
General G.O. Bonds	0	50,000	100,000	0	0	0	0	0	0	0	150,000
Subtotal	0	50,000	100,000	0	0	0	0	0	0	0	150,000
521 Police Firearms Range Improvements											
General Capital Transfer	0	0	0	0	0	20,000	0	0	0	0	20,000
Subtotal	0	0	0	0	0	20,000	0	0	0	0	20,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
551 Library Maintenance											
General Capital Transfer	0	0	0	0	10,000	0	0	0	4,000	0	14,000
General G.O. Bonds	160,000	200,000	280,000	30,000	300,000	0	275,000	100,000	0	0	1,345,000
Subtotal	160,000	200,000	280,000	30,000	310,000	0	275,000	100,000	4,000	0	1,359,000
583 East Concord Fire Station											
General G.O. Bonds	0	0	0	0	0	0	6,000,000	0	0	0	6,000,000
Subtotal	0	0	0	0	0	0	6,000,000	0	0	0	6,000,000
594 New Central Fire Station											
General G.O. Bonds	0	0	0	0	0	14,000,000	0	0	0	0	14,000,000
Subtotal	0	0	0	0	0	14,000,000	0	0	0	0	14,000,000
636 Electric Vehicle (EV) Charging Stations											
General G.O. Bonds	0	0	0	0	0	75,000	0	0	50,000	0	125,000
Sewer G.O. Bonds	0	0	0	75,000	0	0	0	0	0	0	75,000
Water Capital Transfer	0	10,000	0	0	0	0	0	0	0	0	10,000
Water G.O. Bonds	0	0	75,000	0	0	0	25,000	0	0	0	100,000
Subtotal	0	10,000	75,000	75,000	0	75,000	25,000	0	50,000	0	310,000
Total Public Buildings	1,572,579	2,310,000	1,925,000	655,000	860,000	17,870,000	29,710,000	100,000	574,000	500,000	56,076,579

Public Safety

230 Opticom Replacement

General G.O. Bonds	0	0	0	0	0	0	0	0	20,000	0	20,000
General Highway Reserve	15,000	0	15,000	0	20,000	0	20,000	0	0	0	70,000
Subtotal	15,000	0	15,000	0	20,000	0	20,000	0	20,000	0	90,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
305 Fire Department Communications Equipment											
General G.O. Bonds	0	0	0	0	0	700,000	0	0	0	150,000	850,000
Subtotal	0	0	0	0	0	700,000	0	0	0	150,000	850,000
335 Thermal Imaging Cameras											
General G.O. Bonds	35,000	0	0	45,000	0	0	0	0	60,000	0	140,000
Subtotal	35,000	0	0	45,000	0	0	0	0	60,000	0	140,000
368 Police Department Communications Equipment											
General G.O. Bonds	100,000	0	0	0	0	80,000	0	0	0	0	180,000
Subtotal	100,000	0	0	0	0	80,000	0	0	0	0	180,000
370 Police Department Ballistic Vest Replacement Program											
General G.O. Bonds	0	0	0	0	80,000	0	0	0	0	0	80,000
Subtotal	0	0	0	0	80,000	0	0	0	0	0	80,000
376 Fire Department Hose & Equipment Replacement											
General Capital Transfer	0	25,000	30,000	0	30,000	0	0	0	0	0	85,000
General G.O. Bonds	0	35,000	0	0	0	0	35,000	50,000	115,000	0	235,000
Subtotal	0	60,000	30,000	0	30,000	0	35,000	50,000	115,000	0	320,000
527 Fire Department EMS Equipment Replacement											
General G.O. Bonds	0	0	500,000	0	0	0	0	0	0	600,000	1,100,000
Subtotal	0	0	500,000	0	0	0	0	0	0	600,000	1,100,000
555 Handgun Replacement											
General Capital Transfer	0	0	0	0	0	50,000	0	0	0	0	50,000
Subtotal	0	0	0	0	0	50,000	0	0	0	0	50,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
560 Fire Training Facility											
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
561 Fire Alarm Infrastructure Replacement											
General G.O. Bonds	95,000	93,000	93,000	20,000	20,000	20,000	20,000	20,000	20,000	250,000	651,000
Subtotal	95,000	93,000	93,000	20,000	20,000	20,000	20,000	20,000	20,000	250,000	651,000
573 Fire Department Personnel Protective Equipment											
General Capital Transfer	0	35,000	35,000	35,000	35,000	40,000	40,000	40,000	40,000	45,000	345,000
General G.O. Bonds	30,000	0	0	750,000	30,000	0	0	0	0	0	810,000
Subtotal	30,000	35,000	35,000	785,000	65,000	40,000	40,000	40,000	40,000	45,000	1,155,000
598 TASER Replacement											
General G.O. Bonds	0	55,000	55,000	0	0	0	65,000	65,000	0	0	240,000
Subtotal	0	55,000	55,000	0	0	0	65,000	65,000	0	0	240,000
618 Unmanned Aerial System (UAS)											
General Donations	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
620 Police Department Security Fencing											
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
629 Police Body Worn Cameras and In-Car Video											
Other Federal	0	0	470,000	80,000	80,000	80,000	80,000	0	0	0	790,000
Subtotal	0	0	470,000	80,000	80,000	80,000	80,000	0	0	0	790,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
630 Police Computer Crimes Hardware and Equipment											
General G.O. Bonds	35,000	17,000	16,000	0	0	0	0	0	0	0	68,000
Subtotal	35,000	17,000	16,000	0	0	0	0	0	0	0	68,000
Total Public Safety	310,000	290,000	1,314,000	930,000	295,000	970,000	760,000	175,000	255,000	1,045,000	6,344,000
<u>Sewer Collection</u>											
91 Sewer Main Rehabilitation and Construction											
Sewer Capital Transfer	40,000	40,000	50,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	410,000
Sewer G.O. Bonds	0	375,000	0	115,000	0	0	450,000	0	0	4,000,000	4,940,000
Subtotal	40,000	415,000	50,000	155,000	40,000	40,000	490,000	40,000	40,000	4,040,000	5,350,000
275 Sewer Pump Station Improvements											
Sewer G.O. Bonds	0	75,000	450,000	205,000	450,000	250,000	500,000	0	0	0	1,930,000
Sewer Mountain Green Reserve	75,000	300,000	0	0	0	0	0	0	0	0	375,000
Subtotal	75,000	375,000	450,000	205,000	450,000	250,000	500,000	0	0	0	2,305,000
410 Sewer Video Inspection Equipment											
Sewer Capital Transfer	0	0	0	0	0	20,000	0	0	0	0	20,000
Sewer G.O. Bonds	80,000	0	0	0	0	0	0	0	0	0	80,000
Subtotal	80,000	0	0	0	0	20,000	0	0	0	0	100,000
Total Sewer Collection	195,000	790,000	500,000	360,000	490,000	310,000	990,000	40,000	40,000	4,040,000	7,755,000
<u>Sewer Treatment</u>											
89 Hall Street Waste Water Treatment Plant Odor Control											
Sewer G.O. Bonds	0	0	0	0	0	0	450,000	7,100,000	0	100,000	7,650,000
Subtotal	0	0	0	0	0	0	450,000	7,100,000	0	100,000	7,650,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
104 Hall Street Waste Water Treatment Plant Improvements											
Sewer Capital Close-out	202,281	0	0	0	0	0	0	0	0	0	202,281
Sewer Capital Transfer	0	15,000	0	0	0	0	0	0	0	0	15,000
Sewer G.O. Bonds	1,965,000	1,425,000	1,300,000	1,750,000	6,000,000	1,200,000	2,375,000	3,300,000	1,000,000	500,000	20,815,000
Subtotal	2,167,281	1,440,000	1,300,000	1,750,000	6,000,000	1,200,000	2,375,000	3,300,000	1,000,000	500,000	21,032,281
466 Penacook Waste Water Treatment Plant Improvements											
Sewer Capital Transfer	0	0	0	0	0	0	15,000	0	0	0	15,000
Sewer G.O. Bonds	140,000	350,000	160,000	775,000	250,000	2,100,000	150,000	500,000	450,000	250,000	5,125,000
Subtotal	140,000	350,000	160,000	775,000	250,000	2,100,000	165,000	500,000	450,000	250,000	5,140,000
Total Sewer Treatment	2,307,281	1,790,000	1,460,000	2,525,000	6,250,000	3,300,000	2,990,000	10,900,000	1,450,000	850,000	33,822,281
<u>Sidewalks and Streetscapes</u>											
17 Sidewalk, Bikeway and Streetscape Improvements											
General G.O. Bonds	0	225,000	0	250,000	0	275,000	0	300,000	0	0	1,050,000
Subtotal	0	225,000	0	250,000	0	275,000	0	300,000	0	0	1,050,000
380 Neighborhood Safety Improvements											
General Donations	0	25,000	0	0	0	0	0	0	0	0	25,000
General G.O. Bonds	0	40,000	0	0	0	0	0	0	0	0	40,000
Subtotal	0	65,000	0	0	0	0	0	0	0	0	65,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
543 Merrimack River Greenway Trail Project											
General Donations	0	200,000	0	1,100,000	0	0	0	0	0	0	1,300,000
General G.O. Bonds	330,000 *	0	0	1,100,000	0	0	0	0	0	0	1,430,000
Other Federal	1,000,000 *	0	0	0	0	0	0	0	0	0	1,000,000
Other State	0	800,000	0	8,800,000	0	0	0	0	0	0	9,600,000
Subtotal	1,330,000	1,000,000	0	11,000,000	0	0	0	0	0	0	13,330,000
591 Sidewalk Cleanliness											
General Donations	0	0	0	0	0	0	0	0	30,000	0	30,000
General G.O. Bonds	0	0	0	0	0	0	0	0	90,000	0	90,000
Subtotal	0	0	0	0	0	0	0	0	120,000	0	120,000
Total Sidewalks and Streetscapes	1,330,000	1,290,000	0	11,250,000	0	275,000	0	300,000	120,000	0	14,565,000
<u>Solid Waste Management</u>											
381 Landfill Closure and Maintenance											
General G.O. Bonds	0	0	0	0	0	0	0	8,932,000	0	0	8,932,000
Subtotal	0	0	0	0	0	0	0	8,932,000	0	0	8,932,000
447 Landfill Soil Vapor Extraction Systems											
Solid Waste Capital Transfer	0	0	0	0	0	0	0	10,000	10,000	0	20,000
Solid Waste G.O. Bonds	0	0	0	0	0	0	125,000	45,000	0	0	170,000
Subtotal	0	0	0	0	0	0	125,000	55,000	10,000	0	190,000
Total Solid Waste Management	0	0	0	0	0	0	125,000	8,987,000	10,000	0	9,122,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
<u>Storm Sewer</u>											
83 Storm Water Improvements											
General G.O. Bonds	0	0	75,000	100,000	650,000	650,000	1,500,000	1,500,000	1,500,000	1,500,000	7,475,000
Subtotal	0	0	75,000	100,000	650,000	650,000	1,500,000	1,500,000	1,500,000	1,500,000	7,475,000
571 I-393/Horseshoe Pond Drainage Improvements											
General G.O. Bonds	0	100,000	0	0	0	0	0	0	0	0	100,000
Subtotal	0	100,000	0	0	0	0	0	0	0	0	100,000
Total Storm Sewer	0	100,000	75,000	100,000	650,000	650,000	1,500,000	1,500,000	1,500,000	1,500,000	7,575,000
<u>Street Corridor Improvements</u>											
36 Manchester Street / Route 3 South											
General G.O. Bonds	0	0	0	300,000	125,000	0	6,900,000	0	0	0	7,325,000
Sewer G.O. Bonds	0	0	0	0	0	400,000	0	0	0	0	400,000
Water G.O. Bonds	0	0	0	0	0	0	140,000	0	0	0	140,000
Subtotal	0	0	0	300,000	125,000	400,000	7,040,000	0	0	0	7,865,000
505 South Main Street Corridor Improvements											
General G.O. Bonds	0	0	0	0	0	0	0	0	160,000	1,150,000	1,310,000
Subtotal	0	0	0	0	0	0	0	0	160,000	1,150,000	1,310,000
611 Eastman Street Retaining Wall											
General G.O. Bonds	0	0	0	0	0	0	190,000	0	0	0	190,000
Subtotal	0	0	0	0	0	0	190,000	0	0	0	190,000
Total Street Corridor Improvements	0	0	0	300,000	125,000	400,000	7,230,000	0	160,000	1,150,000	9,365,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

	FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
<u>Street Rehabilitation</u>												
78 Annual Highway Improvement Program												
	General Highway Reserve	2,375,000	2,550,000	2,710,000	2,710,000	2,800,000	2,900,000	3,000,000	3,000,000	3,000,000	3,000,000	28,045,000
	Subtotal	2,375,000	2,550,000	2,710,000	2,710,000	2,800,000	2,900,000	3,000,000	3,000,000	3,000,000	3,000,000	28,045,000
Total Street Rehabilitation		2,375,000	2,550,000	2,710,000	2,710,000	2,800,000	2,900,000	3,000,000	3,000,000	3,000,000	3,000,000	28,045,000
<u>Streets New Construction</u>												
18 Storrs Street Extension, North & South												
	General G.O. Bonds	0	0	0	0	0	0	0	0	500,000	5,000,000	5,500,000
	Subtotal	0	0	0	0	0	0	0	0	500,000	5,000,000	5,500,000
40 Langley Parkway												
	General Donations	0	0	2,860,400	0	0	0	0	0	0	0	2,860,400
	General G.O. Bonds	0	0	2,860,400	0	6,795,000	0	0	0	0	0	9,655,400
	Subtotal	0	0	5,720,800	0	6,795,000	0	0	0	0	0	12,515,800
502 Whitney Road Extension												
	General G.O. Bonds	0	0	0	0	0	200,000	2,800,000	0	0	0	3,000,000
	Sewer G.O. Bonds	0	0	0	0	0	0	525,000	0	0	0	525,000
	Subtotal	0	0	0	0	0	200,000	3,325,000	0	0	0	3,525,000
Total Streets New Construction		0	0	5,720,800	0	6,795,000	200,000	3,325,000	0	500,000	5,000,000	21,540,800
<u>Water Distribution System</u>												
84 Water Main Cleaning & Lining												
	Water G.O. Bonds	0	0	0	575,000	260,000	0	575,000	0	0	1,040,000	2,450,000
	Subtotal	0	0	0	575,000	260,000	0	575,000	0	0	1,040,000	2,450,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
85 Water Main Replacement											
Water G.O. Bonds	0	0	0	0	0	0	0	0	0	3,000,000	3,000,000
Subtotal	0	0	0	0	0	0	0	0	0	3,000,000	3,000,000
86 Water Main Construction											
Water Capital Transfer	0	0	10,000	0	0	0	0	0	0	0	10,000
Water G.O. Bonds	0	0	0	1,000,000	0	0	0	0	0	0	1,000,000
Subtotal	0	0	10,000	1,000,000	0	0	0	0	0	0	1,010,000
244 Water Meter Replacement Program											
Water Capital Transfer	125,000	125,000	125,000	150,000	150,000	150,000	150,000	150,000	175,000	175,000	1,475,000
Subtotal	125,000	125,000	125,000	150,000	150,000	150,000	150,000	150,000	175,000	175,000	1,475,000
451 Leak Detection											
Water Capital Transfer	15,000	0	0	0	10,000	0	0	0	0	0	25,000
Subtotal	15,000	0	0	0	10,000	0	0	0	0	0	25,000
Total Water Distribution System	140,000	125,000	135,000	1,725,000	420,000	150,000	725,000	150,000	175,000	4,215,000	7,960,000
<u>Water Treatment</u>											
88 Water Plant Improvements											
Water G.O. Bonds	0	90,000	100,000	230,000	150,000	400,000	400,000	0	950,000	1,025,000	3,345,000
Subtotal	0	90,000	100,000	230,000	150,000	400,000	400,000	0	950,000	1,025,000	3,345,000
114 Penacook Lake Dam and Spillway Rehabilitation											
Water 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

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
124 Water System SCADA Improvements											
Water Capital Close-out	16,672	0	0	0	0	0	0	0	0	0	16,672
Water Capital Transfer	14,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	284,000
Subtotal	30,672	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,672
321 Water System Master Plan & Implementation											
Water G.O. Bonds	0	0	0	0	40,000	0	0	90,000	0	50,000	180,000
Subtotal	0	0	0	0	40,000	0	0	90,000	0	50,000	180,000
345 Water Supply Well Field Maintenance											
Water G.O. Bonds	0	0	0	0	0	0	150,000	0	0	0	150,000
Subtotal	0	0	0	0	0	0	150,000	0	0	0	150,000
347 Water Storage Tank Repairs											
Water G.O. Bonds	50,000	50,000	75,000	40,000	50,000	55,000	55,000	80,000	0	50,000	505,000
Subtotal	50,000	50,000	75,000	40,000	50,000	55,000	55,000	80,000	0	50,000	505,000
372 Water System Pump Station Improvements											
Water G.O. Bonds	0	180,000	0	1,020,000	0	0	0	0	0	0	1,200,000
Subtotal	0	180,000	0	1,020,000	0	0	0	0	0	0	1,200,000
482 Water System Asset Management											
Water G.O. Bonds	0	0	0	90,000	0	0	0	0	0	0	90,000
Subtotal	0	0	0	90,000	0	0	0	0	0	0	90,000
Total Water Treatment	80,672	350,000	455,000	1,410,000	270,000	485,000	635,000	200,000	980,000	1,155,000	6,020,672
Grand Total	13,452,749	27,787,500	29,342,300	31,548,168	32,658,724	42,775,168	62,367,720	35,519,500	17,963,500	39,792,200	333,207,529

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="M"/> Safety	<input type="text" value="L"/> Facility Cond.	<input type="text" value="M"/> Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="N/A"/> Mandates	<input type="text" value="M"/> Service Def.	<input type="text" value="N/A"/> Tax Base Exp.	<input type="text" value="H"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="L"/> O + M Costs	<input type="text" value="N/A"/> Council Goals	<input type="text" value="L"/> Timeliness	Parks
	<input checked="" type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

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

Initially implemented using the industry standard three year replacement cycle, the program was adjusted to a four year cycle for desktop computers in 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

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Capital Transfer	226,290	157,500	247,500	187,500	183,500	166,500	187,500	220,000	214,750	217,450	2,008,490
Sewer	Capital Transfer	18,875	26,250	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	257,125
Water	Capital Transfer	18,875	26,250	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	257,125
General	Capital Close-out	16,967	0	0	0	0	0	0	0	0	0	16,967
Total		281,007	210,000	330,000	250,000	218,000	222,000	250,000	270,000	253,000	255,700	2,539,707

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General Capital Transfer	226,290	Replace Hardware, computers, laptops, monitors (\$51,000). Replace end-of-life switches and Wireless access points (\$80,000). Printers (\$10,000). Monitors (10,000). Replace Police Department mobile computers (\$130,000).
	Sewer Capital Transfer	18,875	Sewer share of above.
	Water Capital Transfer	18,875	Water share of above.
	General Capital Close-out	16,967	Closeout funding share.
		<u>\$281,007</u>	2022 Subtotal
2023	General Capital Transfer	157,500	Replace hardware, computers, laptops, monitors (\$145,000). Replace end-of-life switches (\$35,000). Monitors (\$10,000). UPS battery replacement (\$10,000) Printers (\$10,000).
	Sewer Capital Transfer	26,250	Sewer share of above.
	Water Capital Transfer	26,250	Water share of above.
		<u>\$210,000</u>	2023 Subtotal
2024	General Capital Transfer	247,500	Replace hardware, computers, laptops, monitors (\$180,000). Replace end-of-life servers (\$40,000). Printers (\$10,000). Software upgrades (\$100,000).
	Water Capital Transfer	41,250	Water share of above.
	Sewer Capital Transfer	41,250	Sewer share of above.
		<u>\$330,000</u>	2024 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		INFORMATION TECHNOLOGY	#2-Information Technology Hardware & Software Replacement
2025	General	Capital Transfer	187,500 Replace hardware, computers, laptops, monitors (\$120,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (\$30,000). Replace Fire Department apparatus mobile computers (\$70,000).
	Sewer	Capital Transfer	31,250 Sewer share of above.
	Water	Capital Transfer	31,250 Water share of above.
			<hr/> \$250,000 2025 Subtotal
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).
	Sewer	Capital Transfer	17,250 Sewer share of above.
	Water	Capital Transfer	17,250 Water share of above.
			<hr/> \$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).
	Sewer	Capital Transfer	27,750 Sewer share of above.
	Water	Capital Transfer	27,750 Water share of above.
			<hr/> \$222,000 2027 Subtotal
2028	General	Capital Transfer	187,500 Replace hardware, computers, laptops, monitors (\$120,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (\$30,000). Replace Fire Department apparatus mobile computers (\$70,000).
	Water	Capital Transfer	31,250 Water share of above.
	Sewer	Capital Transfer	31,250 Sewer share of above.
			<hr/> \$250,000 2028 Subtotal
2029	General	Capital Transfer	220,000 Replace hardware, computers, laptops, monitors (\$120,000). Replace 1/5 end-of-life servers (\$35,000). Printers (\$10,000). Software upgrades (\$30,000). Replace Fire Department apparatus mobile computers (\$75,000).
	Water	Capital Transfer	25,000 Water portion.

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	INFORMATION TECHNOLOGY	#2-Information Technology Hardware & Software Replacement
	Sewer Capital Transfer	25,000 Sewer portion.
		\$270,000 2029 Subtotal
2030	General Capital Transfer	214,750 Replace Hardware, computers, laptops, monitors (\$133,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (10,000). Replace Police Department mobile computers (\$80,000).
	Sewer Capital Transfer	19,125 Sewer share of above.
	Water Capital Transfer	19,125 Water share of above
		\$253,000 2030 Subtotal
2031	General Capital Transfer	217,450 Replace Hardware, computers, laptops, monitors (\$133,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (10,000). Replace Police Department mobile computers (\$80,000).
	Water Capital Transfer	19,125 Water share of above.
	Sewer Capital Transfer	19,125 Sewer share of above.
		\$255,700 2031 Subtotal
	TOTAL	\$2,539,707

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="M"/>	Safety	<input type="text" value="H"/>	Facility Cond.	<input type="text" value="M"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="N/A"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="H"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="H"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="M"/>	Timeliness	Motor Vehicle Equipment
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

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

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

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

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

Forestry Units: 3 total. Kept for 10 years.

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

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

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

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

Staff Vehicles:

Chief (1)

Deputy Chief (2)

Training Captain (1)

EMS Captain (1)

Fire Marshal (1)

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #4-Fire Department Vehicle Replacement
Asst. Fire Marshal (1)
Battalion Chiefs (2)
EMS Lieutenant (1)

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	765,000	1,500,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	1,980,000	9,790,000
	Total	765,000	1,500,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	1,980,000	9,790,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	275,000	Replace Ambulance 5 (2017)
	General G.O. Bonds	275,000	Replace Ambulance 4 (2017)
	General G.O. Bonds	150,000	Replace Fire Alarm Utility Truck (2012)
	General G.O. Bonds	65,000	Replace Command Car (2013)
		\$765,000	2022 Subtotal
2023	General G.O. Bonds	1,500,000	Replace Ladder Truck (2013)
		\$1,500,000	2023 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#4-Fire Department Vehicle Replacement		
2024	General	G.O. Bonds	500,000	Replace Tanker Truck
	General	G.O. Bonds	275,000	Replace Ambulance 7 (2019)
	General	G.O. Bonds	200,000	Replace 4 Staff Vehicles
			<hr/> \$975,000	2024 Subtotal
2025	General	G.O. Bonds	750,000	Replace Rescue 1 (2006)
	General	G.O. Bonds	745,000	Replace Engine 5 (2016)
			<hr/> \$1,495,000	2025 Subtotal
2026	General	G.O. Bonds	770,000	Replace Engine 7 (2017)
	General	G.O. Bonds	150,000	Replace 3 Staff Vehicles
			<hr/> \$920,000	2026 Subtotal
2027	General	G.O. Bonds	650,000	Replace Ambulances 4 and 5 (2022)
	General	G.O. Bonds	85,000	Replace Command Car
	General	G.O. Bonds	60,000	Replace Utility Truck
			<hr/> \$795,000	2027 Subtotal
2028	General	G.O. Bonds	100,000	Replace Forestry 4 (2017)
			<hr/> \$100,000	2028 Subtotal
2029	General	G.O. Bonds	325,000	Replace Ambulance 7 (2024)
			<hr/> \$325,000	2029 Subtotal
2030	General	G.O. Bonds	780,000	Replace Engine 4 (2021)
	General	G.O. Bonds	100,000	Replace Forestry 5 (2019)
	General	G.O. Bonds	55,000	Replace off road utility vehicle that is used for fire and EMS coverage on City trail system, wooded areas, and special events.
			<hr/> \$935,000	2030 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #4-Fire Department Vehicle Replacement

2031	General G.O. Bonds	1,700,000	Replace Ladder Truck (2023)
	General G.O. Bonds	180,000	Replace Chief's Vehicle
			Replace Deputy Chief-Operations Vehicle
			Replace Fire Marshal Vehicle
	General G.O. Bonds	100,000	Replace Forestry 7 (2020)
		\$1,980,000	2031 Subtotal
TOTAL		\$9,790,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="L"/> Safety	<input type="text" value="M"/> Facility Cond.	<input type="text" value="M"/> Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="text" value="H"/> Mandates	<input type="text" value="M"/> Service Def.	<input type="text" value="L"/> Tax Base Exp.	<input type="text" value="H"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="L"/> O + M Costs	<input type="text" value="L"/> Council Goals	<input type="text" value="M"/> Timeliness	Sidewalks
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

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

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1996

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	225,000	0	250,000	0	275,000	0	300,000	0	0	1,050,000
	Total	0	225,000	0	250,000	0	275,000	0	300,000	0	0	1,050,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	225,000	Construct sidewalk on Airport Road. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program" if possible. Funds may be used towards match required for TAP Grant application.
		\$225,000	2023 Subtotal
2025	General G.O. Bonds	250,000	Construct sidewalk on Sewalls Falls Road and/or Hutchins Street. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program" if possible. Funds may be used towards match required for TAP Grant application.
		\$250,000	2025 Subtotal
2027	General G.O. Bonds	275,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		\$275,000	2027 Subtotal
2029	General G.O. Bonds	300,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		\$300,000	2029 Subtotal
TOTAL		\$1,050,000	

**2022-2031
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:	<input checked="" type="checkbox"/> New	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
	<input type="checkbox"/> Replace	<u>N/A</u>	Mandates	<u>L</u>	Service Def.	<u>M</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	<input type="checkbox"/> Rebuild	<u>M</u>	O + M Costs	<u>M</u>	Council Goals	<u>L</u>	Timeliness	Corridor Improvements
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

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

The first phase of the project shall extend Storrs Street north to Constitution Avenue, as approved in the FY2021 CIP as an asterisked project (meaning funded was included in the CIP; however, funds were not appropriated as part of the FY2021 budget due to the need to amend the North End Opportunity Corridor Tax Increment Finance District to support the project).

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

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED: Oct. 1998

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	500,000	5,000,000	5,500,000
	Total	0	0	0	0	0	0	0	0	500,000	5,000,000	5,500,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	General G.O. Bonds	500,000	Design - Storrs Street Extension South from Storrs Street at the intersection of Theatre Street southerly beneath the Water Street bridge to Langdon Avenue.
		<u>\$500,000</u>	2030 Subtotal
2031	General G.O. Bonds	5,000,000	Construction - Storrs Street Extension South from Theatre Street beneath the Water Street bridge to Langdon Avenue.
		<u>\$5,000,000</u>	2031 Subtotal
	TOTAL	<u>\$5,500,000</u>	

**2022-2031
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:	<input type="checkbox"/> New	<u>M</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
	<input type="checkbox"/> Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<u>L</u>	O + M Costs	<u>L</u>	Council Goals	<u>L</u>	Timeliness	Intersection Improvement
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: As a result of traffic improvements recommended by Vanasse, Hangen, Brustlin, Inc. (VHB) in their 1990 Traffic Operations Improvement Plan, this project is intended to minimize congestion and improve safety by adding lane capacity at the intersection, providing orderly turning and through traffic movement capability along with pedestrian access and crosswalk improvements at the McKee Square intersection.

The intersection was subsequently studied as part of the Conant/Rundlett Safe Routes to School Travel Plan by the Central New Hampshire Regional Planning Commission. That effort recommended additional pedestrian improvements should be considered for this intersection.

The McKee Square intersection will be examined in a broader context to include not only the immediate McKee Square area but also the West Street/Broadway intersection, the South Street/Downing Street intersection, as well as the South Street/West Street intersection to determine what measures should be taken to improve traffic flow and safety.

SERVICE IMPACT: Slight increase in operating and maintenance costs associated with signal. Improved levels of service through intersection.

IMPACT IF NOT FUNDED: Increased traffic congestion and delays.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2000

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

20

Expected Bond Term (in Years) 20

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	1,800,000	0	0	0	0	0	0	0	1,800,000
General	Impact Fees Traf Dist 3	0	200,000	0	0	0	0	0	0	0	0	200,000
	Total	0	200,000	1,800,000	0	0	0	0	0	0	0	2,000,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General Impact Fees Traf Dist 3	200,000	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 stakeholders.
		\$200,000	2023 Subtotal
2024	General G.O. Bonds	1,800,000	Construction of intersection improvements including traffic signalization at West Street and Broadway and modifications to the existing traffic signal at McKee Square.
		\$1,800,000	2024 Subtotal
	TOTAL	\$2,000,000	

**2022-2031
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:	<input checked="" type="checkbox"/> New	<input type="text" value="M"/>	Safety	<input type="text" value="L"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
	<input type="checkbox"/> Replace	<input type="text" value="H"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="H"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="M"/>	O + M Costs	<input type="text" value="H"/>	Council Goals	<input type="text" value="L"/>	Timeliness	Corridor Improvements
	<input checked="" type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to widen Manchester Street from 2 to 3 lanes between Garvins Falls Road to Airport Road.

In 2005, City Council approved a plan to improve Manchester Street. The plan called for widening the road from two to three lanes between Garvins Falls Road to Banks Chevrolet. Implementation of the plan would require acquisition of additional right of way (from an existing 66 feet to 82 feet) to accommodate the relocation of private utilities and the new signalized intersection at Airport Road and Integra Drive (to include five lane approach at the intersection).

In 2012 the Airport Road / Manchester Street intersection was fully reconstructed. The remaining corridor improvement project includes a three lane travel section with new sidewalk on both sides of Manchester Street, vertical granite curbing and a drainage infiltration system.

Future traffic modeling projects volumes over 50,000 vehicles per day on this corridor. These improvements will improve traffic flow, minimize congestion and increase safety, as well as support limited development within the Garvins Falls Urban Reserve Area Plan.

In the long-term, a five lane wide roadway will be required to support expanded development of the Garvins Falls area, as well as background traffic growth. See Project #43 (Garvins Falls) for additional improvements to the corridor at Old Suncook Road and Manchester Street.

SERVICE IMPACT: Improved traffic flow and reduced delays, as well as safety improvements for vehicles and pedestrians. Increased operational and maintenance costs for new signalized intersections and snow plowing operations. Decreased long term operational and maintenance costs for road repairs.

IMPACT IF NOT FUNDED: Increased congestion, lower level of service and more travel delays. Also, without project, long term development of Garvins Falls Urban Reserve Area and redevelopment potential of the Manchester Street Corridor will be limited.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	G.O. Bonds	0	0	0	0	0	0	140,000	0	0	0	140,000
Sewer	G.O. Bonds	0	0	0	0	0	400,000	0	0	0	0	400,000
General	G.O. Bonds	0	0	0	300,000	125,000	0	6,900,000	0	0	0	7,325,000
Total		0	0	0	300,000	125,000	400,000	7,040,000	0	0	0	7,865,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	300,000	Right-of-Way acquisition for roadway improvements.
		\$300,000	2025 Subtotal
2026	General G.O. Bonds	125,000	Relocate private business signs to accommodate utility relocation.
		\$125,000	2026 Subtotal
2027	Sewer G.O. Bonds	400,000	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.
		\$400,000	2027 Subtotal
2028	Water G.O. Bonds	140,000	Replace deteriorated service mains, install new service mains, hydrants and valves.
	General G.O. Bonds	6,000,000	Reconstruct and widen Manchester Street to three lanes from Garvin's Falls Road to Airport Road. Improvements include installation of a new storm water conveyance system.
	General G.O. Bonds	900,000	Construction of the signalized intersection of Manchester Street and Old Suncook Road (\$300,000). Discontinue 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 (\$550,000) . Previously approved by City Council in 2005.
		\$7,040,000	2028 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#36-Manchester Street / Route 3 South
	TOTAL	\$7,865,000

**2022-2031
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:	<input checked="" type="checkbox"/> New	<input type="text" value="H"/> Safety	<input type="text" value="N/A"/> Facility Cond.	<input type="text" value="N/A"/> Productivity	
	<input type="checkbox"/> Replace	<input type="text" value="N/A"/> Mandates	<input type="text" value="L"/> Service Def.	<input type="text" value="N/A"/> Tax Base Exp.	<input type="text" value="N"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="M"/> O + M Costs	<input type="text" value="M"/> Council Goals	<input type="text" value="H"/> Timeliness	Corridor Improvements
	<input checked="" type="checkbox"/> 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.

SERVICE IMPACT: Phase II has proven to reduce traffic congestion on South Fruit, Pleasant and Clinton Streets. Provides alternative access to the City's medical corridor.

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

Increased operating and maintenance costs, including snow removal for vehicular travel lanes and sidewalks.

IMPACT IF NOT FUNDED: Regional Medical facility remains with single access. Additional corridor improvements needed along Pleasant, South Fruit and Clinton Streets entirely at the City's 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

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #40-Langley Parkway

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	2,860,400	0	6,795,000	0	0	0	0	0	9,655,400
General	Donations	0	0	2,860,400	0	0	0	0	0	0	0	2,860,400
	Total	0	0	5,720,800	0	6,795,000	0	0	0	0	0	12,515,800

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Donations	2,860,400	Private contribution portion of project (50%).
	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 (50%).
		<u>\$5,720,800</u>	2024 Subtotal
2026	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>	2026 Subtotal
	TOTAL	<u>\$12,515,800</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #43-Garvins Falls Development Area

I. PROJECT TYPE: Economic Development

II. LOCATION: Urban Reserve Area Southerly of Manchester Street in the Vicinity of Garvins Falls Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides infrastructure improvements to support development of the largest contiguous area of undeveloped land in the City in accordance with the 1996 "Garvins Falls Urban Reserve Area - Development Feasibility Study". In Phase 1, a new collector road is extended southerly from the Manchester Street/Old Suncook Road intersection to connect with a westerly extension of Integra Drive.

In later phases, Rte. 106 is extended westerly from Route 3 in Pembroke through the redevelopment area, eventually crossing the Merrimack River and connecting with Hall Street in the vicinity of the City Wastewater Treatment Plant. The project includes an internal roadway as well as water and sewer main extensions within the new roadway network.

This project is intended to support a public / private partnership with property owners / developers looking to undertake development projects within this area of the City.

SERVICE IMPACT: Seven (7) new miles of roads will need to be maintained with water, sewer and storm utilities included.

IMPACT IF NOT FUNDED: Project at build out (60 - 95 years) would increase city tax base significantly. If not funded, build out would be delayed.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1996

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

60

Expected Bond Term (in Years) 20

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #43-Garvins Falls Development Area

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	G.O. Bonds	0	0	0	0	0	0	0	0	0	875,000	875,000
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	3,000,000	3,000,000
Sewer	G.O. Bonds	0	0	0	0	0	0	0	0	0	1,275,000	1,275,000
Total		0	0	0	0	0	0	0	0	0	5,150,000	5,150,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2031	General G.O. Bonds	3,000,000	Phase I - Design and construction of new collector road extending southerly from the intersection of Manchester and Old Suncook Road. The extension of Integra Drive to the new collector road plus two interior access roads. 7,300 LF of new roadway.
	Sewer G.O. Bonds	1,275,000	Phase I sewer system extension in new streets.
	Water G.O. Bonds	875,000	Phase I water system extension in new streets.
		<u>\$5,150,000</u>	2031 Subtotal
	TOTAL	<u>\$5,150,000</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #51-White Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: 1 White Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to make routine capital investments to repair or replace infrastructure at White Park, as well as to implement the goals and objectives of the 2005 White Park Master Plan.

SERVICE IMPACT: Appropriately maintains, repairs, and replaces park infrastructure thereby preserving the usability, appearance, and community satisfaction with this important recreational asset. Also reduces potential liabilities associated with deteriorated infrastructure.

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

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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Donations	0	350,000	0	0	0	0	0	0	0	0	350,000
General	G.O. Bonds	300,000	390,000	110,000	80,000	195,000	125,000	30,000	125,000	10,000	0	1,365,000
	Total	300,000	740,000	110,000	80,000	195,000	125,000	30,000	125,000	10,000	0	1,715,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #51-White Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	210,000	Dredge and clean up the west end of the pond. Dredging will remove of approximately 4 feet of material. This area of the pond has not been previously dredged.
	General G.O. Bonds	90,000	Trolley Stop masonry repairs.
		\$300,000	2022 Subtotal
2023	General Donations	350,000	Monkey Around Playground replacement project per 2020 design. Donations share.
	General G.O. Bonds	350,000	Monkey Around Playground replacement project per 2020 design. City share.
	General G.O. Bonds	40,000	Placeholder: Parking lot repairs as needed.
		\$740,000	2023 Subtotal
2024	General G.O. Bonds	70,000	Full depth reconstruction of basketball court.
	General G.O. Bonds	40,000	Repair the retaining wall on the north side of the basket ball court.
		\$110,000	2024 Subtotal
2025	General G.O. Bonds	80,000	Rehabilitate the impervious surface of the hockey rink and rink repairs.
		\$80,000	2025 Subtotal
2026	General G.O. Bonds	125,000	Phase I of perimeter ornamental fence repair / replacement.
	General G.O. Bonds	70,000	Repair and repoint stone wall in the outfield of baseball field and along White Street.
		\$195,000	2026 Subtotal
2027	General G.O. Bonds	125,000	Phase 2 of perimeter ornamental fence repair / replacement.
		\$125,000	2027 Subtotal
2028	General G.O. Bonds	30,000	Replace irrigation system pump.
		\$30,000	2028 Subtotal

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**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#51-White Park		
2029	General	G.O. Bonds	125,000	Phase 3 of ornamental fence repair.
			\$125,000	2029 Subtotal
2030	General	G.O. Bonds	10,000	Crack seal and re-surface basketball court.
			\$10,000	2030 Subtotal
	TOTAL		\$1,715,000	

**2022-2031
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	<input checked="" type="checkbox"/> New	<input type="checkbox"/> H	Safety	<input type="checkbox"/> M	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> N/A	Mandates	<input type="checkbox"/> M	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> M	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> M	Timeliness	Parks
	<input type="checkbox"/> 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 costs, and minimize potential liabilities associated with deteriorated facilities.

IMPACT IF NOT FUNDED: Potential liabilities associated with damaged or deteriorated infrastructure. Lack of community use due to poorly maintained facilities.

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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	80,000	0	0	620,000	230,000	0	20,000	0	500,000	1,450,000
	Total	0	80,000	0	0	620,000	230,000	0	20,000	0	500,000	1,450,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	80,000	Convert the existing basketball and tennis courts into a soccer mini pitch.
		<u>\$80,000</u>	2023 Subtotal

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**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #52-Keach Park

2026	General	G.O. Bonds	620,000	Acquisition of property for park expansion.
			\$620,000	2026 Subtotal
2027	General	G.O. Bonds	150,000	Replace playground equipment. Install some poured in place safety surfacing.
	General	G.O. Bonds	80,000	Purchase and install adult exercise equipment, featuring poured in place safety surfacing.
			\$230,000	2027 Subtotal
2029	General	G.O. Bonds	20,000	Add water line and grade area for new outdoor skating area.
			\$20,000	2029 Subtotal
2031	General	G.O. Bonds	500,000	Design and construction of lighting improvements at one soccer field for night games.
			\$500,000	2031 Subtotal
	TOTAL		\$1,450,000	

**2022-2031
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	<input checked="" type="checkbox"/> New	<input type="checkbox"/> L	Safety	<input type="checkbox"/> L	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="checkbox"/> N/A	Mandates	<input type="checkbox"/> M	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> N/A	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> M	Timeliness	Parks
	<input type="checkbox"/> 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.

A multi phased approach is recommended. Phase I and II will develop playing fields (including under drainage). Phase III will complete parking lot pavement, driveways, timber guard rails, and landscaping.

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): 20

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	700,000	700,000	200,000	1,600,000
	Total	0	0	0	0	0	0	0	700,000	700,000	200,000	1,600,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #54-Russell Martin Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	General G.O. Bonds	700,000	Design and Construction - West side playing field including drainage and irrigation.
		<u>\$700,000</u>	2029 Subtotal
2030	General G.O. Bonds	700,000	Design and Construction - East side playing field including drainage and irrigation.
		<u>\$700,000</u>	2030 Subtotal
2031	General G.O. Bonds	200,000	Design and Construction - Parking lot and landscaping improvements.
		<u>\$200,000</u>	2031 Subtotal
	TOTAL	<u>\$1,600,000</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #55-Rolfe Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Community Drive

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Rolfe Park. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community.

SERVICE IMPACT: 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	90,000	0	0	0	0	175,000	60,000	0	0	300,000	625,000
	Total	90,000	0	0	0	0	175,000	60,000	0	0	300,000	625,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #55-Rolfe Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	90,000	Create 4 outdoor pickleball courts in the location of the old tennis courts and convert current court lights to LED.
		\$90,000	2022 Subtotal
2027	General G.O. Bonds	150,000	Replace playground equipment.
	General G.O. Bonds	25,000	Crack seal, colorize and stripe two tennis courts and one basketball court.
		\$175,000	2027 Subtotal
2028	General G.O. Bonds	60,000	Phase I of irrigation system improvements. Design and construct a pump station, piping, and irrigation heads for baseball and soccer fields (3.5 acres).
		\$60,000	2028 Subtotal
2031	General G.O. Bonds	300,000	Reconstruct the parking lot.
		\$300,000	2031 Subtotal
	TOTAL	\$625,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="M"/>	Safety	<input type="text" value="L"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="N/A"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="H"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="M"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="M"/>	Timeliness	Parks
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Rollins Park. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community.

SERVICE IMPACT: Improved usability, appearance, and community satisfaction, as well as potentially decreased liability for the premier recreational facility of the South End.

IMPACT IF NOT FUNDED: 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	135,000	0	50,000	40,000	200,000	0	0	175,000	55,000	15,000	670,000
	Total	135,000	0	50,000	40,000	200,000	0	0	175,000	55,000	15,000	670,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #56-Rollins Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	135,000	Full depth renovation for basketball and tennis courts. Includes new standards, acrylic backboards, new tennis posts, perimeter fencing with gates, and replacing old lights with new energy efficient LED lights. Remove trees along south side of the current courts.
		<u>\$135,000</u>	2022 Subtotal
2024	General G.O. Bonds	50,000	Install automatic irrigation to Rollins Park athletic fields (softball and baseball fields, which are also used for Field Hockey during the fall months).
		<u>\$50,000</u>	2024 Subtotal
2025	General G.O. Bonds	40,000	Replace baseball and softball field backstops.
		<u>\$40,000</u>	2025 Subtotal
2026	General G.O. Bonds	200,000	Replace playground equipment, include some poured in place surfacing.
		<u>\$200,000</u>	2026 Subtotal
2029	General G.O. Bonds	175,000	Restore the former pond / water feature. Includes decorative aeration fountain and protective fencing.
		<u>\$175,000</u>	2029 Subtotal
2030	General G.O. Bonds	55,000	Pave existing stone dust walking trails.
		<u>\$55,000</u>	2030 Subtotal
2031	General G.O. Bonds	15,000	Crack seal, colorize and stripe basketball and tennis court.
		<u>\$15,000</u>	2031 Subtotal
TOTAL		<u>\$670,000</u>	

**2022-2031
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: Routine maintenance will ensure that the bridge remains a safe and useful asset for residents.

IMPACT IF NOT FUNDED: Condition of bridge could deteriorate thereby causing liability for the City.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2009 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	0	50,000	0	0	0	0	0	50,000
	Total	0	0	0	0	50,000	0	0	0	0	0	50,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	50,000	In water scour inspection of pier and east abutment. Extend bridge railing of off bridge. Trail Maintenance.
		\$50,000	2026 Subtotal

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**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

**2022-2031
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:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> M	Safety	<input type="checkbox"/> L	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox"/> N/A	Mandates	<input type="checkbox"/> N/A	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> H	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> M	Timeliness	Parks
	<input checked="" type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: In 2009, staff coordinated a review of the previous master plan and presented options to the Recreation and Parks Advisory Committee (RPAC). The park plan recognized the need for expanded athletic field capacity at this location. As such, the 2009 plan called for the design and construction of a premiere synthetic turf multi-purpose athletic field and associated infrastructure including grandstands, locker rooms, concessions, a storage building, lighting, as well as parking lots.

In FY2017 the consulting firm VHB was engaged to undertake preliminary design of proposed improvements, as well as update cost estimates for the project. As of January 2019, final plans and all development permits and approvals have been secured for the project.

SERVICE IMPACT: This project will expand the City's capacity for field based recreational activities. It will also greatly improve an underutilized recreational asset.

IMPACT IF NOT FUNDED: Continued community dissatisfaction, disuse, and avoidance of this recreational asset, and increased future costs associated with delayed improvements.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

25

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Donations	0	0	150,000	0	0	0	0	0	0	0	150,000
General	G.O. Bonds	0	0	2,400,000	0	0	800,000	0	60,000	0	0	3,260,000
	Total	0	0	2,550,000	0	0	800,000	0	60,000	0	0	3,410,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #59-Terrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	2,400,000	Phase 2: Construct multi-purpose playing field, lighting, fencing, new parking lot and maintenance/storage building per 2018 concept plan prepared by VHB and approved by City Council.
	General Donations	150,000	Phase 2: Donations and grants share of project.
		\$2,550,000	2024 Subtotal
2027	General G.O. Bonds	800,000	Phase 3: Construct combination bathroom/concession building and playground in accordance with 2018 concept plan prepared by VHB and approved by City Council.
		<u>\$800,000</u>	2027 Subtotal
2029	General G.O. Bonds	60,000	Phase 4 - add fitness equipment along paved trail per 2018 concept plan prepared by VHB and approved by City Council.
		<u>\$60,000</u>	2029 Subtotal
	TOTAL	<u>\$3,410,000</u>	

**2022-2031
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	<input checked="" type="checkbox"/> New	<u>L</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<u>N/A</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	<input type="checkbox"/> Rebuild	<u>M</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	Parks
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: In 2017 staff coordinated a review of a previous master plans concerning Kiwanis Park and the Everett Area, and presented options for facility improvements to the Arena Advisory Committee (AAC), as well as the Recreation and Parks Advisory Committee (RPAC).

Rather than redesigning and reconstructing the entire park, it was the consensus of these bodies to improve existing park amenities. Specific improvements included relocation of the skateboard facility to another location within the park, as well as the creation of a large lawn area to support special events. The updated plan also recommended construction of a pavilion near the river, as well as improvements to the existing parking lot to support the park and the Everett Arena.

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)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	110,000	0	750,000	300,000	0	0	500,000	0	1,660,000
General	Donations	0	0	0	0	50,000	0	0	0	0	0	50,000
	Total	0	0	110,000	0	800,000	300,000	0	0	500,000	0	1,710,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	110,000	Design and permitting park improvements.
		<u>\$110,000</u>	2024 Subtotal
2026	General G.O. Bonds	400,000	Phase 1. Construct multipurpose field event space.
	General G.O. Bonds	350,000	Phase 1. Construct new skateboard park and associated lighting.
	General Donations	50,000	Phase 1. Donation and grant share of the new skate board park.
		<u>\$800,000</u>	2026 Subtotal
2027	General G.O. Bonds	300,000	Phase 2. Construct a covered pavilion with power and lighting for events.
		<u>\$300,000</u>	2027 Subtotal
2030	General G.O. Bonds	500,000	Phase 3: Construct parking lot improvements for the park side. Pavement shall consist of traditional asphalt pavement, as well as turf parking surfaces. Parking lot improvements for the park shall be coordinated with proposed parking lot improvements for the Everett Arena.
		<u>\$500,000</u>	2030 Subtotal
	TOTAL	<u>\$1,710,000</u>	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="M"/>	Safety	<input type="text" value="M"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="N/A"/>	Mandates	<input type="text" value="M"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="H"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="L"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="M"/>	Timeliness	Public Facilities
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide for renovation and repair of Recreation Facilities throughout the city, including seven neighborhood pools, as well as the West Street Ward House, Green Street Community Center, and the City Auditorium. Improvements for the City-wide Community Center at Canterbury Road are addressed in CIP 443.

SERVICE IMPACT: Increased usability and reduced maintenance.

IMPACT IF NOT FUNDED: Deterioration of buildings will accelerate.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	270,000	550,000	0	550,000	550,000	170,000	0	0	0	0	2,090,000
	Total	270,000	550,000	0	550,000	550,000	170,000	0	0	0	0	2,090,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	175,000	Replace Green Street Community Center roof (last done in 1997).
	General G.O. Bonds	70,000	Replace windows at the Green St. Community Center.
	General G.O. Bonds	25,000	Replace existing lights at Green St. Community Center with Light-Emitting Diode (LED) lighting.
		\$270,000	2022 Subtotal
2023	General G.O. Bonds	550,000	White Park pool replacement.
		\$550,000	2023 Subtotal
2025	General G.O. Bonds	550,000	Garrison Park pool replacement.
		\$550,000	2025 Subtotal
2026	General G.O. Bonds	550,000	Rollins Park pool replacement.
		\$550,000	2026 Subtotal
2027	General G.O. Bonds	100,000	Replace wood floor at West Street Ward House.
	General G.O. Bonds	35,000	Replace the windows at the West Street Ward House.
	General G.O. Bonds	25,000	Replace acoustic ceiling tiles and insulation at West Street Ward House.
	General G.O. Bonds	10,000	Replace existing lights at West Street Ward House with Light-Emitting Diode (LED) lighting.
		\$170,000	2027 Subtotal
TOTAL		\$2,090,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="L"/> Safety	<input type="text" value="M"/> Facility Cond.	<input type="text" value="L"/> Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="N/A"/> Mandates	<input type="text" value="L"/> Service Def.	<input type="text" value="N/A"/> Tax Base Exp.	<input type="text" value="N/A"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="L"/> O + M Costs	<input type="text" value="M"/> Council Goals	<input type="text" value="M"/> Timeliness	Public Facilities
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to make regular capital investments in the Everett Arena. Projects shall include, but not be limited to, repair / reconstruction of parking lots, electrical improvements, chiller unit replacement, as well as periodic replacement of roofing and exterior siding.

SERVICE IMPACT: Regular capital improvements will help maintain the facility, improve safety, decrease escalations in operating and maintenance expenses, and help keep the facility competitive in the market place.

IMPACT IF NOT FUNDED: The Arena is competing in a very competitive market that has seen dramatic growth in recent years. If the City does not make investments in the property, the arena's market share could be negatively affected, thereby reducing revenues and threatening its ability to remain financially self sufficient.

IV PREVIOUS FISCAL YEAR AUTHORIZED: June 1997 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	1,100,000	650,000	150,000	0	0	0	0	0	1,900,000
Arena	G.O. Bonds	160,000	0	15,000	100,000	0	60,000	0	0	0	75,000	410,000
	Total	160,000	0	1,115,000	750,000	150,000	60,000	0	0	0	75,000	2,310,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #64-Arena Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Arena G.O. Bonds	140,000	Replace Zamboni.
	Arena G.O. Bonds	20,000	EPA Phase I compliance updates.
		<u>\$160,000</u>	2022 Subtotal
2024	General G.O. Bonds	1,025,000	General Fund portion of the parking lot reconstruction. Excludes parking lot expansion proposed in CIP 60 Kiwanis Park.
	General G.O. Bonds	75,000	Arena share of parking lot reconstruction.
	Arena G.O. Bonds	15,000	West end furnace replacement.
		<u>\$1,115,000</u>	2024 Subtotal
2025	General G.O. Bonds	650,000	Final design and construction of a new lobby.
	Arena G.O. Bonds	100,000	Replace Munters Dehumidification System.
		<u>\$750,000</u>	2025 Subtotal
2026	General G.O. Bonds	150,000	Replace Energy Management System.
		<u>\$150,000</u>	2026 Subtotal
2027	Arena G.O. Bonds	60,000	Condenser replacement.
		<u>\$60,000</u>	2027 Subtotal
2031	Arena G.O. Bonds	75,000	Membrane roof replacement.
		<u>\$75,000</u>	2031 Subtotal
	TOTAL	<u>\$2,310,000</u>	

**2022-2031
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	<input checked="" type="checkbox"/> New	<input type="checkbox"/> L	Safety	<input type="checkbox"/> M	Facility Cond.	<input type="checkbox"/> L	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> N/A	Mandates	<input type="checkbox"/> H	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> M	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> M	Timeliness	Public Facilities
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to make routine investments to preserve, restore, and maintain City Hall and the Annex. Structural components, exterior integrity, service systems and the appearance of City Hall have deteriorated due to age and myriad of interim fixes. Deterioration is an ongoing issue, which must be continuously addressed in order to prevent more expensive repairs in the future, eliminate potential hazards and liabilities, as well as to maintain employee morale.

SERVICE IMPACT: Routine capital investment in City Hall and associated buildings will improve energy efficiency, reduce long-term operating costs, as well as strengthen employee morale and civic pride.

IMPACT IF NOT FUNDED: Deterioration, energy inefficiency and high maintenance costs.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15 Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	300,000	520,000	785,000	0	0	1,070,000	0	0	0	500,000	3,175,000
General	Capital Close-out	407,579	0	0	0	0	0	0	0	0	0	407,579
	Total	707,579	520,000	785,000	0	0	1,070,000	0	0	0	500,000	3,582,579

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General Capital Close-out	407,579	Masonry improvements. Phases I (West side and roof above Audi reception lobby).
	General G.O. Bonds	200,000	Replace underground HVAC chilled water piping at Municipal Complex.
	General G.O. Bonds	100,000	Security system installation. Door hardware and card reader system compatible with police building system.
		<u>\$707,579</u>	2022 Subtotal
2023	General G.O. Bonds	285,000	Masonry improvements. Phase II (Prince Street side).
	General G.O. Bonds	100,000	Replace interior HVAC chilled water piping at City Hall Annex.
	General G.O. Bonds	100,000	Service and upgrade HVAC controls at the Municipal Complex. The current system was installed in 2006.
	General G.O. Bonds	35,000	Paint, ceiling tiles, and carpet in select areas of significant wear. (Collections Division)
		<u>\$520,000</u>	2023 Subtotal
2024	General G.O. Bonds	400,000	Masonry improvements. Phase III (Green Street side).
	General G.O. Bonds	200,000	Replace interior HVAC chilled water piping at City Hall.
	General G.O. Bonds	150,000	Replace the elevator at City Hall.
	General G.O. Bonds	35,000	City Council Chambers. Paint interior and replace carpet.
		<u>\$785,000</u>	2024 Subtotal
2027	General G.O. Bonds	595,000	Replace concrete sidewalks and plazas at City Hall Campus, as well as additional landscape improvements.
	General G.O. Bonds	240,000	Replace exterior lighting at City Hall.
	General G.O. Bonds	165,000	In-kind replacement of City Hall handicap accessible entry ramp.
	General G.O. Bonds	55,000	Updated exterior way finding signage at City Hall.
	General G.O. Bonds	15,000	Flag pole replacement.
		<u>\$1,070,000</u>	2027 Subtotal
2031	General G.O. Bonds	500,000	Landscape improvements at Municipal Complex - Phase II.

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#65-City Hall Renovations	
		\$500,000	2031 Subtotal
	TOTAL	\$3,582,579	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #68-Library

I. PROJECT TYPE: Public Buildings

II. LOCATION: 45 Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: In 1995, Tappe and Associates completed a comprehensive facility needs assessment of the library building at 45 Green Street. The survey recommended a variety of improvements to the roof of the library, windows, exterior surfaces and mechanical systems designed to protect the integrity of the structure. In addition, handicap accessibility related issues were identified and corrections proposed.

In October 2007 an updated library needs assessment was completed by J. Stewart Roberts Associates, Inc. This report, which was accepted by the City Council in December 2007, recommended that the City pursue construction of a new 40,000 SF public library in downtown Concord with associated parking areas. In September 2008 the City Council directed the formation of the 21st Century Library Task Force to conduct a fundraising feasibility study, develop estimates of operating costs for a new facility, as well as formal site selection study. The Task Force presented its findings to the City Council in January 2011. The Task Force's report reaffirmed the findings of the 2007 needs assessment and recommended that the City pursue acquisition of property in downtown for construction of a new facility.

During its review of the CIP in February 2018, the City Council directed the City Administration to revise this project to specifically contemplate renovation and potential expansion of the existing Green Street Library at the Municipal Campus.

In October 2020, an updated plan to renovate and expand the Green Street Library was presented to the City Council. The plan, prepared by Oudens Ello Architects of Boston, Massachusetts, called for demolition of the 1968 addition and construction of a new wing located on the west side of the building along Prince Street. The plan would result in the loss of existing parking lots at the library, as well as 10 Prince Street.

SERVICE IMPACT: Improved library services for the community. The project would allow for a greater portion of the Library's collection to be displayed (much is currently in storage). The project would also feature more seating, meeting and programming space, an expanded supply of technology for public use, as well as provide for a more efficient use of building space and better access to parking for patrons.

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #68-Library

IMPACT IF NOT FUNDED: Inability of library to expand its service or collection to meet the growing needs of the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Donations	0	0	0	0	0	233,500	2,335,000	0	0	0	2,568,500
General	G.O. Bonds	0	250,000	300,000	0	0	2,101,500	21,015,000	0	0	0	23,666,500
	Total	0	250,000	300,000	0	0	2,335,000	23,350,000	0	0	0	26,235,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	250,000	Phase 1 Property acquisition for expansion of Concord Public Library (Green Street).
		\$250,000	2023 Subtotal
2024	General G.O. Bonds	300,000	Phase 2 Property acquisition for expansion of Concord Public Library (Green Street).
		\$300,000	2024 Subtotal
2027	General G.O. Bonds	2,101,500	Design renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. Total anticipated cost of design is \$2,335,000 based upon \$23,350,000 projected construction cost. City share (90%).
	General Donations	233,500	Design renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. Total anticipated cost of design is \$2,335,000 based upon \$23,350,000 projected construction cost. Donation share (10%)
		\$2,335,000	2027 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

PROJECT:	LIBRARY	#68-Library
2028	General	G.O. Bonds
		21,015,000 Construct renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. Total anticipated construction cost of \$23,350,000 projected construction cost. City share 90%.
	General	Donations
		2,335,000 Construct renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. Total anticipated construction cost of \$23,350,000 projected construction cost. Donation share.
		<u>\$23,350,000</u> 2028 Subtotal
	TOTAL	<u>\$26,235,000</u>

**2022-2031
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	<input checked="" type="checkbox"/> New	<input type="checkbox"/> H	Safety	<input type="checkbox"/> L	Facility Cond.	<input type="checkbox"/> L	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="checkbox"/> H	Mandates	<input type="checkbox"/> L	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> L	O + M Costs	<input type="checkbox"/> L	Council Goals	<input type="checkbox"/> N/A	Timeliness	Airport
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The 2006 Airport Master Plan outlined a capital improvement program to acquire property available in the runway protection zone for Runway 17/35 located near Grant and Greeley Streets. Property acquisition began in 2005. In 2008, the City purchased seven of the eight properties targeted for acquisition using FAA grants. At the time, the owner of the eighth property did not wish to sell. The City will revisit this possible acquisition with the property owner in the future.

SERVICE IMPACT: Provides for compliance with Federal Aviation Administration mandated control of safety areas.

IMPACT IF NOT FUNDED: Possible loss of future Federal funding for Airport capital projects due to noncompliance with Federal Aviation Administration safety mandates.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Other	State	0	0	0	0	23,750	0	0	0	0	0	23,750
Airport	Capital Transfer	0	0	0	0	23,750	0	0	0	0	0	23,750
Other	Federal	0	0	0	0	427,500	0	0	0	0	0	427,500
	Total	0	0	0	0	475,000	0	0	0	0	0	475,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other Federal	427,500	Acquire available property in Runway 17 protection zone. Federal Share.
	Airport Capital Transfer	23,750	City share of acquisition project.
	Other State	23,750	State share of acquisition project.
		\$475,000	2026 Subtotal
TOTAL		\$475,000	

**2022-2031
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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Airport	G.O. Bonds	0	0	0	0	0	147,778	147,778	50,000	0	0	345,556
Other	State	0	0	0	0	27,778	147,778	147,778	50,000	1,000	0	374,334
Other	Federal	0	0	0	0	500,000	2,660,000	2,660,000	900,000	18,000	0	6,738,000
Airport	Capital Transfer	0	0	0	0	27,778	0	0	0	1,000	0	28,778
	Total	0	0	0	0	555,556	2,955,556	2,955,556	1,000,000	20,000	0	7,486,668

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other Federal	500,000	Design runway 17/35 reclamation project, including upgraded signage and lighting on the airfield to comply with current FAA regulations. Complete drainage repairs in the vicinity of the ramp area as recommended in the 2006 Airport Master Plan Storm Water Pollution Prevention Plan (SWPPP). The runway will be shifted 300 feet to the south to comply with Runway Safety Determination Study.
	Other State	27,778	Design the reclaim runway 17/35. State share.
	Airport Capital Transfer	27,778	Design the reclaim runway 17/35. City share.
		<u>\$555,556</u>	2026 Subtotal
2027	Other Federal	2,660,000	Phase I (North Side) - Reclaim runway 17/35 and upgrade signage and lighting on the airfield to comply with current FAA regulations. Complete drainage repairs in the vicinity of the ramp area as recommended in the Airport Master Plan SWPPP.
	Airport G.O. Bonds	147,778	Reclaim runway 17/35. City share.
	Other State	147,778	Reclaim runway 17/35. State share.
		<u>\$2,955,556</u>	2027 Subtotal
2028	Other Federal	2,660,000	Phase II (South Side) - Reclaim runway 17/35 and upgrade signage and lighting on the airfield to comply with current FAA regulations. Complete drainage repairs in the vicinity of the ramp area as recommended in the Airport Master Plan SWPPP. Shift runway 300 feet to the south to comply with Runway Determination Safety Study.
	Other State	147,778	Reclaim runway 17/35. State share.
	Airport G.O. Bonds	147,778	Reclaim runway 17/35. City Share.
		<u>\$2,955,556</u>	2028 Subtotal
2029	Other Federal	900,000	Design and Reclaim taxiway on abandoned runway 3/21, north section. Federal share.
	Airport G.O. Bonds	50,000	Reclaim taxiway on abandoned runway 3/21, north section. City share.
	Other State	50,000	Reclaim taxiway on abandoned runway 3/21, north section. State share.
		<u>\$1,000,000</u>	2029 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#72-Runway Pavement Improvements	
2030	Other Federal	18,000	Complete a feasibility study concerning the potential fiscal impacts and economic development ramifications of potentially extending Runway 17/35 an additional 600-1,000' in order to accommodate larger aircraft.
	Airport Capital Transfer	1,000	City share.
	Other State	1,000	State share.
		<hr/>	
		\$20,000	2030 Subtotal
		<hr/>	
TOTAL		\$7,486,668	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Project entails general maintenance of city-owned infrastructure at the airport, which are not reimbursable by the Federal Aviation Administration or State of New Hampshire. Typical projects include hanger repairs, improvements to the terminal building, as well as refurbishment of parking areas.

SERVICE IMPACT: Routine maintenance of infrastructure is required to avoid potential liability with deteriorated facilities, as well as to create an environment to spur growth and economic development at the airport.

IMPACT IF NOT FUNDED: Deteriorated buildings will result in higher operating and maintenance cost, as well as potential liabilities for the City.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Airport	Capital Transfer	10,000	15,000	0	10,000	10,000	10,000	0	0	0	0	55,000
Airport	G.O. Bonds	0	0	130,000	0	0	0	0	0	0	0	130,000
	Total	10,000	15,000	130,000	10,000	10,000	10,000	0	0	0	0	185,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$10,000</u>	2022 Subtotal
2023	Airport Capital Transfer	15,000	Hangar maintenance and repairs.
		<u>\$15,000</u>	2023 Subtotal
2024	Airport G.O. Bonds	100,000	Hangar roof replacement.
	Airport G.O. Bonds	30,000	Refurbish/replace outdated heating equipment in the terminal building.
		<u>\$130,000</u>	2024 Subtotal
2025	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$10,000</u>	2025 Subtotal
2026	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$10,000</u>	2026 Subtotal
2027	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$10,000</u>	2027 Subtotal
	TOTAL	<u>\$185,000</u>	

**2022-2031
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: The purpose of this project is to purchase new winter operations equipment for the Airport, as well as make improvements to the building used to store said equipment.

SERVICE IMPACT: Routine equipment replacement ensures that snow removal at airport shall continue to comply with Federal Aviation Administration (FAA) grant agreements. Investments in equipment also help to maintain, and enhance, efficiency of snow removal operations.

IMPACT IF NOT FUNDED: Potential loss of future FAA grant funding for infrastructure improvements. Inability to remove snow from airport to meet grant assurances. Inability to keep the Airport operational during winter storms.

IV PREVIOUS FISCAL YEAR AUTHORIZED: July 1999 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Airport	Capital Transfer	0	0	0	0	0	35,000	0	0	0	0	35,000
Other	Federal	0	0	0	0	0	630,000	0	0	0	0	630,000
Other	State	0	0	0	0	0	35,000	0	0	0	0	35,000
	Total	0	0	0	0	0	700,000	0	0	0	0	700,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
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
2027	Other Federal	630,000	Purchase new snow blower (\$250,000), tow-behind sweeper (\$60,000), sander with liquid system (\$15,000) and ice spreader for dump truck with plow (\$15,000) snow removal equipment. Federal Share.
	Other State	35,000	State share.
	Airport Capital Transfer	35,000	City Share.
		<hr/>	
		\$700,000	2027 Subtotal
		<hr/>	
	TOTAL	\$700,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="M"/>	Safety	<input type="text" value="M"/>	Facility Cond.	<input type="text" value="L"/>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="text" value="N/A"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="L"/>	Tax Base Exp.	<input type="text" value="H"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="N/A"/>	O + M Costs	<input type="text" value="M"/>	Council Goals	<input type="text" value="M"/>	Timeliness	Road Resurfacing
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to fund routine repair and reconstruction of City streets, including minor alterations to improve safety and flow of traffic.

There are generally two techniques used to improve streets; cold planing and reclaiming. Cold planing and overlaying involves removal of the top 1-2" of existing pavement with a milling machine, followed by the installation of new pavement. Reclaiming involves in-place crushing and recycling of all underlying asphalt and gravel road base, which is then graded and compacted to form the foundation for new pavement.

All streets scheduled for cold plane / overlay or reclamation receive drainage improvements, as might be required to correct existing deficiencies in order to prolong longevity of the roadway.

Crack sealing is also included within this project in order to prolong the longevity of past paving projects.

SERVICE IMPACT: Improved roadway surfaces and drainage infrastructure. Reduced maintenance. Improved drivability / rideability for motorists.

IMPACT IF NOT FUNDED: Deferred maintenance results in increased deterioration of roadway infrastructure, thus necessitating more involved and expensive repairs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years) 20

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Highway Reserve	2,375,000	2,550,000	2,710,000	2,710,000	2,800,000	2,900,000	3,000,000	3,000,000	3,000,000	3,000,000	28,045,000
	Total	2,375,000	2,550,000	2,710,000	2,710,000	2,800,000	2,900,000	3,000,000	3,000,000	3,000,000	3,000,000	28,045,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General Highway Reserve	100,000	Drainage repairs.
	General Highway Reserve	50,000	Pavement preservation.
	General Highway Reserve	25,000	Emergency overlays.
	General Highway Reserve	2,200,000	COLDPLANE: Capitol St; Full Length Centre St; Main St to Union St Green St; Full Length N. State St; Pleasant St to Centre St Park St; Full Length Pleasant St; Main St to Green St School St; Main St to Spring St Warren St; Main St to Spring St RECLAIM: Blanchard St; Full Length Curtice Ave; Full Length Foster St; Full Length Granite Ave; Full Length Prospect St; Full Length South St; Pleasant St to Clinton St S. State St; Full Length
		\$2,375,000	2022 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#78-Annual Highway Improvement Program
2023	General Highway Reserve	2,390,000 MAINTENANCE OVERLAYS: Bog Rd; Full Length RECLAIM: Airport Rd; # 90 to # 184 Airport Rd; Quincy to Loudon Chenell Dr; Pembroke to Regional Maitland St; Full Length Matthew St; Full Length Stone St; Bow to Broadway Barnett St.(P); Full Length Bonney St. (P); Full Length Brodeur St (P); Full Length Bye St (P); Full Length Canal St (P); Village St to Community Dr Dolphin St; Full Length Hardy Ave; Full Length Lawrence St; Full Length Lilac St (P); Full Length MacCoy St (P); Full Length Merrimack St. (P); Full Length Shaw St (P); Full Length Stark St; Full Length Steeple View (P); Full Length Summer St (P); Full Length Sweatt St (P); Full Length Tanner St (P); Full Length Webster Pl (P); Elm to T/L Winter St (P); Full Length
	General Highway Reserve	100,000 Drainage repairs.
	General Highway Reserve	35,000 Pavement preservation.
	General Highway Reserve	25,000 Emergency overlays.
		<hr/> \$2,550,000 2023 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

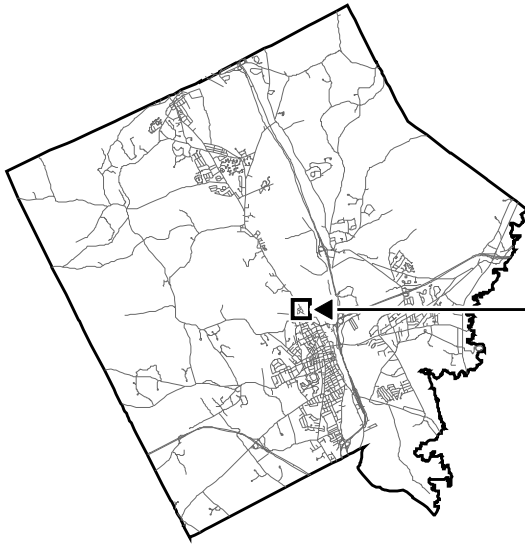
**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES		#78-Annual Highway Improvement Program	
2024	General	Highway Reserve	2,385,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			\$2,710,000	2024 Subtotal
2025	General	Highway Reserve	2,385,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			\$2,710,000	2025 Subtotal
2026	General	Highway Reserve	2,475,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			\$2,800,000	2026 Subtotal
2027	General	Highway Reserve	2,575,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			\$2,900,000	2027 Subtotal
2028	General	Highway Reserve	2,675,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement preservation.
	General	Highway Reserve	100,000	Drainage repair.
	General	Highway Reserve	25,000	Emergency overlays.

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#78-Annual Highway Improvement Program	
		\$3,000,000	2028 Subtotal
2029	General Highway Reserve	2,675,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	200,000	Pavement preservation.
	General Highway Reserve	100,000	Drainage repair.
	General Highway Reserve	25,000	Emergency overlays.
		\$3,000,000	2029 Subtotal
2030	General Highway Reserve	2,675,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	200,000	Pavement preservation.
	General Highway Reserve	100,000	Drainage repair.
	General Highway Reserve	25,000	Emergency overlays.
		\$3,000,000	2030 Subtotal
2031	General Highway Reserve	2,675,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	200,000	Pavement preservation.
	General Highway Reserve	100,000	Drainage repair.
	General Highway Reserve	25,000	Emergency overlays.
		\$3,000,000	2031 Subtotal
	TOTAL	\$28,045,000	



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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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

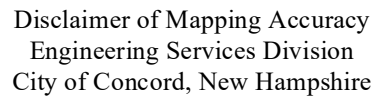
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**FY 2022
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**

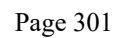




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***FY 2022
CIP PROJECT #78***

***ANNUAL HIGHWAY
IMPROVEMENT PROGRAM***



**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Storm Sewer

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: A City-wide master plan of existing storm drainage facilities was completed and approved by City Council in 2007. The study included a comprehensive field assessment of existing conditions, location surveys and mapping of the entire drainage system/drainage areas in the GIS system. Results of the study are being used to prioritize maintenance activities and provide a plan for storm drainage replacement and/or expansion of the system.

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

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED: June 1997 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	75,000	100,000	650,000	650,000	1,500,000	1,500,000	1,500,000	1,500,000	7,475,000
	Total	0	0	75,000	100,000	650,000	650,000	1,500,000	1,500,000	1,500,000	1,500,000	7,475,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	75,000	Stormwater Enterprise Fund rate study update.
		<u>\$75,000</u>	2024 Subtotal
2025	General G.O. Bonds	100,000	Design and permitting Lincoln Street drainage improvements.
		<u>\$100,000</u>	2025 Subtotal
2026	General G.O. Bonds	650,000	Construction of drainage improvements within the Lincoln Street drainage area.
		<u>\$650,000</u>	2026 Subtotal
2027	General G.O. Bonds	650,000	Replace a structurally deficient 48 inch culvert that conveys storm water originating from Turkey Pond under Portsmouth Street east of I-393. Acquire the necessary public infrastructure easements to complete the project.
		<u>\$650,000</u>	2027 Subtotal
2028	General G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
		<u>\$1,500,000</u>	2028 Subtotal
2029	General G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
		<u>\$1,500,000</u>	2029 Subtotal
2030	General G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
		<u>\$1,500,000</u>	2030 Subtotal
2031	General G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
		<u>\$1,500,000</u>	2031 Subtotal
TOTAL		<u>\$7,475,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="M"/>	Safety	<input type="text" value="M"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="N/A"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="H"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="N/A"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="M"/>	Timeliness	Water
	<input type="checkbox"/> 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	G.O. Bonds	0	0	0	575,000	260,000	0	575,000	0	0	1,040,000	2,450,000
	Total	0	0	0	575,000	260,000	0	575,000	0	0	1,040,000	2,450,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	575,000	Design and line approximately 2,800 LF of 10" water main on School Street from Rum Hill Rd. to Westbourne Rd.
		\$575,000	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#84-Water Main Cleaning & Lining	
2026	Water G.O. Bonds	260,000	Design and line approximately 1,250 LF of 8" water mains on Orion Street and Valley Road.
		<u>\$260,000</u>	2026 Subtotal
2028	Water G.O. Bonds	575,000	Design and line Fernald, 532 LF; Ormond, 650 LF; Winthrop, 720 LF; Fifield, 200 LF; and Welch St, 285 LF.
		<u>\$575,000</u>	2028 Subtotal
2031	Water G.O. Bonds	1,040,000	Lining of approximately 5,500 LF of water mains on Ridge, School and Valley Streets.
		<u>\$1,040,000</u>	2031 Subtotal
	TOTAL	<u>\$2,450,000</u>	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="L"/> Safety	<input type="text" value="H"/> Facility Cond.	<input type="text" value="N/A"/> Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="N/A"/> Mandates	<input type="text" value="H"/> Service Def.	<input type="text" value="N/A"/> Tax Base Exp.	<input type="text" value="H"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="N/A"/> O + M Costs	<input type="text" value="N/A"/> Council Goals	<input type="text" value="H"/> Timeliness	Water
	<input type="checkbox"/> 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 severely deteriorated, 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	G.O. Bonds	0	0	0	0	0	0	0	0	0	3,000,000	3,000,000
	Total	0	0	0	0	0	0	0	0	0	3,000,000	3,000,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2031	Water G.O. Bonds	3,000,000	Replace 8 inch main on Portsmouth Street (East Side Drive to water tank), Industrial Park Drive (entire length), as well as Oak Street and Fuller Street.
		<u>\$3,000,000</u>	2031 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#85-Water Main Replacement
TOTAL		\$3,000,000

**2022-2031
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	<input checked="" type="checkbox"/> New	<input type="checkbox"/> L	Safety	<input type="checkbox"/> H	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="checkbox"/> N/A	Mandates	<input type="checkbox"/> H	Service Def.	<input type="checkbox"/> M	Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> H	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> H	Timeliness	Water
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	Capital Transfer	0	0	10,000	0	0	0	0	0	0	0	10,000
Water	G.O. Bonds	0	0	0	1,000,000	0	0	0	0	0	0	1,000,000
	Total	0	0	10,000	1,000,000	0	0	0	0	0	0	1,010,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #86-Water Main Construction

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Water Capital Transfer	10,000	Design 2,700LF of 12 inch main from Black Hill Road and Manchester Street to Garvins Falls Road. Project to be coordinated with CIP #36.
		\$10,000	2024 Subtotal
2025	Water G.O. Bonds	1,000,000	Construct 2,700LF of 12 inch main from Black Hill Road and Manchester Street to Garvins Falls Road. Project to be coordinated with CIP #36.
		\$1,000,000	2025 Subtotal
	TOTAL	\$1,010,000	

**2022-2031
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	<input checked="" type="checkbox"/> New	<input type="checkbox"/> L	Safety	<input type="checkbox"/> M	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> N/A	Mandates	<input type="checkbox"/> M	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> M City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> M	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> M	Timeliness	Water
	<input type="checkbox"/> 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	G.O. Bonds	0	90,000	100,000	230,000	150,000	400,000	400,000	0	950,000	1,025,000	3,345,000
	Total	0	90,000	100,000	230,000	150,000	400,000	400,000	0	950,000	1,025,000	3,345,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Water G.O. Bonds	75,000	Laboratory countertops and cabinet replacements.
	Water G.O. Bonds	15,000	Administrative area repairs.
		<u>\$90,000</u>	2023 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #88-Water Plant Improvements

2024	Water G.O. Bonds	100,000	Rebuilding four treatment trains - concrete work.
		<u>\$100,000</u>	2024 Subtotal
2025	Water G.O. Bonds	150,000	Pipe gallery valve replacement.
	Water G.O. Bonds	80,000	Replace eight flocculator units.
		<u>\$230,000</u>	2025 Subtotal
2026	Water G.O. Bonds	150,000	Pipe Gallery valve replacements.
		<u>\$150,000</u>	2026 Subtotal
2027	Water G.O. Bonds	400,000	Filter and underdrain improvements.
		<u>\$400,000</u>	2027 Subtotal
2028	Water G.O. Bonds	400,000	Filter and underdrain improvements.
		<u>\$400,000</u>	2028 Subtotal
2030	Water G.O. Bonds	800,000	Plant filter re-build.
	Water G.O. Bonds	150,000	Plant boiler replacement.
		<u>\$950,000</u>	2030 Subtotal
2031	Water G.O. Bonds	500,000	Rebuilding of treatment trains - concrete work.
	Water G.O. Bonds	200,000	Rebuild plant filter.
	Water G.O. Bonds	175,000	Plant roof rehabilitation.
	Water G.O. Bonds	150,000	Warehouse building improvements - roof, walls, and storage areas.
		<u>\$1,025,000</u>	2031 Subtotal
	TOTAL	<u>\$3,345,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
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	<input checked="" type="checkbox"/> New	<div>H</div>	Safety	<div>N/A</div>	Facility Cond.	<div>N/A</div>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<div>L</div>	Mandates	<div>H</div>	Service Def.	<div>N/A</div>	Tax Base Exp.	<div>H</div> City Master Pl.
	<input type="checkbox"/> Rebuild	<div>L</div>	O + M Costs	<div>L</div>	Council Goals	<div>L</div>	Timeliness	Sewer
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: In FY2005 the engineering firm Fay, Spofford and Thorndike conducted an evaluation of odor related issues at the Hall Street Waste Water Treatment Plant. Per the findings of this evaluation, a multiphase implementation plan was 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Sewer	G.O. Bonds	0	0	0	0	0	0	450,000	7,100,000	0	100,000	7,650,000
	Total	0	0	0	0	0	0	450,000	7,100,000	0	100,000	7,650,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
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
2028	Sewer G.O. Bonds	275,000	Design engineering for complete refurbishment of second biotower. Project to include structural repair, new media and distribution system, and enclosure for odor.
	Sewer G.O. Bonds	175,000	Design engineering services for Phase 2 liquid stream odor control improvements. Phase 2 includes full surface covers for the primary clarifiers, associated ductwork, connection to the existing in-ground biofilter system constructed during Phase 1 improvements.
		<hr/> \$450,000	2028 Subtotal
2029	Sewer G.O. Bonds	4,300,000	Construction of biotower improvements designed in FY 2027.
	Sewer G.O. Bonds	2,800,000	Construction of odor control improvements designed in FY 2027. Construction engineering services estimated at \$250,000 and construction at \$2,550,000.
		<hr/> \$7,100,000	2029 Subtotal
2031	Sewer G.O. Bonds	100,000	Odor control monitoring study.
		\$100,000	2031 Subtotal
	TOTAL	<hr/> \$7,650,000	

**2022-2031
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 ☐ New Safety Facility Cond. Productivity
 SERVED: ☒ 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Sewer	Capital Transfer	40,000	40,000	50,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	410,000
Sewer	G.O. Bonds	0	375,000	0	115,000	0	0	450,000	0	0	4,000,000	4,940,000
	Total	40,000	415,000	50,000	155,000	40,000	40,000	490,000	40,000	40,000	4,040,000	5,350,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

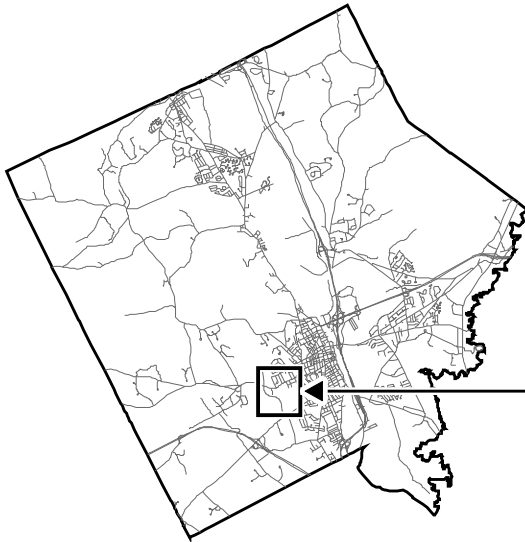
VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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.
		\$40,000	2022 Subtotal
2023	Sewer G.O. Bonds	375,000	Line portions of sewer main on Merrimack Street (Penacook), Village Street (from Bonney St. to #88 Village St.), Chandler St., Cypress St., Stark St., South Fruit St. and Woodman St. Pending bid prices, additional streets may be added to scope of work.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance: #40 Elm Street to Village Street. Approximately 1,060 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
		\$415,000	2023 Subtotal
2024	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance: Cross country from Ridge Rd. to School St - Phase 1. Approximately 1,400 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
	Sewer Capital Transfer	10,000	Design the lining of Granite Ave., North State St., Martin St. and Prospect St.
		\$50,000	2024 Subtotal
2025	Sewer G.O. Bonds	115,000	Line 2,600LF of 8, 10 and 12 inch main on portions of Granite Ave., North State St., Martin St. and Prospect St. Pending bid prices, additional streets may be added to scope of work.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance: Cross country from Ridge Rd. to School St. - Phase 2. Approximately 1,400 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
		\$155,000	2025 Subtotal
2026	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		\$40,000	2026 Subtotal
2027	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		\$40,000	2027 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#91-Sewer Main Rehabilitation and Construction
2028	Sewer G.O. Bonds	450,000 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.
		<hr/> \$490,000 2028 Subtotal
2029	Sewer Capital Transfer	40,000 Interceptor Access Road Maintenance.
		<hr/> \$40,000 2029 Subtotal
2030	Sewer Capital Transfer	40,000 Interceptor Access Road Maintenance.
		<hr/> \$40,000 2030 Subtotal
2031	Sewer G.O. Bonds	4,000,000 Design and line an estimated 15 miles of various size verified clay sewer pipe through out the city.
	Sewer Capital Transfer	40,000 Interceptor Access Road Maintenance.
		<hr/> \$4,040,000 2031 Subtotal
	TOTAL	<hr/> \$5,350,000

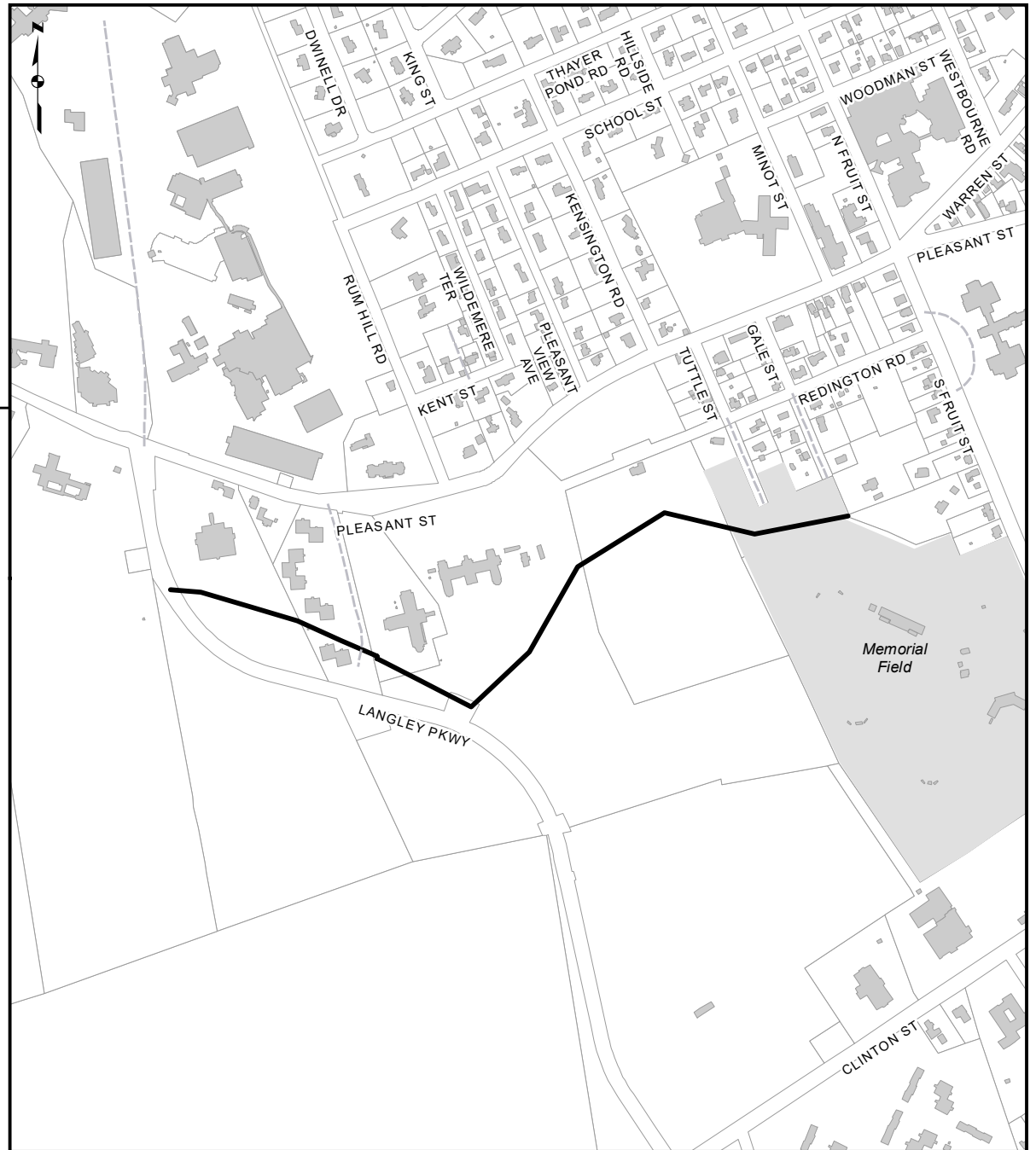
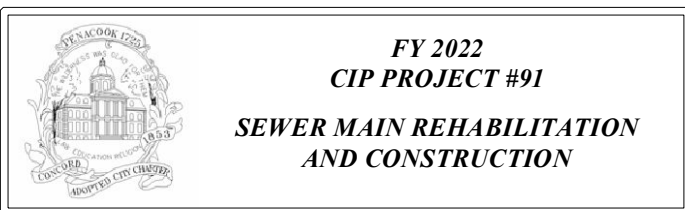


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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale



**2022-2031
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	<input checked="" type="checkbox"/> New	<u>N/A</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<u>N/A</u>	Mandates	<u>M</u>	Service Def.	<u>L</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<u>H</u>	O + M Costs	<u>H</u>	Council Goals	<u>L</u>	Timeliness	Economic Development
	<input type="checkbox"/> 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 2006 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, former E&P Hotel, 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Other	Tax Increment Financing	0	0	0	0	0	0	0	0	400,000	4,000,000	4,400,000
	Total	0	0	0	0	0	0	0	0	400,000	4,000,000	4,400,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #97-Low Avenue Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	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 potential 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	2030 Subtotal
2031	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	2031 Subtotal
	TOTAL	\$4,400,000	

**2022-2031
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	<input checked="" type="checkbox"/> New	<u>M</u>	Safety	<u>H</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<u>L</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	Timeliness	Sewer
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to implement a variety of improvements as recommended in the 2014 evaluation of the City's Wastewater Treatment Facilities. Projects included within this CIP address code and safety issues, as well as immediate and long-term capital needs.

SERVICE IMPACT: Provides planned upgrade and renovation of existing infrastructure to provide short-term and long-term reliability, meet code and regulation modifications established since the plant was built, and improve overall efficiency.

IMPACT IF NOT FUNDED: Potential for increased operating and maintenance costs over time; potential for costly emergency repairs or replacements as outdated components fail; potential 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Sewer	Capital Close-out	202,281	0	0	0	0	0	0	0	0	0	202,281
Sewer	Capital Transfer	0	15,000	0	0	0	0	0	0	0	0	15,000
Sewer	G.O. Bonds	1,965,000	1,425,000	1,300,000	1,750,000	6,000,000	1,200,000	2,375,000	3,300,000	1,000,000	500,000	20,815,000
	Total	2,167,281	1,440,000	1,300,000	1,750,000	6,000,000	1,200,000	2,375,000	3,300,000	1,000,000	500,000	21,032,281

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
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
2022	Sewer G.O. Bonds	1,600,000	Motor Control Center electrical improvements.
	Sewer Capital Close-out	202,281	Intermediate building HVAC improvements. Closeout share.
	Sewer G.O. Bonds	200,000	Intermediate building HVAC improvements.
	Sewer G.O. Bonds	100,000	Process equipment assessment and CIP Prioritization.
	Sewer G.O. Bonds	25,000	Repair or replace sections of security fence.
	Sewer G.O. Bonds	25,000	SCADA software upgrade.
	Sewer G.O. Bonds	15,000	Relocate remote pump station repeater.
		<u>\$2,167,281</u>	2022 Subtotal
2023	Sewer G.O. Bonds	1,100,000	Replacement one of the secondary clarifiers. (#1)
	Sewer G.O. Bonds	325,000	SCADA processor replacement.
	Sewer Capital Transfer	15,000	Replacement of four wheel drive mower.
		<u>\$1,440,000</u>	2023 Subtotal
2024	Sewer G.O. Bonds	1,100,000	Replacement of one secondary clarifier. (#2)
	Sewer G.O. Bonds	100,000	Renovation of administration area to address ADA compliance issues, and repair / replace damaged and worn materials and finishes.
	Sewer G.O. Bonds	75,000	Pavement repairs.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		<u>\$1,300,000</u>	2024 Subtotal
2025	Sewer G.O. Bonds	1,100,000	Replace one secondary clarifier. (#3)
	Sewer G.O. Bonds	500,000	Concrete/structural repairs.
	Sewer G.O. Bonds	125,000	Design engineering of dewatering system upgrades.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		<u>\$1,750,000</u>	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #104-Hall Street Waste Water Treatment Plant Improvements

2026	Sewer G.O. Bonds	6,000,000	Construction of dewatering upgrades.
		<u>\$6,000,000</u>	2026 Subtotal
2027	Sewer G.O. Bonds	300,000	Renovate administrative offices and laboratory.
	Sewer G.O. Bonds	275,000	Replace clarifier drain valves and inlet gates.
	Sewer G.O. Bonds	250,000	SCADA system upgrades.
	Sewer G.O. Bonds	250,000	Refurbish first of two sludge holding tanks. Project entails repair of deteriorating concrete and recoating of interior concrete surfaces.
	Sewer G.O. Bonds	100,000	Replace roof on Admin Gravity Belt Thickener (AGBT) room with EDPM membrane roof system.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		<u>\$1,200,000</u>	2027 Subtotal
2028	Sewer G.O. Bonds	2,000,000	Grit removal equipment replacement.
	Sewer G.O. Bonds	250,000	Refurbish second of two sludge holding tanks. Project entails repair of deteriorating concrete and recoating of interior concrete surfaces.
	Sewer G.O. Bonds	100,000	Effluent disinfection system upgrades.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		<u>\$2,375,000</u>	2028 Subtotal
2029	Sewer G.O. Bonds	2,500,000	Influent bar rack and wash press replacement.
	Sewer G.O. Bonds	525,000	Engineering and installation of replacement screw pump.
	Sewer G.O. Bonds	250,000	Sludge holding tank mixing system upgrade.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		<u>\$3,300,000</u>	2029 Subtotal
2030	Sewer G.O. Bonds	1,000,000	Paving replacement.
		<u>\$1,000,000</u>	2030 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-SEWER	#104-Hall Street Waste Water Treatment Plant Improvements	
2031	Sewer G.O. Bonds	500,000	Administration building roof replacement.
		<u>\$500,000</u>	2031 Subtotal
	TOTAL	<u>\$21,032,281</u>	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="L"/> Safety	<input type="text" value="M"/> Facility Cond.	<input type="text" value="H"/> Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="text" value="N/A"/> Mandates	<input type="text" value="M"/> Service Def.	<input type="text" value="L"/> Tax Base Exp.	<input type="text" value="M"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="M"/> O + M Costs	<input type="text" value="L"/> Council Goals	<input type="text" value="M"/> Timeliness	Parks
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

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

SERVICE IMPACT: Routine investment in the golf course will preserve and improve the quality of the course thereby maintaining customer satisfaction and market share.

IMPACT IF NOT FUNDED: Without routine investments, the facility will deteriorate 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	25,000	0	0	0	0	100,000	3,775,000	0	0	3,900,000
Golf	Capital Transfer	0	25,000	0	0	0	0	0	0	0	0	25,000
Golf	G.O. Bonds	0	0	10,000	0	50,000	10,000	0	0	0	0	70,000
	Total	0	50,000	10,000	0	50,000	10,000	100,000	3,775,000	0	0	3,995,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
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
2023	Golf Capital Transfer	25,000	Replace kitchen equipment.
	General G.O. Bonds	25,000	Replace clubhouse furniture.
		<u>\$50,000</u>	2023 Subtotal
2024	Golf G.O. Bonds	10,000	Simulator upgrades.
		<u>\$10,000</u>	2024 Subtotal
2026	Golf G.O. Bonds	50,000	Design and construct a 320SF storage building.
		<u>\$50,000</u>	2026 Subtotal
2027	Golf G.O. Bonds	10,000	Simulator upgrades.
		<u>\$10,000</u>	2027 Subtotal
2028	General G.O. Bonds	100,000	Final design of new club house. New building scheduled to be built in FY 2029
		<u>\$100,000</u>	2028 Subtotal
2029	General G.O. Bonds	3,775,000	Design and construct a new clubhouse and associated landscaping and parking improvements.
		<u>\$3,775,000</u>	2029 Subtotal
	TOTAL	<u>\$3,995,000</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: 53 Hutchins Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to make period repairs to the Penacook Lake dam, associated spillway, and related infrastructure.

SERVICE IMPACT: The dam provides retention for Penacook Lake, the City's primary source of potable water for the municipal water system. Failure to make routine investments to protect the dam and associated infrastructure could reduce the dam's useful life and negatively affect the City's ability to use Penacook Lake to supply the potable water system.

IMPACT IF NOT FUNDED: Unmitigated deterioration of the dam and related infrastructure could negatively impact the City's ability to use Penacook Lake to supply the potable water system.

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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	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

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Water G.O. Bonds	250,000	Rehabilitation/replacement of dam and spillway.
		<hr/> \$250,000	2024 Subtotal
	TOTAL	<hr/> \$250,000	

**2022-2031
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	<input type="checkbox"/> New	<u>M</u>	Safety	<u>N/A</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<u>L</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	<input type="checkbox"/> Rebuild	<u>N/A</u>	O + M Costs	<u>L</u>	Council Goals	<u>M</u>	Timeliness	Motor Vehicle Equipment
	<input checked="" type="checkbox"/> 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: Failure to routinely replace vehicles and equipment at the end of their useful life will result in higher maintenance and repair costs, increased down time associated with equipment failures, as well as less efficient operations.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Sewer	G.O. Bonds	280,000	525,000	385,000	85,000	60,000	200,000	160,000	255,000	327,000	257,000	2,534,000
Water	G.O. Bonds	140,000	52,000	68,000	110,000	60,000	60,000	220,000	252,000	82,000	96,000	1,140,000
General	G.O. Bonds	1,235,000	1,002,000	1,140,000	1,047,000	1,375,000	1,404,000	1,603,000	1,482,000	1,362,000	2,269,000	13,919,000
	Total	1,655,000	1,579,000	1,593,000	1,242,000	1,495,000	1,664,000	1,983,000	1,989,000	1,771,000	2,622,000	17,593,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	380,000	Replace Trackless Sidewalk Tractors HWY/COMF unit #1365 & #1366
	General G.O. Bonds	290,000	Replace bucket loader (1993) unit #090
	General G.O. Bonds	210,000	Replace one 6-wheel dump truck (2006) unit #1227
	Sewer G.O. Bonds	140,000	Replace Case Loader/Backhoe unit #723
	Sewer G.O. Bonds	140,000	Replace Cut-Away Van (Camera) #712
	General G.O. Bonds	132,000	Replace two (2) skid steer units #1361 and 1362
	Water G.O. Bonds	100,000	Replace Mini Excavator unit #823
	General G.O. Bonds	70,000	Replace John Deer Mower Unit #673
	General G.O. Bonds	66,000	Replace one (1) skid steer unit #1360
	General G.O. Bonds	52,000	Replace 4 Ton Asphalt Hauler Unit #66
	Water G.O. Bonds	40,000	Replace 4x4 pick-up truck Ext Cab (2008) units #872
	General G.O. Bonds	20,000	Replace 11 CY sander unit #1230SS
	General G.O. Bonds	15,000	Replace one 5-ton tandem trailer (2000) unit #064
		<u>\$1,655,000</u>	2022 Subtotal
2023	Sewer G.O. Bonds	525,000	Replace 10 wheel vactor truck unit #711
	General G.O. Bonds	430,000	Replace 6-wheel dump trucks (2008) unit #1228 & #1229
	General G.O. Bonds	195,000	Replace Sidewalk Tractor (2012) unit #1366
	General G.O. Bonds	160,000	Replace Blower Yellow #1
	General G.O. Bonds	97,000	Replace 1 shop fork truck (1997) unit #149
	General G.O. Bonds	95,000	Replace leaf loader (2000) CEM unit #190
	Water G.O. Bonds	52,000	Replace 2500 extended cab pick-up truck Unit # 824
	General G.O. Bonds	25,000	Replace Tandem Axle Trailer #61
		<u>\$1,579,000</u>	2023 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program
2024	General	G.O. Bonds	245,000 Replace one 10-wheel dump truck (2009) unit 1230
	General	G.O. Bonds	240,000 Replace Two pickup truck 4WD plow, sander, wing #1109 & #1113
	Sewer	G.O. Bonds	225,000 Replace truck sludge hauler (2001) unit #112
	General	G.O. Bonds	220,000 Replace Dump Truck (2011) unit #1231
	Sewer	G.O. Bonds	160,000 6 Wheel Dump Truck #753
	General	G.O. Bonds	74,000 Chipper unit #668
	Water	G.O. Bonds	68,000 Replace Crew Cab utility body F350 unit #825
	General	G.O. Bonds	60,000 Replace sign boards & trailers Solar units #449 & 447 CD/COMF
	General	G.O. Bonds	60,000 Replace sign boards & trailers unit #445,445 CD/COMF
	General	G.O. Bonds	52,000 4x2 super cab pickup Unit #1110
	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 #422
	General	G.O. Bonds	25,000 Replace 5 Ton Tandem Trailer (2000) unit #64
	General	G.O. Bonds	21,000 Replace SS 11CY Sander Unit # 1235SS
	General	G.O. Bonds	21,000 Replace stainless steel 11 CY 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 stainless steel 3.4CY Sander (2004) unit #901SS
	General	G.O. Bonds	15,000 Replace Spreader 1.5CY (2004) unit #875SS
			<hr/> \$1,593,000 2024 Subtotal
2025	General	G.O. Bonds	450,000 Replace two 6 Wheel Dump Trucks (2008) units #1232 & #1233
	General	G.O. Bonds	205,000 Replace Sidewalk Tractor (2014) unit #1367
	General	G.O. Bonds	145,000 Replace Bobcat Toolcat # 1370
	Sewer	G.O. Bonds	85,000 Replace Ford F-350 pickup unit #755
	General	G.O. Bonds	76,000 Replace Skidsteer Unit # 136
	Water	G.O. Bonds	65,000 Replace Ford F- 350 pickup unit #877
	General	G.O. Bonds	54,000 Replace three 3.4 CY sanders units #0669SS, #1104SS & 1105SS
	General	G.O. Bonds	52,000 Replace cargo van unit #602

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	Water G.O. Bonds	45,000	Replace Ford F-150 extra cab pickup #826
	General G.O. Bonds	40,000	Ford F-150 Extra Cab Unit #1450
	General G.O. Bonds	25,000	Replace Sign Board Solar Unit #450
		<u>\$1,242,000</u>	2025 Subtotal
2026	General G.O. Bonds	510,000	Replace Two (2) Dump Trucks (2013) units #1235, 1236,
	General G.O. Bonds	230,000	Replace 6 Wheel Dump Truck (2011) unit #1234
	General G.O. Bonds	210,000	Replace sidewalk tractor unit #1368
	General G.O. Bonds	170,000	Replace 2 Crew Cab rack body F350 #1107 & #1108
	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
	General G.O. Bonds	25,000	Arrow Board Units #452
	General G.O. Bonds	25,000	Replace Sign Board Unit #451
	General G.O. Bonds	20,000	Stainless 7CY Sander #425SS
	General G.O. Bonds	20,000	Nine Ton Trailer #672
	General G.O. Bonds	20,000	Magnum light trailer #1405
	General G.O. Bonds	20,000	Stainless steel spreader #0057SS
	General G.O. Bonds	20,000	Stainless steel spreader #1226SS
	General G.O. Bonds	15,000	Stainless 3.4 CY Sander #1103SS
		<u>\$1,495,000</u>	2026 Subtotal
2027	General G.O. Bonds	300,000	Replace bucket loader unit #1301
	General G.O. Bonds	255,000	Replace 10-wheel dump trucks unit #1237
	General G.O. Bonds	220,000	Replace 6-Wheel Dump Truck #1238
	General G.O. Bonds	172,000	Replace snow blower unit #004
	General G.O. Bonds	145,000	Replace service truck unit #009
	General G.O. Bonds	116,000	Replace 4x2 Super Cab Pickup #461 and #462

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	Sewer G.O. Bonds	100,000	Replace Ford F-350 Crew Cab Unit #724
	Sewer G.O. Bonds	100,000	Replace 4x2 Crew Cab pickup truck unit #706
	Water G.O. Bonds	60,000	Replace C1500 4x2 pickup unit #879
	General G.O. Bonds	58,000	Replace 4X2 F-150 Super cab pick-up truck Unit #460
	General G.O. Bonds	58,000	Replace 4x2 Super Cab Pickup #906
	General G.O. Bonds	40,000	Replace (2) SS 7CY Sanders Unit #1228SS and 1229SS
	General G.O. Bonds	20,000	Replace 6CY Sander Unit #1227SS
	General G.O. Bonds	20,000	Replace Utility Trailer Unit #1402
		<u>\$1,664,000</u>	2027 Subtotal
2028	General G.O. Bonds	285,000	Replace Street Sweeper Unit #1391
	General G.O. Bonds	160,000	Tool Cat #1369
	General G.O. Bonds	130,000	Replace Two (2) F-250 4x4 PU Unit #657 & 658
	General G.O. Bonds	102,000	Replace F550 carpenter van #905
	Water G.O. Bonds	95,000	Replace Ford F-550 Dump/Plow Unit #829
	General G.O. Bonds	94,000	Replace 4x4 pickup/dump #691
	General G.O. Bonds	92,000	F-350 Dump 4X4 #1112
	General G.O. Bonds	90,000	F-350 Utility 4X4 #907
	General G.O. Bonds	84,000	F-350 Utility 4X4 #1111
	General G.O. Bonds	78,000	Replace F-350 PU 4x4 Unit #604
	General G.O. Bonds	78,000	Replace F-350 Crew Cab 4x4 Unit #603
	Water G.O. Bonds	75,000	Vac-Tron Trailer #828
	General G.O. Bonds	66,000	Trackless Leaf Loader #1461
	General G.O. Bonds	66,000	Trackless Leaf Loader #1460
	Sewer G.O. Bonds	65,000	Replace 4x4 pick-up truck F250 (2018) units #757
	General G.O. Bonds	60,000	Stump grinder unit #666
	Sewer G.O. Bonds	58,000	Replace SUV Edge Unit #756
	General G.O. Bonds	56,000	Replace 4x2 Super Cab PU Unit #463

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program
	Water G.O. Bonds	50,000 F250 4X4 PU #880
	General G.O. Bonds	46,000 Replace Equipment Service Radio Car Unit #10
	Sewer G.O. Bonds	22,000 Replace flatbed trailer unit #426
	General G.O. Bonds	20,000 Replace 6CY SS Sander Unit #704SS
	General G.O. Bonds	20,000 Replace trailer #1401
	General G.O. Bonds	18,000 Mid-Atlantic Trailer Unit #1403
	Sewer G.O. Bonds	15,000 Replace Box Trailer Unit # 722
	General G.O. Bonds	58,000 Replace 3/4 ton cargos van #459
		<hr/> \$1,983,000 2028 Subtotal
2029	General G.O. Bonds	580,000 Replace four Ford F-550 4x4 Pickup Units #1114, 1115, 1116 & 1117
	General G.O. Bonds	230,000 Replace 6 Wheel Dump Truck Unit #1239
	Sewer G.O. Bonds	230,000 Replace 6 Wheel Dump Unit #705
	General G.O. Bonds	170,000 Replace Sicard Snow Blower unit #1375
	Water G.O. Bonds	168,000 Replace three Ford F-150 4x2 PU Unit #805, 806 & 807
	General G.O. Bonds	110,000 Replace F-450 4x4 Pickup Unit #659
	General G.O. Bonds	105,000 Replace John Deere Tractor #673
	General G.O. Bonds	82,000 Replace Skidsteer Unit #1363
	General G.O. Bonds	62,000 Slide-in Hot Box Unit #1404
	General G.O. Bonds	56,000 G2500 Cargo Van #908
	Water G.O. Bonds	56,000 Replace Ford F-150 4x2 PU Unit #873
	General G.O. Bonds	52,000 Replace Tow Behind Sweeper Unit #1390
	General G.O. Bonds	35,000 Air Compressor #630
	Water G.O. Bonds	28,000 Replace Genesis Boat Trailer Unit #879
	Sewer G.O. Bonds	25,000 Replace Box Trailer Unit #722
		<hr/> \$1,989,000 2029 Subtotal
2030	General G.O. Bonds	470,000 6 Wheel Dump Trucks #1240 and 1241

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program
	General G.O. Bonds	285,000 6 Wheel 4x4 Bucket Truck Unit #675
	Sewer G.O. Bonds	235,000 Replace 6 Wheel Dump Truck Unit #704
	General G.O. Bonds	190,000 Replace Two (2) Skidsteer Unit #1371 and 1364
	General G.O. Bonds	175,000 Band wagon unit #180
	General G.O. Bonds	112,000 Replace two F-250 4x4 PU Unit #660 and 661
	General G.O. Bonds	98,000 Replace Ford F-450 4x4 Dump Unit #605
	Sewer G.O. Bonds	92,000 Replace F-550 4x2 Pickup Unit #136
	Water G.O. Bonds	64,000 Replace Extra Cab pickup unit #824
	General G.O. Bonds	32,000 Replace Welder Unit #398
	Water G.O. Bonds	18,000 Replace Utility Trailer Unit #878
		<hr/>
		\$1,771,000 2030 Subtotal
2031	General G.O. Bonds	645,000 Replace three Backhoes Unit #1344, 1345, and 1346
	General G.O. Bonds	370,000 Road Grader #1310
	General G.O. Bonds	300,000 Replace Front End Loader unit #1302
	General G.O. Bonds	235,000 Replace 6 Wheel Dump Truck #1238
	General G.O. Bonds	230,000 Replace RPM Snow Blower Unit #2
	Sewer G.O. Bonds	135,000 Replace Wheel Loader Unit #758
	General G.O. Bonds	120,000 4x2 Super Cab Pickup #461A and 462A
	General G.O. Bonds	108,000 F-350 Utility 4WD #1111A
	Sewer G.O. Bonds	86,000 Replace Ford 4x2 F-550 PU Unit #136
	General G.O. Bonds	75,000 Asphalt Hauler Unit #60
	General G.O. Bonds	70,000 Replace Super cab 1/2Ton PU Unit #908A
	Water G.O. Bonds	60,000 Replace Ford F-150 Extra Cab (2wd) Unit #826
	General G.O. Bonds	60,000 4x2 Super Cab Pickup #1445
	General G.O. Bonds	56,000 Replace 4x2 Super Cab Pickup #1110A
	Sewer G.O. Bonds	36,000 Replace Tow behind Compressor Unit #725
	Water G.O. Bonds	36,000 Replace Tow behind Compressor Unit #830

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
		\$2,622,000	2031 Subtotal
TOTAL		\$17,593,000	

**2022-2031
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	<input checked="" type="checkbox"/> New	<input type="text" value="L"/> Safety	<input type="text" value="N/A"/> Facility Cond.	<input type="text" value="M"/> Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="text" value="N/A"/> Mandates	<input type="text" value="M"/> Service Def.	<input type="text" value="N/A"/> Tax Base Exp.	<input type="text" value="N/A"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="N/A"/> O + M Costs	<input type="text" value="N/A"/> Council Goals	<input type="text" value="M"/> Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to provide for routine sequential replacement and upgrading of the SCADA (Supervisory, Control and Data Acquisition) software system which was first installed in 2005, and 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	Capital Close-out	16,672	0	0	0	0	0	0	0	0	0	16,672
Water	Capital Transfer	14,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	284,000
	Total	30,672	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,672

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Water Capital Close-out	16,672	Closeout share.
	Water Capital Transfer	14,000	SCADA equipment and software updates.
		<u>\$30,672</u>	2022 Subtotal
2023	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2023 Subtotal
2024	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2024 Subtotal
2025	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2025 Subtotal
2026	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2026 Subtotal
2027	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2027 Subtotal
2028	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2028 Subtotal
2029	Water Capital Transfer	30,000	SCADA equipment and upgrades.
		<u>\$30,000</u>	2029 Subtotal
2030	Water Capital Transfer	30,000	SCADA equipment and software updates.

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#124-Water System SCADA Improvements		
			\$30,000	2030 Subtotal
2031	Water Capital Transfer		30,000	SCADA equipment and software updates.
			\$30,000	2031 Subtotal
	TOTAL		\$300,672	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #230-Opticom Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	<input type="checkbox"/> New	<input type="text" value="H"/>	Safety	<input type="text" value="N/A"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="L"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="N/A"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="N/A"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="H"/>	Timeliness	
	<input type="checkbox"/> 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	20,000	0	20,000
General	Highway Reserve	15,000	0	15,000	0	20,000	0	20,000	0	0	0	70,000
	Total	15,000	0	15,000	0	20,000	0	20,000	0	20,000	0	90,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #230-Opticom Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General Highway Reserve	15,000	Opticom replacement. (City Wide)
		\$15,000	2022 Subtotal
2024	General Highway Reserve	15,000	Opticom replacement. (City Wide)
		\$15,000	2024 Subtotal
2026	General Highway Reserve	20,000	Opticom replacement. (City Wide)
		\$20,000	2026 Subtotal
2028	General Highway Reserve	20,000	Opticom replacement. (City Wide)
		\$20,000	2028 Subtotal
2030	General G.O. Bonds	20,000	Opticom Replacement (City wide)
		\$20,000	2030 Subtotal
TOTAL		\$90,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="L"/>	Safety	<input type="text" value="L"/>	Facility Cond.	<input type="text" value="L"/>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="text" value="N/A"/>	Mandates	<input type="text" value="N/A"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="N/A"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="N/A"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="L"/>	Timeliness	
	<input type="checkbox"/> 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	385,000	310,000	310,000	400,000	400,000	0	0	0	0	0	1,805,000
Golf	G.O. Bonds	35,000	65,000	15,000	60,000	60,000	50,000	50,000	50,000	50,000	60,000	495,000
	Total	420,000	375,000	325,000	460,000	460,000	50,000	50,000	50,000	50,000	60,000	2,300,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #235-Golf Course Grounds Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	225,000	Irrigation system improvements at Holes #10 and 16.
	General G.O. Bonds	100,000	Tree removal per USGA recommendations.
	General G.O. Bonds	30,000	Hire golf architect to plan and cost USGA recommendations.
	General G.O. Bonds	30,000	Adding trees after executing USGA tree report.
	Golf G.O. Bonds	20,000	Rebuild north and south water pits for season water connection to the course per General Services Department recommendations.
	Golf G.O. Bonds	15,000	Irrigation system improvements at Holes #10 and #16.
		<u>\$420,000</u>	2022 Subtotal
2023	General G.O. Bonds	310,000	Irrigation system improvements at Holes #1, 17, and 18.
	Golf G.O. Bonds	50,000	Cart path improvements at the following locations: 14th green to 15th tee and 10th green to 11th tee
	Golf G.O. Bonds	15,000	Irrigation system improvements at Holes #1, 17, and 18.
		<u>\$375,000</u>	2023 Subtotal
2024	General G.O. Bonds	310,000	Irrigation system improvements.
	Golf G.O. Bonds	15,000	Irrigation system improvements.
		<u>\$325,000</u>	2024 Subtotal
2025	General G.O. Bonds	400,000	Irrigation improvements at Holes #3, 4, and 5.
	Golf G.O. Bonds	60,000	Cart path improvements.
		<u>\$460,000</u>	2025 Subtotal
2026	General G.O. Bonds	400,000	Irrigation system improvements at Holes #6, 7, and 8.
	Golf G.O. Bonds	60,000	Bunker renovations at Holes #2, 3, 7, and 11.
		<u>\$460,000</u>	2026 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#235-Golf Course Grounds Improvements	
2027	Golf G.O. Bonds	50,000	Bunker renovations at Holes #12, 14, and 16.
		<hr/> \$50,000	2027 Subtotal
2028	Golf G.O. Bonds	50,000	Driving range improvements.
		<hr/> \$50,000	2028 Subtotal
2029	Golf G.O. Bonds	50,000	Drainage improvements at Holes #10 and #2 laterals.
		<hr/> \$50,000	2029 Subtotal
2030	Golf G.O. Bonds	50,000	Cart path improvements.
		<hr/> \$50,000	2030 Subtotal
2031	Golf G.O. Bonds	60,000	Bunker renovations.
		<hr/> \$60,000	2031 Subtotal
	TOTAL	<hr/> \$2,300,000	

**2022-2031
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	<input checked="" type="checkbox"/> New	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>M</u>	Productivity	
SERVED:	<input checked="" type="checkbox"/> 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.
	<input type="checkbox"/> Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	
	<input type="checkbox"/> 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 ensure 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): 15 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	Capital Transfer	125,000	125,000	125,000	150,000	150,000	150,000	150,000	150,000	175,000	175,000	1,475,000
	Total	125,000	125,000	125,000	150,000	150,000	150,000	150,000	150,000	175,000	175,000	1,475,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
		<u>\$125,000</u>	2022 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#244-Water Meter Replacement Program		
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	150,000	Phased installation of meters and reading devices. 600 units.
			\$150,000	2027 Subtotal
2028	Water	Capital Transfer	150,000	Phased installation of meters and reading devices. 600 units.
			\$150,000	2028 Subtotal
2029	Water	Capital Transfer	150,000	Phased installation of meters and reading devices. 600 units.
			\$150,000	2029 Subtotal
2030	Water	Capital Transfer	175,000	Phased installation of meters and reading devices. 600 units.
			\$175,000	2030 Subtotal
2031	Water	Capital Transfer	175,000	Phased installation of meters and reading devices. 600 units.
			\$175,000	2031 Subtotal
TOTAL			\$1,475,000	

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #252-Fire Station Improvements

I. PROJECT TYPE: Public Buildings

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	<input checked="" type="checkbox"/> New	<input type="checkbox"/> H	Safety	<input type="checkbox"/> H	Facility Cond.	<input type="checkbox"/> H	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> H	Mandates	<input type="checkbox"/> H	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> H	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> H	Timeliness	Public Facilities
	<input type="checkbox"/> 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 49,000 square feet, 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 and was opened circa 2000. 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

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #252-Fire Station Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	350,000	0	0	0	0	0	0	80,000	0	430,000
	Total	0	350,000	0	0	0	0	0	0	80,000	0	430,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	350,000	Improvements to paved parking areas at the Heights, Broadway, and Central Fire Stations.
		<u>\$350,000</u>	2023 Subtotal
2030	General G.O. Bonds	80,000	Replace specialized washers and dryers designed for decontaminating firefighting personal protective equipment. Current units were purchased circa 2000.
		<u>\$80,000</u>	2030 Subtotal
	TOTAL	<u>\$430,000</u>	

**2022-2031
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	<input checked="" type="checkbox"/> New	<input type="text" value="M"/>	Safety	<input type="text" value="H"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="L"/>	Mandates	<input type="text" value="M"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="L"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="N/A"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="M"/>	Timeliness	Sewer
	<input type="checkbox"/> 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: Reliability of pump stations will be maintained and unanticipated repairs and escalating maintenance costs for antiquated equipment 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Sewer	Mountain Green Reserve	75,000	300,000	0	0	0	0	0	0	0	0	375,000
Sewer	G.O. Bonds	0	75,000	450,000	205,000	450,000	250,000	500,000	0	0	0	1,930,000
	Total	75,000	375,000	450,000	205,000	450,000	250,000	500,000	0	0	0	2,305,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Sewer Mountain Green Reserve	75,000	Design Mountain Green North pump station renovations.
		<u>\$75,000</u>	2022 Subtotal
2023	Sewer Mountain Green Reserve	300,000	Construct Mountain Green North pump station improvements.
	Sewer G.O. Bonds	75,000	Design Chenell Drive pump station upgrades.
		<u>\$375,000</u>	2023 Subtotal
2024	Sewer G.O. Bonds	450,000	Construct Chenell Drive pump station upgrades.
		<u>\$450,000</u>	2024 Subtotal
2025	Sewer G.O. Bonds	75,000	Design Steeplegate Mall pump station upgrades.
	Sewer G.O. Bonds	70,000	Construct East Concord pump station improvements including lighting systems, electrical boxes and raceways, as well as plumbing systems.
	Sewer G.O. Bonds	60,000	Purchase a replacement portable generator.
		<u>\$205,000</u>	2025 Subtotal
2026	Sewer G.O. Bonds	450,000	Construct Steeplegate Mall pump station upgrades.
		<u>\$450,000</u>	2026 Subtotal
2027	Sewer G.O. Bonds	250,000	SCADA system upgrades.
		<u>\$250,000</u>	2027 Subtotal
2028	Sewer G.O. Bonds	500,000	Construct East Concord pump station improvements including pump and grinder replacements.
		<u>\$500,000</u>	2028 Subtotal
	TOTAL	<u>\$2,305,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="H"/>	Safety	<input type="text" value="N/A"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="M"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="L"/>	Tax Base Exp.	<input type="text" value="H"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="L"/>	O + M Costs	<input type="text" value="H"/>	Council Goals	<input type="text" value="H"/>	Timeliness	Corridor Improvements
	<input type="checkbox"/> 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	220,000	30,000	30,000	30,000	230,000	30,000	30,000	205,000	0	0	805,000
	Total	220,000	30,000	30,000	30,000	230,000	30,000	30,000	205,000	0	0	805,000

**2022-2031
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
2022	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	45,000	Retrofit audible pedestrian signals and accessible pushbuttons at the intersection of Storrs St and Pleasant St Ext, State St and Pleasant St, and Green/South and Pleasant St to be compatible with Main St and Pleasant St.
		\$220,000	2022 Subtotal
2023	General G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 1 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at one of the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
		\$30,000	2023 Subtotal
2024	General G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 2 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
		\$30,000	2024 Subtotal
2025	General G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 3 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at one of the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
		\$30,000	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		CD-ENGINEERING SERVICES	#283-Traffic Signals and Traffic Operations Improvements	
2026	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	30,000	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; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			\$230,000	2026 Subtotal
2027	General	G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 5 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at one of the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			\$30,000	2027 Subtotal
2028	General	G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 6 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at one of the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			\$30,000	2028 Subtotal
2029	General	G.O. Bonds	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	30,000	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; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			\$205,000	2029 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#283-Traffic Signals and Traffic Operations Improvements
	TOTAL	\$805,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	<input type="checkbox"/> New	N/A	Safety	N/A	Facility Cond.	M	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	N/A	Mandates	M	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	<input type="checkbox"/> Rebuild	H	O + M Costs	L	Council Goals	N/A	Timeliness	Other
	<input type="checkbox"/> 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 to the public from interactive web maps. The digital tax map project was introduced to merge three existing versions of the City's tax maps into one single database for improved accuracy and efficiency.

SERVICE IMPACT: Investments in GIS technology are essential for the delivery of services to the internal and external customers. The need to share information has become imperative to the way the City conducts business. Without access to GIS 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: GIS data will deteriorate to the point where it will become functionally obsolete. The ability to capture and update information as new development occurs will diminish. Propagation of GIS databases to the City's other departments will not happen as quickly or efficiently.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2006

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

5

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Capital Transfer	3,500	73,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	105,000
Sewer	Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	35,000
Water	Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	35,000
Total		10,500	80,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	175,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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)
		<u>\$10,500</u>	2022 Subtotal
2023	General Capital Transfer	70,000	Implementation of Survey Grade GPS System including purchase of Global Positioning System (GPS) receiver and data collector for design data layout, control and mapping.
	General Capital Transfer	3,500	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
	Sewer Capital Transfer	3,500	GIS Layer Development. (Sewer Portion)
	Water Capital Transfer	3,500	GIS Layer Development. (Water Portion)
		<u>\$80,500</u>	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)
		<u>\$10,500</u>	2024 Subtotal
2025	Water Capital Transfer	3,500	GIS Layer Development. (Water Portion)
	Sewer Capital Transfer	3,500	GIS Layer Development. (Sewer Portion)

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#297-Geographic Information Systems (GIS)
	General Capital Transfer	3,500 GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
		<hr/> \$10,500 2025 Subtotal
2026	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.
		<hr/> \$10,500 2026 Subtotal
2027	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)
		<hr/> \$10,500 2027 Subtotal
2028	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.
	Sewer Capital Transfer	3,500 GIS Layer Development. (Sewer Portion)
		<hr/> \$10,500 2028 Subtotal
2029	Sewer Capital Transfer	3,500 GIS Layer Development
	Water Capital Transfer	3,500 GIS Layer Development
	General Capital Transfer	3,500 GIS Layer Development
		<hr/> \$10,500 2029 Subtotal
2030	Sewer Capital Transfer	3,500 GIS Layer Development
	Water Capital Transfer	3,500 GIS Layer Development
	General Capital Transfer	3,500 GIS Layer Development
		<hr/> \$10,500 2030 Subtotal
2031	General Capital Transfer	3,500 GIS Layer Development

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#297-Geographic Information Systems (GIS)
	Sewer Capital Transfer	3,500 GIS Layer Development
	Water Capital Transfer	3,500 GIS Layer Development
		<hr/> \$10,500 2031 Subtotal
	TOTAL	<hr/> \$175,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #302-Enterprise Wide Information Systems Applications

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: All City Departments and Agencies

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Enterprise resource planning - often called ERP, ERP system, or ERP software - is a computer software program that helps organizations manage their accounting systems, procurement processes, human resource and payroll systems, as well as financial reporting. Most ERP systems can be deployed on-premises or in the cloud, in order to improve and automate the core parts of the City's business operations.

The increased use of technology brings with it both challenges and opportunities. Opportunity is created to serve customers and citizens better and more effectively at less costs. Challenges are also created. Customers demand more, better and faster service and information from the City. New citizens, taught and trained on new equipment, also seek the means of doing business in the manner they have come accustomed. Old business methods and practices must be reexamined and altered if we are to take full advantage of the possibilities and respond to changing needs. Employees skills need to be altered and upgraded if they are to be ready and involved in the processes that will emerge.

It is estimated that between all the users, the net cost to the General Fund for these applications will be about 70% of the total cost of the project. Other City special revenue funds and enterprise funds will be responsible for about 30% of the cost.

These applications will be comprised of several components. Analysis, comparison and documentation of existing versus appropriate business practices will have to be performed, and implemented. Employees will need to be trained and transitioned into these new methods.

Projected costs include all these expenses for each application.

SERVICE IMPACT: Improved operational and reporting efficiencies will result from utilizing updated ERP software programs. Increased security, less reliance upon paper records and labor intensive business processing practices could result in future cost savings in the long-term.

IMPACT IF NOT FUNDED: The potential of the investments made to date in technologically advanced systems will be underutilized. Continued productivity improvements will be unavailable to reduce costs of operation. Costs of maintaining several outdated and duplicative payroll systems will become increasingly burdensome. The potential for data mismanagement and lost records will persist. Privacy could become compromised thereby presenting liabilities.

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #302-Enterprise Wide Information Systems Applications

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	Capital Transfer	0	0	18,750	0	0	0	0	0	0	0	18,750
General	Capital Transfer	0	0	112,500	0	0	0	0	0	0	0	112,500
Sewer	Capital Transfer	0	0	18,750	0	0	0	0	0	0	0	18,750
Total		0	0	150,000	0	0	0	0	0	0	0	150,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Capital Transfer	112,500	Enterprise Scalable Document Management program to integrate with our existing ERP system, as well as integrating all departments shared files for ease of access and transparency.
	Water Capital Transfer	18,750	Water Fund share of above.
	Sewer Capital Transfer	18,750	Sewer Fund share of above.
		\$150,000	2024 Subtotal
TOTAL		\$150,000	

**2022-2031
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	<input type="checkbox"/> New	<u>M</u>	Safety	<u>L</u>	Facility Cond.	<u>H</u>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<u>L</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	<input type="checkbox"/> Rebuild	<u>N/A</u>	O + M Costs	<u>L</u>	Council Goals	<u>H</u>	Timeliness	Other
	<input type="checkbox"/> 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, thus improving safety for the public and City personnel, as well as maintaining operational efficiency.

IMPACT IF NOT FUNDED: Less reliable communication equipment results in increased threat to health and safety of City personnel, as well as the general public.

IV. PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 7

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	0	0	700,000	0	0	0	150,000	850,000
	Total	0	0	0	0	0	700,000	0	0	0	150,000	850,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	700,000	Portable radio replacement.
		<u>\$700,000</u>	2027 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#305-Fire Department Communications Equipment	
2031	General G.O. Bonds	150,000	Replace tower based communications equipment.
		<u>\$150,000</u>	2031 Subtotal
	TOTAL	<u>\$850,000</u>	

**2022-2031
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	<input checked="" type="checkbox"/> New	<input type="text" value="L"/>	Safety	<input type="text" value="N/A"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="text" value="M"/>	Mandates	<input type="text" value="L"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="L"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="N/A"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="M"/>	Timeliness	Water
	<input type="checkbox"/> 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 water system investments.

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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	G.O. Bonds	0	0	0	0	40,000	0	0	90,000	0	50,000	180,000
	Total	0	0	0	0	40,000	0	0	90,000	0	50,000	180,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Water G.O. Bonds	40,000	Update the Treatment Study portion - Phase 2 of Master Plan.
		<hr/> \$40,000	2026 Subtotal
2029	Water G.O. Bonds	90,000	Conduct geophysical site investigation for Merrimack River source.
		<hr/> \$90,000	2029 Subtotal
2031	Water G.O. Bonds	50,000	Update Master Plan Phase 3.
		<hr/> \$50,000	2031 Subtotal
	TOTAL	<hr/> \$180,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="M"/>	Safety	<input type="text" value="L"/>	Facility Cond.	<input type="text" value="M"/>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="text" value="N/A"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="L"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="N/A"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="M"/>	Timeliness	Public Facilities
	<input type="checkbox"/> 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	175,000	240,000	190,000	0	0	100,000	30,000	0	0	0	735,000
Sewer	G.O. Bonds	90,000	70,000	90,000	0	0	50,000	15,000	0	0	0	315,000
Water	G.O. Bonds	90,000	70,000	90,000	0	0	50,000	15,000	0	0	0	315,000
	Total	355,000	380,000	370,000	0	0	200,000	60,000	0	0	0	1,365,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
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
2022	General G.O. Bonds	175,000	Replace underground fuel tanks. (Construction)
	Sewer G.O. Bonds	90,000	Replace underground fuel tanks. (Construction)
	Water G.O. Bonds	90,000	Replace underground fuel tanks. (Construction)
		\$355,000	2022 Subtotal
2023	General G.O. Bonds	150,000	Pavement rehabilitation.
	General G.O. Bonds	50,000	HVAC Automation Upgrades.
	Sewer G.O. Bonds	25,000	HVAC Automation Upgrades.
	Water G.O. Bonds	25,000	HVAC Automation Upgrades.
	Water G.O. Bonds	25,000	Pavement rehabilitation.
	Sewer G.O. Bonds	25,000	Pavement rehabilitation.
	Sewer G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (20 of the 57) Phase II.
	Water G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (20 of the 57) Phase II.
	General G.O. Bonds	40,000	Phased plan to replace one-third of the overhead doors. (20 of the 57) Phase II.
		\$380,000	2023 Subtotal
2024	General G.O. Bonds	130,000	Replace boiler.
	Sewer G.O. Bonds	60,000	Replace boiler.
	Water G.O. Bonds	60,000	Replace boiler.
	General G.O. Bonds	40,000	Last phase of a plan to replace overhead doors (20 of 57) Phase III.
	Water G.O. Bonds	20,000	Last phase of a plan to replace overhead doors (20 of 57) Phase III.
	Sewer G.O. Bonds	20,000	Last phase of a plan to replace overhead doors (20 of 57) Phase III.
	General G.O. Bonds	20,000	Replace original ceiling tiles throughout the facility. (Circa 1992 original materials)
	Sewer G.O. Bonds	10,000	Replace original ceiling tiles throughout the facility. (Circa 1992 original materials)
	Water G.O. Bonds	10,000	Replace original ceiling tiles throughout the facility. (Circa 1992 original materials)

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#323-Combined Operations & Maintenance Facility (COMF) Improvements
		\$370,000 2024 Subtotal
2027	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 2027 Subtotal
2028	General G.O. Bonds	30,000 Crack seal and seal coat existing pavement.
	Sewer G.O. Bonds	15,000 Crack seal and seal coat existing pavement.
	Water G.O. Bonds	15,000 Crack seal and seal coat existing pavement.
		\$60,000 2028 Subtotal
	TOTAL	\$1,365,000

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="H"/>	Safety	<input type="text" value="N/A"/>	Facility Cond.	<input type="text" value="H"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="N/A"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="N/A"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="H"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="H"/>	Timeliness	
	<input type="checkbox"/> 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): 5 Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	35,000	0	0	45,000	0	0	0	0	60,000	0	140,000
	Total	35,000	0	0	45,000	0	0	0	0	60,000	0	140,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #335-Thermal Imaging Cameras

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	35,000	Systematic replacement of thermal imaging cameras. Anticipated to replace cameras purchased in FY2014.
		<u>\$35,000</u>	2022 Subtotal
2025	General G.O. Bonds	45,000	Systematic Replacement of Thermal Imaging Cameras.
		<u>\$45,000</u>	2025 Subtotal
2030	General G.O. Bonds	60,000	Systematic replacement of thermal imaging cameras. Anticipated to replace cameras purchased in FY2022.
		<u>\$60,000</u>	2030 Subtotal
	TOTAL	<u>\$140,000</u>	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="L"/>	Safety	<input type="text" value="M"/>	Facility Cond.	<input type="text" value="H"/>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="text" value="L"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="M"/>	Tax Base Exp.	<input type="text" value="L"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="M"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="M"/>	Timeliness	
	<input type="checkbox"/> 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: Potentially insufficient water supply during drought conditions.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	G.O. Bonds	0	0	0	0	0	0	150,000	0	0	0	150,000
	Total	0	0	0	0	0	0	150,000	0	0	0	150,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Water G.O. Bonds	150,000	Design of a new pump house and appurtenances in accordance with Wright Pierce Engineers assessment and recommendations.
		\$150,000	2028 Subtotal
TOTAL		\$150,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="L"/>	Safety	<input type="text" value="L"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="text" value="N/A"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="N/A"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="N/A"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="H"/>	Timeliness	
	<input type="checkbox"/> 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 Road
West End Tank off Langley Parkway

Routine investments will prolong the life of these facilities. Cleaning, crack sealing, and re-application of the cementitious coatings to the exterior of the tanks will prevent corrosion and extend useful life each structure. Altitude valves and underground valve chambers will be repaired and rehabilitated as needed while the tanks are out of service.

SERVICE IMPACT: Distribution tanks provide a readily available supply of water to meet the needs of the customers, but more importantly to provide needed fire protection volumes to the neighborhoods. 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

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	G.O. Bonds	50,000	50,000	75,000	40,000	50,000	55,000	55,000	80,000	0	50,000	505,000
	Total	50,000	50,000	75,000	40,000	50,000	55,000	55,000	80,000	0	50,000	505,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Water G.O. Bonds	50,000	Telemetry building upgrade. (Primrose Tank)
		<u>\$50,000</u>	2022 Subtotal
2023	Water G.O. Bonds	50,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (West End Tank)
		<u>\$50,000</u>	2023 Subtotal
2024	Water G.O. Bonds	75,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (East Concord Tank)
		<u>\$75,000</u>	2024 Subtotal
2025	Water G.O. Bonds	40,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (Snow Pond Tank)
		<u>\$40,000</u>	2025 Subtotal
2026	Water G.O. Bonds	50,000	Cleaning, crack sealing, and painting. (Ed Young Tank)
		<u>\$50,000</u>	2026 Subtotal
2027	Water G.O. Bonds	55,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (Primrose Tank)
		<u>\$55,000</u>	2027 Subtotal
2028	Water G.O. Bonds	55,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (West End)
		<u>\$55,000</u>	2028 Subtotal
2029	Water G.O. Bonds	80,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (East Concord Tank)

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#347-Water Storage Tank Repairs		
			\$80,000	2029 Subtotal
2031	Water G.O. Bonds		50,000	Cleaning, crack sealing tank and Altitude Valve. (Snow Pond)
			\$50,000	2031 Subtotal
	TOTAL		\$505,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="L"/> Safety	<input type="text" value="M"/> Facility Cond.	<input type="text" value="N/A"/> Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="L"/> Mandates	<input type="text" value="M"/> Service Def.	<input type="text" value="N/A"/> Tax Base Exp.	<input type="text" value="M"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="L"/> O + M Costs	<input type="text" value="M"/> Council Goals	<input type="text" value="N/A"/> Timeliness	<input type="text" value="Parks"/>
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: In 2005, the City completed a comprehensive Master Plan for Garrison Park. The purpose of the plan was to identify and prioritize short and long-term improvements for the park.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of the 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. Future City investments will not occur in a coordinated manner, thereby resulting in waste and inefficiency. Reduced utilization and enjoyment of this facility by the public.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	60,000	150,000	0	0	0	0	125,000	335,000
	Total	0	0	0	60,000	150,000	0	0	0	0	125,000	335,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #358-Garrison Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	60,000	Crack seal, colorize, and stripe basketball courts. Replace standards, replace backboards with acrylic backboards.
		\$60,000	2025 Subtotal
2026	General G.O. Bonds	150,000	Replace playground equipment.
		\$150,000	2026 Subtotal
2031	General G.O. Bonds	125,000	Construction of paved accessible walkways and bridges within the southerly areas of the park as identified in the Garrison Park Master Plan.
		\$125,000	2031 Subtotal
TOTAL		\$335,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="L"/> Safety	<input type="text" value="M"/> Facility Cond.	<input type="text" value="N/A"/> Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="L"/> Mandates	<input type="text" value="M"/> Service Def.	<input type="text" value="N/A"/> Tax Base Exp.	<input type="text" value="M"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="L"/> O + M Costs	<input type="text" value="M"/> Council Goals	<input type="text" value="N/A"/> Timeliness	<input type="text" value="Parks"/>
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Merrill Park. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community. Improvements include upgrades to the parking lot, landscaping, playing fields, the playground as well as walkways to meet accessibility standards.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of 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. Future City investments will not occur in a coordinated manner, thereby resulting in waste and inefficiency. Reduced utilization and enjoyment of this facility by the 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	245,000	30,000	0	0	0	0	325,000	600,000
	Total	0	0	0	245,000	30,000	0	0	0	0	325,000	600,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #359-Merrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	170,000	Replace playground equipment and install some poured in place safety surfacing.
	General G.O. Bonds	75,000	Install exercise equipment with some poured in place safety surfacing.
		<hr/> \$245,000	2025 Subtotal
2026	General G.O. Bonds	30,000	Crack seal, colorize and stripe three (3) tennis courts.
		<hr/> \$30,000	2026 Subtotal
2031	General G.O. Bonds	175,000	Construct pedestrian access bridge over Mill Brook per Merrill Park Master Plan. (CDD-Engineering)
	General G.O. Bonds	100,000	Dredge pond and repair small dam at east side of pond.
	General G.O. Bonds	50,000	Replace backstops on both fields.
		<hr/> \$325,000	2031 Subtotal
	TOTAL	<hr/> \$600,000	

**2022-2031
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	<input checked="" type="checkbox"/> New	<input type="checkbox"/> L	Safety	<input type="checkbox"/> M	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="checkbox"/> L	Mandates	<input type="checkbox"/> M	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> M City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> L	O + M Costs	<input type="checkbox"/> M	Council Goals	<input type="checkbox"/> N/A	Timeliness	Parks
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Kimball Park. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community.

SERVICE IMPACT: 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 opportunities to expand recreational capacity will not be realized. Future City investments will not occur in a coordinated manner, thereby potentially resulting in waste and inefficiency. Reduced utilization and enjoyment of this facility by the 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	10,000	0	0	0	265,000	80,000	0	355,000
	Total	0	0	0	10,000	0	0	0	265,000	80,000	0	355,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #360-Kimball Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	10,000	Crack seal, colorize, and stripe one basketball court.
		<u>\$10,000</u>	2025 Subtotal
2029	General G.O. Bonds	190,000	Playground equipment replacement with some poured in place safety surfacing.
	General G.O. Bonds	75,000	Install exercise equipment with poured in place safety surfacing.
		<u>\$265,000</u>	2029 Subtotal
2030	General G.O. Bonds	80,000	Replace perimeter fencing.
		<u>\$80,000</u>	2030 Subtotal
	TOTAL	<u>\$355,000</u>	

**2022-2031
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	<input type="checkbox"/> New	<u>L</u>	Safety	<u>N/A</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	<input checked="" type="checkbox"/> 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.
	<input type="checkbox"/> Rebuild	<u>H</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	Long-Range Planning
	<input type="checkbox"/> 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.

Recently the Department completed radio system upgrades, which included new dispatch consoles and point to point microwave capabilities. The Department needs to now systematically replace all of the mobile radios as well as portable radios.

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: The safety and security of police officers and the public could be compromised by inconsistent radio communications.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	100,000	0	0	0	0	80,000	0	0	0	0	180,000
	Total	100,000	0	0	0	0	80,000	0	0	0	0	180,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	100,000	Portable radios replacement. Phase 2 of 2. Installation of radio frequency filters and minor infrastructure improvements.
		\$100,000	2022 Subtotal
2027	General G.O. Bonds	80,000	Replace mobile radios in all unmarked vehicles.
		\$80,000	2027 Subtotal
	TOTAL	\$180,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="L"/> Safety	<input type="text" value="N/A"/> Facility Cond.	<input type="text" value="N/A"/> Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="N/A"/> Mandates	<input type="text" value="H"/> Service Def.	<input type="text" value="N/A"/> Tax Base Exp.	<input type="text" value="N/A"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="H"/> O + M Costs	<input type="text" value="N/A"/> Council Goals	<input type="text" value="M"/> Timeliness	Long-Range Planning
	<input type="checkbox"/> 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. 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.

SERVICE IMPACT: Routine replacement ensures that safety equipment is current with ballistic technology and fire arms trends.

IMPACT IF NOT FUNDED: Police Officer safety could be compromised.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

5

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	0	80,000	0	0	0	0	0	80,000
	Total	0	0	0	0	80,000	0	0	0	0	0	80,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #370-Police Department Ballistic Vest Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	80,000	Replace ballistic vests purchased in FY 2021.
		<hr/> \$80,000	2026 Subtotal
	TOTAL	<hr/> \$80,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="L"/>	Safety	<input type="text" value="M"/>	Facility Cond.	<input type="text" value="H"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="L"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value=""/>	Tax Base Exp.	<input type="text" value="L"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="M"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="M"/>	Timeliness	Water
	<input type="checkbox"/> 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 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

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	G.O. Bonds	0	180,000	0	1,020,000	0	0	0	0	0	0	1,200,000
	Total	0	180,000	0	1,020,000	0	0	0	0	0	0	1,200,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Water G.O. Bonds	100,000	Design booster station improvements for area northeast of Portsmouth Street per Phase III of the Water Master Plan.
	Water G.O. Bonds	80,000	Land acquisition for booster station improvements for area northeast of Portsmouth Street per Phase III of the Water Master Plan.
		<u>\$180,000</u>	2023 Subtotal
2025	Water G.O. Bonds	1,020,000	Construction of booster station improvements for area northeast of Portsmouth Street per Phase III of the Water Master Plan.
		<u>\$1,020,000</u>	2025 Subtotal
	TOTAL	<u>\$1,200,000</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #375-Fire Department Boats

I. PROJECT TYPE: Fire Vehicles

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the systematic replacement of the Fire Department's 3 motorized rescue watercraft.

SERVICE IMPACT: Older watercraft are less reliable and more expensive to maintain.

IMPACT IF NOT FUNDED: Increased threat to health and safety for rescue personnel, as well as the general public due to unreliable equipment.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	30,000	0	0	0	0	0	0	40,000	0	70,000
General	Capital Transfer	0	0	0	0	30,000	0	0	0	0	0	30,000
	Total	0	30,000	0	0	30,000	0	0	0	40,000	0	100,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #375-Fire Department Boats

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	30,000	Systematic replacement of fire department boats.
		<u>\$30,000</u>	2023 Subtotal
2026	General Capital Transfer	30,000	Replace Boat 7. (2010)
		<u>\$30,000</u>	2026 Subtotal
2030	General G.O. Bonds	40,000	Systematic replacement of fire department boats.
		<u>\$40,000</u>	2030 Subtotal
	TOTAL	<u>\$100,000</u>	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="H"/>	Safety	<input type="text" value="H"/>	Facility Cond.	<input type="text" value="H"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="H"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="N/A"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="M"/>	O + M Costs	<input type="text" value="M"/>	Council Goals	<input type="text" value="H"/>	Timeliness	
	<input type="checkbox"/> 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Capital Transfer	0	25,000	30,000	0	30,000	0	0	0	0	0	85,000
General	G.O. Bonds	0	35,000	0	0	0	0	35,000	50,000	115,000	0	235,000
	Total	0	60,000	30,000	0	30,000	0	35,000	50,000	115,000	0	320,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #376-Fire Department Hose & Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	35,000	Purchase of Hazardous Materials (HazMat) meters.
	General Capital Transfer	25,000	Systematic replacement of fire hose and equipment.
		<u>\$60,000</u>	2023 Subtotal
2024	General Capital Transfer	30,000	Systematic replacement of fire hose and equipment.
		<u>\$30,000</u>	2024 Subtotal
2026	General Capital Transfer	30,000	Systematic replacement of fire hose and equipment.
		<u>\$30,000</u>	2026 Subtotal
2028	General G.O. Bonds	35,000	Systematic replacement of fire hose and equipment.
		<u>\$35,000</u>	2028 Subtotal
2029	General G.O. Bonds	50,000	Systematic replacement of hazardous materials (HazMat) meters.
		<u>\$50,000</u>	2029 Subtotal
2030	General G.O. Bonds	80,000	Extrication equipment replacement.
	General G.O. Bonds	35,000	Systematic replacement of fire hose and equipment.
		<u>\$115,000</u>	2030 Subtotal
	TOTAL	<u>\$320,000</u>	

**2022-2031
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	<input checked="" type="checkbox"/> New	<input type="checkbox"/> H	Safety	<input type="checkbox"/> N/A	Facility Cond.	<input type="checkbox"/> H	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="checkbox"/> N/A	Mandates	<input type="checkbox"/> M	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> L City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> L	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> M	Timeliness	Targeted Neighborhoods
	<input type="checkbox"/> 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Donations	0	25,000	0	0	0	0	0	0	0	0	25,000
General	G.O. Bonds	0	40,000	0	0	0	0	0	0	0	0	40,000
	Total	0	65,000	0	0	0	0	0	0	0	0	65,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	40,000	Design and construction of pedestrian safety improvements along Allen Street to be coordinated with Merrimack Valley High School.
	General Donations	25,000	School District share.
		\$65,000	2023 Subtotal
TOTAL		\$65,000	

**2022-2031
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	<input checked="" type="checkbox"/> New	<u>M</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<u>H</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	<input type="checkbox"/> Rebuild	<u>M</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	Timeliness	Targeted Neighborhoods
	<input type="checkbox"/> 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

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	8,932,000	0	0	8,932,000
	Total	0	0	0	0	0	0	0	8,932,000	0	0	8,932,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	General G.O. Bonds	8,932,000	Design and construction of Old Suncook Road Landfill cap.
		<u>\$8,932,000</u>	2029 Subtotal
	TOTAL	<u>\$8,932,000</u>	

**2022-2031
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	<input checked="" type="checkbox"/> New	<input type="checkbox"/> M	Safety	<input type="checkbox"/> H	Facility Cond.	<input type="checkbox"/> M	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> H	Mandates	<input type="checkbox"/> H	Service Def.	<input type="checkbox"/> M	Tax Base Exp.	<input type="checkbox"/> M City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> L	O + M Costs	<input type="checkbox"/> H	Council Goals	<input type="checkbox"/> M	Timeliness	Airport
	<input type="checkbox"/> 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.

In 2020 the City completed an updated study of the terminal building. That effort confirmed the findings of the 2006 Airport Master Plan and recommended the construction of a new terminal building located at the north end of Runway 17/35 facing the intersection of Airport Road and Regional Drive. The proposed building would be 3,500SF and would feature a large common area, tenant and office space, a pilots' lounge, as well as a small restaurant.

An economic impact analysis completed by the City as part of the 2006 Airport Master Plan revealed that Concord Airport contributes \$7.2 million dollars to the local economy in the form of direct, indirect, and induced impacts. The same study also estimated that the Airport supports nearly 1,700 jobs throughout the region. Construction of a new terminal building will help expand use of the Airport, and therefore further bolster the local and regional economy.

SERVICE IMPACT: To prevent further deterioration of facility, operation and safety concerns, continued deficiencies based on projected demand and capacity.

IMPACT IF NOT FUNDED: Inability to grow air traffic at the airport thereby resulting in stagnant revenues and persisting code compliance / life-safety concerns with the current facility.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1997

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

20

Expected Bond Term (in Years) 20

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Airport	G.O. Bonds	0	0	0	0	1,729,850	0	0	0	0	0	1,729,850
Other	Federal	0	0	207,000	0	543,000	0	0	0	0	0	750,000
Airport	Capital Outlay	0	0	12,650	0	0	0	0	0	0	0	12,650
Other	State	0	0	10,350	0	27,150	0	0	0	0	0	37,500
	Total	0	0	230,000	0	2,300,000	0	0	0	0	0	2,530,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Other Federal	207,000	Design and permitting for new terminal building.
	Airport Capital Outlay	12,650	City's share.
	Other State	10,350	State's share.
		<u>\$230,000</u>	2024 Subtotal
2026	Airport G.O. Bonds	1,729,850	City's share.
	Other Federal	543,000	Construct new terminal. Federal share.
	Other State	27,150	State share.
		<u>\$2,300,000</u>	2026 Subtotal
	TOTAL	<u>\$2,530,000</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #403-Parking Division Vehicle and Equipment Replacement Program

I. PROJECT TYPE: Parking

II. LOCATION: Downtown Central Business District

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ 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 and equipment.

SERVICE IMPACT: Routine replacement ensures that the Division will have reliable vehicles and equipment for enforcement efforts, as well as maintenance of parking system infrastructure.

IMPACT IF NOT FUNDED: Repairs become more frequent and costly due to wear and tear. Chronic vehicle break downs and equipment failures will result in the inefficient operation of the Parking System and lost revenues due to inability to conduct daily enforcement operations. In ability to properly maintain infrastructure in a timely fashion due to equipment failures.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 7 Expected Bond Term (in Years) 7

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Parking	Capital Transfer	6,000	0	0	0	0	0	0	0	0	0	6,000
Parking	G.O. Bonds	0	0	50,000	0	0	55,000	0	0	0	60,000	165,000
Parking	Capital Close-out	4,710	0	0	0	0	0	0	0	0	0	4,710
	Total	10,710	0	50,000	0	0	55,000	0	0	0	60,000	175,710

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #403-Parking Division Vehicle and Equipment Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Parking Capital Transfer	6,000	Purchase a "Line Laser" machine for pavement markings at parking garages, surface lots, and on-street by the General Services Department Downtown Services Team. On-street usage shall be limited to neighborhood on-street spaces as requested by the Parking Division or Parking Committee to be addressed by the Downtown Services Team. Balance of on-street markings to be addressed by General Services Department Signage and Striping Crew.
	Parking Capital Close-out	4,710	Closeout share.
		<u>\$10,710</u>	2022 Subtotal
2024	Parking G.O. Bonds	50,000	Replace Parking Enforcement Mobile Unit (Jeep).
		<u>\$50,000</u>	2024 Subtotal
2027	Parking G.O. Bonds	55,000	Replace Meter Tech Vehicle (FY 2020).
		<u>\$55,000</u>	2027 Subtotal
2031	Parking G.O. Bonds	60,000	Replace mobile unit Jeep (FY 2022).
		<u>\$60,000</u>	2031 Subtotal
	TOTAL	<u>\$175,710</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #410-Sewer Video Inspection Equipment

I. PROJECT TYPE: Sewer Collection

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Video inspection has been used extensively to investigate the City's sewer infrastructure. The main-line video camera unit is specifically designed for inspection of sanitary and storm sewers. Data collected from video inspections is used to development maintenance plans and capital improvement programs for the sanitary and storm water sewer systems.

SERVICE IMPACT: This equipment serves as a valuable tool to help get real time information about the condition of sewer pipes throughout the City, thereby allowing staff to more efficiently plan 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Sewer	Capital Transfer	0	0	0	0	0	20,000	0	0	0	0	20,000
Sewer	G.O. Bonds	80,000	0	0	0	0	0	0	0	0	0	80,000
	Total	80,000	0	0	0	0	20,000	0	0	0	0	100,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #410-Sewer Video Inspection Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Sewer G.O. Bonds	80,000	Replace mainline and service line inspection camera, hardware and software.
		<hr/> \$80,000	2022 Subtotal
2027	Sewer Capital Transfer	20,000	Replace lateral service line inspection camera, hardware and software.
		<hr/> \$20,000	2027 Subtotal
	TOTAL	<hr/> \$100,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="H"/>	Safety	<input type="text" value="M"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="text" value="N/A"/>	Mandates	<input type="text" value="L"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="N/A"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="H"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="H"/>	Timeliness	Parking
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the North State Street Parking Garage (formerly known as the Firehouse Block Parking Garage). The garage opened in 1982. It is approximately 82,000SF and features 238 parking spaces, which are managed as follows: 128 metered spaces, 85 permit spaces, 18 City employee spaces, and 7 handicapped accessible spaces.

SERVICE IMPACT: Routine investment by the City will ensure the facility's long-term viability (both structurally and economically), improve safety and convenience for users, as well as support economic development efforts in downtown.

IMPACT IF NOT FUNDED: Deferred maintenance could render all, or a portion, of the garage unusable. This would result in a loss of revenue for the Parking Fund, as well as reduction in the supply of parking spaces downtown, thereby potentially having a negative effect on nearby businesses and residences. Continued deterioration of the facility will likely result in more costly and substantial repairs. In addition, failure to properly maintain the structure could, in the extreme, potentially require the City to close the facility due to safety concerns.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Parking	G.O. Bonds	0	370,000	3,650,000	0	75,000	0	0	0	750,000	100,000	4,945,000
	Total	0	370,000	3,650,000	0	75,000	0	0	0	750,000	100,000	4,945,000

**2022-2031
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
2023	Parking G.O. Bonds	370,000	Design and permitting for \$3.65M comprehensive repair and renovation project scheduled for construction in FY2024.
		\$370,000	2023 Subtotal
2024	Parking G.O. Bonds	3,650,000	Construct comprehensive structural repairs and renovations, including concrete repairs, waterproofing, as well as repair / replacement of electrical systems, drainage systems, lighting, and fire standpipes.
		\$3,650,000	2024 Subtotal
2026	Parking G.O. Bonds	75,000	Replace security cameras installed in FY2020.
		\$75,000	2026 Subtotal
2030	Parking G.O. Bonds	750,000	5 Year refresh after FY2024 \$3.6 million renovation project is completed. Scope includes as needed work associated with waterproofing, membranes, sealants, concrete repairs, etc.
		\$750,000	2030 Subtotal
2031	Parking G.O. Bonds	100,000	Replace security cameras installed in FY2026.
		\$100,000	2031 Subtotal
TOTAL		\$4,945,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #433-School Street Parking Garage (Formerly Durgin Block)

I. PROJECT TYPE: Parking

II. LOCATION: 17 School Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the School Street Parking Garage (formerly know as the Durgin Block Parking Garage). The garage opened in 1985. It is approximately 171,000SF in size and features 469 parking spaces, as well as an adjoining surface lot with 5 additional spaces.

SERVICE IMPACT: Routine investment by the City will ensure the facility's long-term viability (both structurally and economically), improve safety and convenience for users, as well as support economic development efforts in downtown.

IMPACT IF NOT FUNDED: Deferred maintenance could render all, or a portion, of the garage unusable. This would result in a loss of revenue for the Parking Fund, as well as reduction in the supply of parking spaces downtown, thereby potentially having a negative effect on nearby businesses and residences. Continued deterioration of the facility will likely result in more costly and substantial repairs. In addition, failure to properly maintain the structure could, in the extreme, potentially require the City to close the facility due to safety concerns.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Parking	G.O. Bonds	0	0	0	0	700,000	0	0	0	0	0	700,000
	Total	0	0	0	0	700,000	0	0	0	0	0	700,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #433-School Street Parking Garage (Formerly Durgin Block)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Parking G.O. Bonds	525,000	5 Year maintenance and repairs. Intended to be completed approximately 5 years after FY18-21 renovations. Scope includes as needed repair or replacement of waterproofing / sealants / membranes, touchup paint the structural steel frame, masonry repairs to brick walls located on east elevation of the garage, as well as design services, construction oversight, and contingency.
	Parking G.O. Bonds	75,000	Security camera replacement. Installed in FY2020.
	Parking G.O. Bonds	50,000	Mill and repave service alley located on the west side of the garage.
	Parking G.O. Bonds	50,000	Mill and repave parking lot on south side of garage.
		<hr/>	
		\$700,000	2026 Subtotal
		<hr/>	
	TOTAL	\$700,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #443-City-Wide Community Center

I. PROJECT TYPE: Public Buildings

II. LOCATION: Canterbury Road (Former Dame School Site)

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the City-wide Community Center opened in June 2018. The \$8 million 30,750 square foot facility features a high-school size gymnasium with locker rooms, large multipurpose room with stage and commercial warming kitchen, five multipurpose program rooms, two exercise rooms, a senior lounge, as well as part time branch library services. The facility also serves as the headquarters for the Parks and Recreation Department.

SERVICE IMPACT: Improved customer service, recreational opportunities, and quality of life for all residents. Increased operational and maintenance costs.

IMPACT IF NOT FUNDED: No change in quantity or quality of service for the public.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	80,000	0	15,000	0	0	0	0	0	440,000	0	535,000
	Total	80,000	0	15,000	0	0	0	0	0	440,000	0	535,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #443-City-Wide Community Center

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	80,000	Installation of an irrigation system on the westerly side of the City-wide Community Center, directly abutting Keach Park.
		\$80,000	2022 Subtotal
2024	General G.O. Bonds	15,000	Add 2 bocce courts and outdoor ping pong tables and corn hole near the rear entrance to the center.
		\$15,000	2024 Subtotal
2030	General G.O. Bonds	440,000	Reconfiguration, reconstruction, and expansion of existing parking lots. Project increases parking supply from 70 spaces to approximately 124 spaces. Includes design, lighting, and landscaping.
		\$440,000	2030 Subtotal
TOTAL		\$535,000	

**2022-2031
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	<input type="checkbox"/> New	<u>H</u>	Safety	<u>M</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<u>L</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	Timeliness	Other
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of soil vapor extraction systems located at certain City landfills.

As part of the management of the Old Suncook Landfill, a Soil Vapor Extraction (SVE) system was installed in the mid 2000's to control landfill migration off the property. The closure of the Old Turnpike Landfill in 1995, included a landfill gas control system that originally included a flare to burn excess landfill gas. Since then, the quantity of landfill gas 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 rehabilitation and repair of soil vapor extraction systems thereby complying with applicable environmental regulations.

IMPACT IF NOT FUNDED: Lack of routine investment will result in increased operating and maintenance costs, and could result in equipment failure. Potential equipment failure could cause the City to be in violation of environmental regulations related to gas migration from these sites.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Solid Waste	Capital Transfer	0	0	0	0	0	0	0	10,000	10,000	0	20,000
Solid Waste	G.O. Bonds	0	0	0	0	0	0	125,000	45,000	0	0	170,000
	Total	0	0	0	0	0	0	125,000	55,000	10,000	0	190,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SOLID WASTE #447-Landfill Soil Vapor Extraction Systems

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Solid Waste G.O. Bonds	125,000	Old Turnpike Landfill blower building and associated equipment replacement. Original equipment 1995.
		<u>\$125,000</u>	2028 Subtotal
2029	Solid Waste G.O. Bonds	45,000	Old Suncook Landfill blower system replacement.
	Solid Waste Capital Transfer	10,000	Rehabilitation of gas collection system and wells at Old Suncook Landfill.
		<u>\$55,000</u>	2029 Subtotal
2030	Solid Waste Capital Transfer	10,000	Rehabilitation of gas collection system and wells at Old Turnpike Landfill.
		<u>\$10,000</u>	2030 Subtotal
	TOTAL	<u>\$190,000</u>	

**2022-2031
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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	Capital Transfer	15,000	0	0	0	10,000	0	0	0	0	0	25,000
	Total	15,000	0	0	0	10,000	0	0	0	0	0	25,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #451-Leak Detection

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Water Capital Transfer	15,000	Equipment replacement.
		<hr/> \$15,000	2022 Subtotal
2026	Water Capital Transfer	10,000	Equipment replacement.
		<hr/> \$10,000	2026 Subtotal
	TOTAL	<hr/> \$25,000	

**2022-2031
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	<input checked="" type="checkbox"/> New	<input type="text" value="M"/>	Safety	<input type="text" value="H"/>	Facility Cond.	<input type="text" value="L"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="L"/>	Mandates	<input type="text" value="M"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="N/A"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="L"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="M"/>	Timeliness	Sewer
	<input checked="" type="checkbox"/> 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Sewer	Capital Transfer	0	0	0	0	0	0	15,000	0	0	0	15,000
Sewer	G.O. Bonds	140,000	350,000	160,000	775,000	250,000	2,100,000	150,000	500,000	450,000	250,000	5,125,000
	Total	140,000	350,000	160,000	775,000	250,000	2,100,000	165,000	500,000	450,000	250,000	5,140,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Sewer G.O. Bonds	50,000	Process equipment condition assessment and CIP prioritization.
	Sewer G.O. Bonds	25,000	SCADA software upgrade.
	Sewer G.O. Bonds	25,000	Rebuild worn motive pump.
	Sewer G.O. Bonds	25,000	Emergency generator day tank installation.
	Sewer G.O. Bonds	15,000	Asbestos removal and flooring replacement.
		<u>\$140,000</u>	2022 Subtotal
2023	Sewer G.O. Bonds	250,000	Allowance for necessary concrete/structural repairs.
	Sewer G.O. Bonds	100,000	Supervisory Control and Data Acquisition (SCADA) system processor upgrades.
		<u>\$350,000</u>	2023 Subtotal
2024	Sewer G.O. Bonds	110,000	Plant water pump system replacement.
	Sewer G.O. Bonds	50,000	Renovation of interior finishes (paint, carpet, ceiling tiles, etc.).
		<u>\$160,000</u>	2024 Subtotal
2025	Sewer G.O. Bonds	525,000	Influent screw pump replacement.
	Sewer G.O. Bonds	250,000	Roof replacement.
		<u>\$775,000</u>	2025 Subtotal
2026	Sewer G.O. Bonds	150,000	Security fence replacement.
	Sewer G.O. Bonds	100,000	Design refurbishment of the Sequencing Batch Reactor (SBR).
		<u>\$250,000</u>	2026 Subtotal
2027	Sewer G.O. Bonds	2,000,000	Sequencing Batch Reactor (SBR) refurbishment.
	Sewer G.O. Bonds	100,000	Supervisory Control And Data Acquisition (SCADA) system upgrades.
		<u>\$2,100,000</u>	2027 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-SEWER	#466-Penacook Waste Water Treatment Plant Improvements		
2028	Sewer G.O. Bonds	150,000	Effluent disinfection system replacement.	
	Sewer Capital Transfer	15,000	Replacement of electric access gate.	
		<hr/> \$165,000	2028 Subtotal	
2029	Sewer G.O. Bonds	500,000	Aeration blower replacement.	
		<hr/> \$500,000	2029 Subtotal	
2030	Sewer G.O. Bonds	450,000	Waste Tank refurbishment.	
		<hr/> \$450,000	2030 Subtotal	
2031	Sewer G.O. Bonds	250,000	Vacuum system and valve pit refurbishment.	
		<hr/> \$250,000	2031 Subtotal	
	TOTAL	<hr/> \$5,140,000		

**2022-2031
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	<input checked="" type="checkbox"/> New	<u>H</u>	Safety	<u>M</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<u>H</u>	Mandates	<u>H</u>	Service Def.	<u>H</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	Timeliness	Airport
	<input checked="" type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to reconstruct Taxiway A in order to support continued operation of Runway 17/35, as well as construct a Itinerant Ramp to accommodate larger aircraft as recommended in the 2006 Airport Master Plan. Taxiway A was reconstructed in 2019.

In 2004, Runway 12/30 was reconstructed and reduced in width from 150 feet to 75 feet to comply with current FAA regulations. As a result, large corporate aircrafts (such as DC 9's and Boeing 727's) can no longer taxi on the narrower runway.

SERVICE IMPACT: Project will improve safety for aircraft during take off and landing cycles, as well as help reduce maintenance expenses. Improvements will also help the airport accommodate larger corporate aircraft (a key goal of the 2006 Airport Master Plan).

IMPACT IF NOT FUNDED: Existing safety concerns regarding aircraft back taxiing on the active runway will persist, thereby potentially jeopardizing future Federal grant funds for airport improvements. In addition, the airport will not be able to easily accommodate larger corporate aircraft, thus hindering economic development goals.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Other	State	0	0	0	0	8,334	55,556	0	0	0	0	63,890
Airport	Capital Transfer	0	0	0	0	8,334	8,556	0	0	0	0	16,890
Other	Federal	0	0	0	0	150,000	1,000,000	0	0	0	0	1,150,000
	Total	0	0	0	0	166,668	1,064,112	0	0	0	0	1,230,780

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #468-Reconstruct Taxiway A & Itinerant Ramp

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other Federal	150,000	Design the Itinerant Ramp expansion project. The ramp shall be expanded northerly so that it will have capacity to accommodate larger aircraft. Federal share.
	Airport Capital Transfer	8,334	City share.
	Other State	8,334	State share.
		<hr/>	
		\$166,668	2026 Subtotal
2027	Other Federal	1,000,000	Construct the Itinerant Ramp expansion project. Federal share.
	Other State	55,556	State share.
	Airport Capital Transfer	8,556	City share.
		<hr/>	
		\$1,064,112	2027 Subtotal
		<hr/>	
	TOTAL	\$1,230,780	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="L"/>	Safety	<input type="text" value="L"/>	Facility Cond.	<input type="text" value="M"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="M"/>	Mandates	<input type="text" value="M"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="H"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="L"/>	O + M Costs	<input type="text" value="L"/>	Council Goals	<input type="text" value="M"/>	Timeliness	Airport
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Airport fuel farm improvements to comply with Federal Aviation Administration (FAA) and environmental regulations, as well as changes in customer demand.

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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Other	State	0	0	0	0	0	0	27,778	0	0	0	27,778
Airport	Capital Transfer	0	0	0	0	0	0	27,778	0	0	0	27,778
Other	Federal	0	0	0	0	0	0	500,000	0	0	0	500,000
	Total	0	0	0	0	0	0	555,556	0	0	0	555,556

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #471-Airport Fuel Farm

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Other Federal	500,000	Expand Fuel Farm to support increased activity at the airport.
	Airport Capital Transfer	27,778	City Portion.
	Other State	27,778	State Portion.
		\$555,556	2028 Subtotal
TOTAL		\$555,556	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="M"/>	Safety	<input type="text" value="M"/>	Facility Cond.	<input type="text" value="L"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="N/A"/>	Mandates	<input type="text" value="L"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="L"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="N/A"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="L"/>	Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The Concord Public Library utilizes certain equipment in the delivery of its services to the community that requires periodic replacement. This includes the server for the library automation system, the library automation system itself, self-check units, the security gate, and microfilm reader/printers.

SERVICE IMPACT: 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) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Capital Transfer	0	35,000	0	24,000	0	0	0	0	0	0	59,000
General	G.O. Bonds	30,000	0	0	0	0	0	0	0	0	0	30,000
	Total	30,000	35,000	0	24,000	0	0	0	0	0	0	89,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #477-Library Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	30,000	Replace Library gate equipment.
		<u>\$30,000</u>	2022 Subtotal
2023	General Capital Transfer	25,000	Replace main floor service desk.
	General Capital Transfer	10,000	Purchase e-commerce kiosk and software to facilitate payment of fines and fees by credit card with our library automation system onsite or remotely.
		<u>\$35,000</u>	2023 Subtotal
2025	General Capital Transfer	24,000	Replace 4 exterior bins.
		<u>\$24,000</u>	2025 Subtotal
	TOTAL	<u>\$89,000</u>	

**2022-2031
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:	<input checked="" type="checkbox"/> New	<u> M </u>	Safety	<u> N/A </u>	Facility Cond.	<u> L </u>	Productivity	
	<input type="checkbox"/> Replace	<u> M </u>	Mandates	<u> L </u>	Service Def.	<u> N/A </u>	Tax Base Exp.	<u> L </u> City Master Pl.
	<input type="checkbox"/> Rebuild	<u> L </u>	O + M Costs	<u> L </u>	Council Goals	<u> M </u>	Timeliness	Long-Range Planning
	<input type="checkbox"/> 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 data for informed long-term planning could result in wasteful spending.

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

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #482-Water System Asset Management

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	G.O. Bonds	0	0	0	90,000	0	0	0	0	0	0	90,000
	Total	0	0	0	90,000	0	0	0	0	0	0	90,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	90,000	Implementation of an asset management strategy. Acquisition of equipment and software.
		\$90,000	2025 Subtotal
	TOTAL	\$90,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #484-Police Station Improvements

I. PROJECT TYPE: Public Buildings

II. LOCATION: Police Station, Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	50,000	100,000	0	0	0	0	0	0	0	150,000
	Total	0	50,000	100,000	0	0	0	0	0	0	0	150,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #484-Police Station Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	50,000	Begin implementation of recommendations from the space needs and structural assessment completed during FY2021.
		\$50,000	2023 Subtotal
2024	General G.O. Bonds	100,000	Repairs and upgrades to the third floor to include ceiling grid tiles, LED lighting, HVAC adjustments, carpet, and paint. Renovations to the Computer Crimes Unit to include countertops, cabinets, static resistant flooring, and paint.
		\$100,000	2024 Subtotal
	TOTAL	\$150,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #492-Runway Protection Zone (RPZ) Obstruction Removal

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to make regular investments in the management of obstructions within the Airport's runway protection zones. Investments include property acquisition (both fee simple and easements), as well as management of tall vegetation and other potential obstructions.

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)

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #492-Runway Protection Zone (RPZ) Obstruction Removal

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Other	State	0	0	0	0	0	11,400	11,400	0	0	0	22,800
Airport	Capital Transfer	0	0	0	0	0	11,400	11,400	0	0	0	22,800
Other	Federal	0	0	0	0	0	205,200	205,200	0	0	0	410,400
	Total	0	0	0	0	0	228,000	228,000	0	0	0	456,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Other Federal	205,200	Design aviation easement and runway obstruction removal (RPZ and Greeley Street). Federal share.
	Other State	11,400	Design aviation easement and runway obstruction removal (RPZ and Greeley Street). State share.
	Airport Capital Transfer	11,400	Design aviation easement and runway obstruction removal (RPZ and Greeley Street). City share
		<u>\$228,000</u>	2027 Subtotal
2028	Other Federal	205,200	Airport obstruction removal (RPZ ad Greeley Street). Federal share.
	Airport Capital Transfer	11,400	Airport obstruction removal (RPZ ad Greeley Street). City share.
	Other State	11,400	Airport obstruction removal (RPZ ad Greeley Street). State share.
		<u>\$228,000</u>	2028 Subtotal
	TOTAL	<u>\$456,000</u>	

**2022-2031
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:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Replace	<input type="checkbox"/> Rebuild	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis	<input type="text" value="N/A"/> Safety	<input type="text" value="N/A"/> Facility Cond.	<input type="text" value="N/A"/> Productivity	<input type="text" value="L"/> Service Def.	<input type="text" value="M"/> Tax Base Exp.	<input type="text" value="H"/> City Master Pl.	<input type="text" value="M"/> O + M Costs	<input type="text" value="M"/> Council Goals	<input type="text" value="L"/> Timeliness	Corridor Improvements
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DESCRIPTION: The purpose of this project is to extent Whitney Road southerly from its current terminus near the Penacook Waste to Energy Plant to Sewalls Falls Road for the purpose of promoting economic development, as well as improving the efficiency of the local highway system.

The new roadway would also feature natural gas, water, and sanitary sewer. The anticipated route of new roadway will generally follow the existing water main easement between Whitney Road and Sewalls Falls Road. 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Sewer	G.O. Bonds	0	0	0	0	0	0	525,000	0	0	0	525,000
General	G.O. Bonds	0	0	0	0	0	200,000	2,800,000	0	0	0	3,000,000
	Total	0	0	0	0	0	200,000	3,325,000	0	0	0	3,525,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #502-Whitney Road Extension

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	200,000	Design of roadway and sewer improvements for Whitney Road Extension.
		<u>\$200,000</u>	2027 Subtotal
2028	General G.O. Bonds	2,800,000	Construction of Whitney Road Extension. Excludes water mains as project may follow existing water main easement.
	Sewer G.O. Bonds	525,000	Construction of sewer improvements within Whitney Road Extension.
		<u>\$3,325,000</u>	2028 Subtotal
	TOTAL	<u>\$3,525,000</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #505-South Main Street Corridor Improvements

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: South Main Street from South State Street to Langdon Avenue

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to implement a variety of transportation improvements as identified by a traffic study which was completed as part of the redevelopment of the former Blue Cross / Blue Shield property (#2 Pillsbury Street) in 2006.

The study identified a variety of issues and provided recommendations for long-term improvement of South Main Street (from Water Street to the Bow Town Line) including street corridor improvements, additional lane designations, as well as installation of traffic signals and streetscape improvements.

This multi-year, phase improvement program is intended to address roadway capacity and level of service requirements associated with the redevelopment of 2 Pillsbury Street, as well as future redevelopment of the former South End Rail Yard near Langdon Avenue.

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

IMPACT IF NOT FUNDED: Limited future economic development/redevelopment potential. No change of traffic levels of service in the South End Neighborhood.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	160,000	1,150,000	1,310,000
	Total	0	0	0	0	0	0	0	0	160,000	1,150,000	1,310,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #505-South Main Street Corridor Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	General G.O. Bonds	160,000	Design of South Main Street corridor improvements including traffic signals at Pillsbury Street and un-signalized intersections at Gas Street, Allison Street, South State Street and Langdon Avenue.
		\$160,000	2030 Subtotal
2031	General G.O. Bonds	1,150,000	Construction of South Main Street corridor improvements including traffic signals at Pillsbury Street and un-signalized intersections at Gas Street, Allison Street, South State Street and Langdon Avenue.
			Street Corridor Improvements = \$525,000
			Traffic Signals @ Pillsbury Street = \$200,000
			Realignment of South State Street (no right-of-way costs) = \$125,000
			Un-signalized Intersections @ Allison Street, Gas Street, and Langdon Avenue = \$300,000
		\$1,150,000	2031 Subtotal
	TOTAL	\$1,310,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #514-Airport Parking Lot Improvements

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The FY2006 Master Plan recommends expanding the additional public parking area at the airport terminal in order to accommodate the increased parking demand during peak activities at the airport. An additional 700 vehicles park at the airport during the NASCAR race week. Parking inside of the secure airport is a safety concern due to the potential for runway incursions.

SERVICE IMPACT: Expanding the existing parking area allows the City some flexibility, enabling them to use that area for some other revenue producing use in the future.

IMPACT IF NOT FUNDED: Continued demand for parking during peak airport activities. Airport operations safety concerns.

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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Airport	G.O. Bonds	0	0	0	0	0	0	0	0	0	320,000	320,000
	Total	0	0	0	0	0	0	0	0	0	320,000	320,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #514-Airport Parking Lot Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2031	Airport G.O. Bonds	160,000	Expand and redesign the existing automobile parking lot and entrance roadway in front of the terminal building per the Master Plan.
	Airport G.O. Bonds	160,000	Create turf parking lot for overflow for automobile rental and fan parking per the 2006 Airport Master Plan.
		\$320,000	2031 Subtotal
TOTAL		\$320,000	

**2022-2031
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	<input checked="" type="checkbox"/> New	<div>N/A</div>	Safety	<div>M</div>	Facility Cond.	<div>M</div>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<div>N/A</div>	Mandates	<div>M</div>	Service Def.	<div>L</div>	Tax Base Exp.	<div>L</div> City Master Pl.
	<input type="checkbox"/> Rebuild	<div>L</div>	O + M Costs	<div>N/A</div>	Council Goals	<div>L</div>	Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to facilitate implementation of winter recreational activities at the Beaver Meadow Golf Course in order to expand year round use of this community asset. Specifically, the project shall provide funding for acquisition of equipment and infrastructure improvements to support cross country skiing, skating and sledding and other winter recreational programs.

SERVICE IMPACT: Expanded seasonal use will enhance the communities recreational opportunities and potentially become a source of new revenues for the Golf Fund. Increased operating and maintenance costs to maintain infrastructure and for long-term equipment replacement.

IMPACT IF NOT FUNDED: Winter recreational opportunities for residents will remain unchanged.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

5

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Donations	0	0	50,000	0	0	0	25,000	0	0	0	75,000
	Total	0	0	50,000	0	0	0	25,000	0	0	0	75,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #515-Golf Course Winter Recreation Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Donations	50,000	Purchase and install snow making equipment for the Nordic trail network at the Beaver Meadow Golf Course.
		\$50,000	2024 Subtotal
2028	General Donations	25,000	Purchase recreational equipment; cross country skies and boots and skates for rental.
		\$25,000	2028 Subtotal
	TOTAL	\$75,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="H"/>	Safety	<input type="text" value="M"/>	Facility Cond.	<input type="text" value="M"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="H"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="L"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="N/A"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="M"/>	Timeliness	
	<input type="checkbox"/> 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Highway Reserve	320,000	0	75,000	100,000	0	0	0	0	0	0	495,000
General	G.O. Bonds	0	0	250,000	0	0	0	0	0	0	0	250,000
	Total	320,000	0	325,000	100,000	0	0	0	0	0	0	745,000

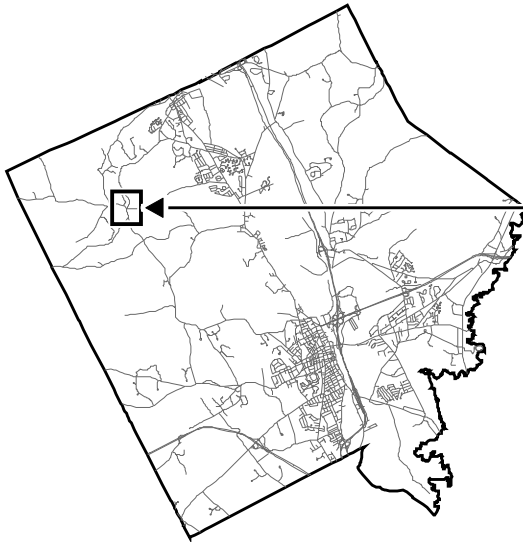
CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #518-Bridge and Dam Maintenance / Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General Highway Reserve	320,000	Structural repairs to extend bridge service life. Horse Hill Road over Contoocook River (069/052) - Concrete Testing and Life Cycle Cost Analysis, \$20,000. Hoit Road over Hayward Brook (053-139) - Repair arch invert, \$140,000. Currier Road over Ash Brook (130-019) - Concrete repairs, bridge rail and membrane, \$160,000. Pressure wash and seal repaired bridges pending available funds.
		\$320,000	2022 Subtotal
2024	General G.O. Bonds	250,000	Rehabilitation of a structurally deficient section of the Turtle Town Pond Dam.
	General Highway Reserve	75,000	Pressure wash and seal bridges. Commercial Street over Wattanummon Brook (140/113) Water Street over B&M Railroad Corridor (180/100)
		\$325,000	2024 Subtotal
2025	General Highway Reserve	100,000	Pressure wash and seal bridges. Delta Drive over Pedestrian Walk (142/113) Langley Parkway over Pedestrian Walk (173/071) Village Street over Contoocook River (040/070) Washington Street over Mill Outlet (048/082)
		\$100,000	2025 Subtotal
	TOTAL	\$745,000	

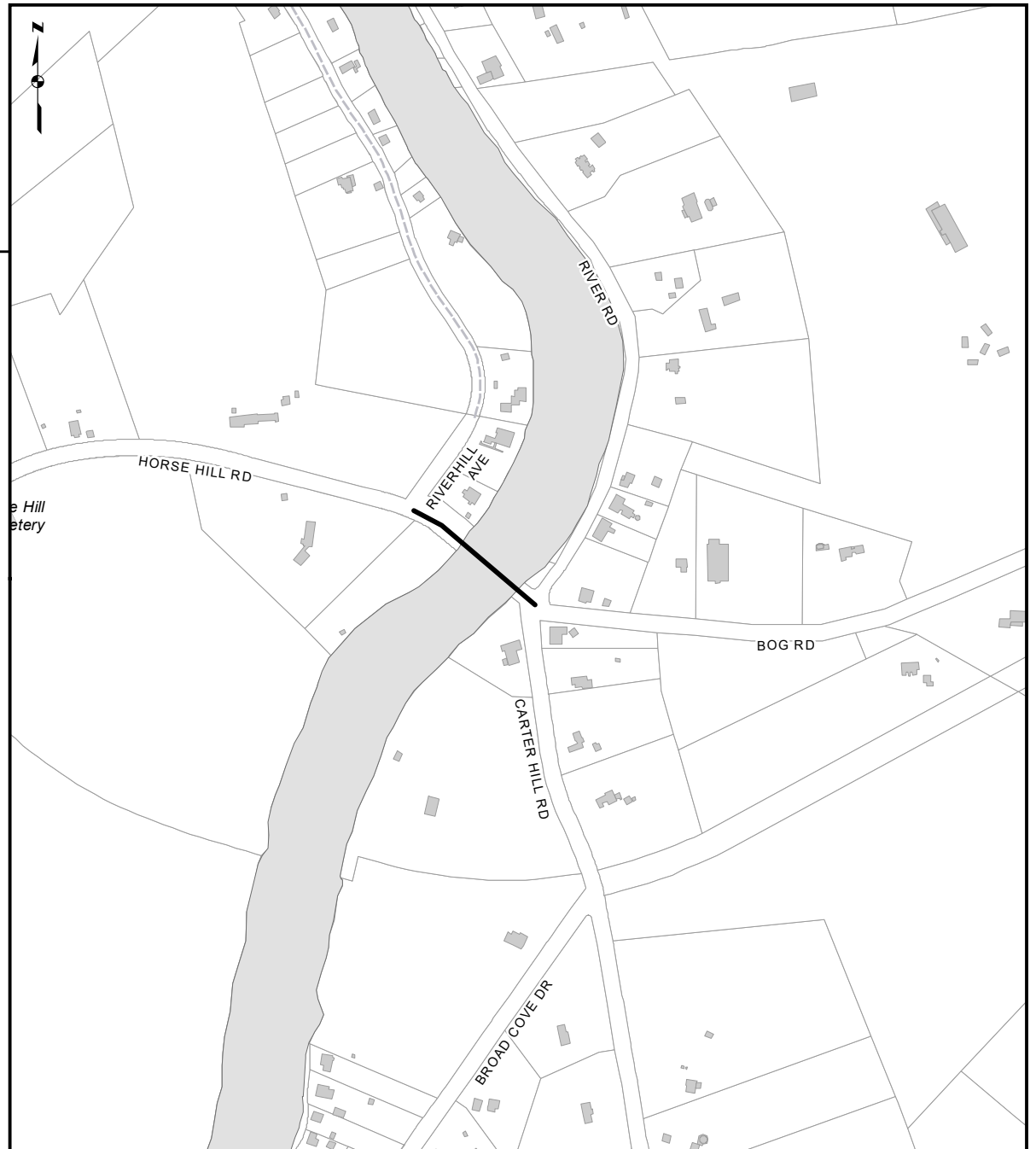
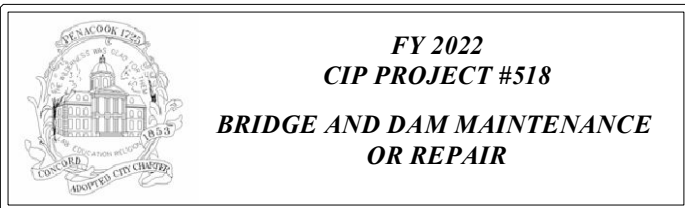


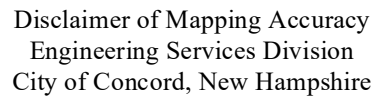
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City of Concord, New Hampshire

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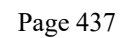
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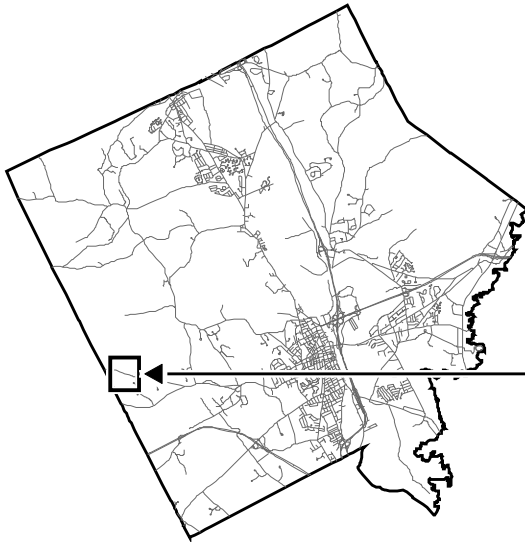




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***FY 2022
CIP PROJECT #518
BRIDGE AND DAM MAINTENANCE
OR REPAIR***



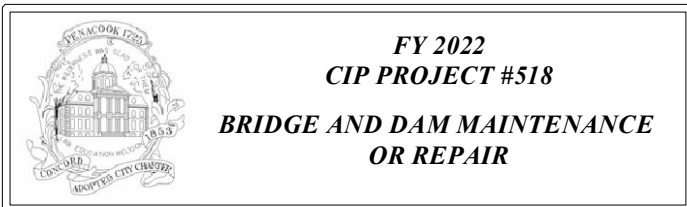


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Not to Scale



**2022-2031
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	<input type="checkbox"/> New	<u>H</u>	Safety	<u>M</u>	Facility Cond.	<u>H</u>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<u>M</u>	Mandates	<u>H</u>	Service Def.	<u>L</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<u>L</u>	O + M Costs	<u>H</u>	Council Goals	<u>H</u>	Timeliness	
	<input type="checkbox"/> 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Impact Fees Traf Dist 4	0	0	0	0	0	0	85,000	0	0	0	85,000
General	G.O. Bonds	0	0	0	0	0	0	415,000	0	0	0	415,000
	Total	0	0	0	0	0	0	500,000	0	0	0	500,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
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
2028	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	2028 Subtotal
TOTAL		\$500,000	

**2022-2031
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	<input type="checkbox"/> New	<u>H</u>	Safety	<u>H</u>	Facility Cond.	<u>H</u>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<u>M</u>	Mandates	<u>H</u>	Service Def.	<u>L</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<u>L</u>	O + M Costs	<u>M</u>	Council Goals	<u>H</u>	Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to modify certain street intersections to improve geometry and improve safety.

With continued focus on intersection safety, the Traffic Operations Committee outlined specific intersections with skewed geometry, multiple side-street approaches, sight distance limitations, and potential for high-speed turns. Each project is intended to be scheduled concurrently with the annual paving program (CIP #78) to reduce costs and improve safety and traffic operations.

Project improvements typically include realigning the side-street intersection approaches to a traditional "T" type intersection configuration. Final intersection option will be reviewed with City Council.

Program intersections include 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

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #520-Intersection Safety Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	50,000	100,000	50,000	50,000	50,000	0	0	0	300,000
	Total	0	0	50,000	100,000	50,000	50,000	50,000	0	0	0	300,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	50,000	Reconstruct/realign the Washington Street / Centre Street Intersection
		\$50,000	2024 Subtotal
2025	General G.O. Bonds	100,000	Reconstruct/realign the Abbott Road / Sewalls Falls Road Intersection.
		\$100,000	2025 Subtotal
2026	General G.O. Bonds	50,000	Reconstruct/realign the Borough Road / Lilac Street Intersection.
		\$50,000	2026 Subtotal
2027	General G.O. Bonds	50,000	Reconstruction of the Carter Hill / Lakeview Drive Intersection.
		\$50,000	2027 Subtotal
2028	General G.O. Bonds	50,000	Reconstruction of the Graham Road / Snow Pond Road Intersection or Mountain Road / Sanborn Road Intersection
		\$50,000	2028 Subtotal
	TOTAL	\$300,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

I. PROJECT TYPE: Public Buildings

II. LOCATION: Concord Police Firearms Range

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide for periodic repair and refurbishment of the Concord Police Department Firearms Range. Improvements include repair and replacement of the training shoot house, range, driveways, berms, and associated facilities.

Phase I was completed in FY2014. Improvements included removal reconstruction of protective berms and removal of heavy metals. A new retaining wall was also constructed.

Phase II of the project involves removing the existing awning and replacing it with a new one. Also, paving the pistol range itself. Current pavement is more than 25 years old. It is worn, cracked and a tripping hazard in places.

SERVICE IMPACT: Failure to maintain the range could result in closure of the facility. This would have a negative impact on the ability of police officers to train and maintain fire arms certifications.

IMPACT IF NOT FUNDED: Firearms training and qualification is mandatory for police officers. If the range continues to deteriorate, it will be rendered unusable for training and qualifications. Police officers will have to travel out of town for training and qualifications. Police officers are required to qualify twice each year.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Capital Transfer	0	0	0	0	0	20,000	0	0	0	0	20,000
	Total	0	0	0	0	0	20,000	0	0	0	0	20,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General Capital Transfer	20,000	Remove lead from berms, restore berms, replace range wall timbers as necessary.
		<hr/> \$20,000	2027 Subtotal
	TOTAL	<hr/> \$20,000	

**2022-2031
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	<input type="checkbox"/> New	<u>M</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	<input type="checkbox"/> Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>L</u>	Timeliness	Long-Range Planning
	<input type="checkbox"/> 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Capital Transfer	0	0	0	0	225,000	0	0	0	0	0	225,000
Sewer	Capital Transfer	0	0	0	0	37,500	0	0	0	0	0	37,500
Water	Capital Transfer	0	0	0	0	37,500	0	0	0	0	0	37,500
	Total	0	0	0	0	300,000	0	0	0	0	0	300,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #525-Telephone System Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Capital Transfer	225,000	Replacement of the voice over internet protocol (VOIP) telephone system.
	Sewer Capital Transfer	37,500	Sewer share of above.
	Water Capital Transfer	37,500	Water share of above.
		\$300,000	2026 Subtotal
TOTAL		\$300,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #527-Fire Department EMS Equipment Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: All City Ambulances, Police Vehicles & City Buildings.

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The systematic replacement of the cardiac monitors and automated external defibrillators (AEDs) used by the Fire Department, Police Department, and are also publicly accessible in City buildings.

SERVICE IMPACT: Routine replacement of equipment maintains the City's EMS capabilities.

IMPACT IF NOT FUNDED: Continued use of existing cardiac monitors and AED's would result in higher maintenance costs, as well as potentially put the public at risk due to equipment failures.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2004

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

7

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	500,000	0	0	0	0	0	0	600,000	1,100,000
	Total	0	0	500,000	0	0	0	0	0	0	600,000	1,100,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #527-Fire Department EMS Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	500,000	Replacement of cardiac monitors and associated equipment used on all Fire Department and Police Department vehicles, as well as those located within all city buildings. Total of 60 AED units.
		\$500,000	2024 Subtotal
2031	General G.O. Bonds	600,000	Replacement of cardiac monitors and associated equipment used on all Fire Department and Police Department vehicles, as well as those located within all city buildings and Parks & Rec. Total of 60 AED units.
		\$600,000	2031 Subtotal
	TOTAL	\$1,100,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="H"/>	Safety	<input type="text" value="H"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="M"/>	Mandates	<input type="text" value="L"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="N/A"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="N/A"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="L"/>	Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to make routine investments in the repair and replacement of infrastructure at the City's four pocket parks, as follows: Reed, Fletcher-Murphy, West Street, and William P. Thompson.

SERVICE IMPACT: Well maintained parks improve property values, minimize potential liabilities, provide quality recreational offerings to the community, and help maintain civic pride.

IMPACT IF NOT FUNDED: Lack of investment will result in disuse of these assets by the community. Facilities could become attractive nuisances. Existing deficiencies will remain unchanged and future costs to repair / replace infrastructure will increase.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	65,000	0	0	0	240,000	0	0	0	50,000	0	355,000
	Total	65,000	0	0	0	240,000	0	0	0	50,000	0	355,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #528-Pocket Parks

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	65,000	William Thompson Play Lot. Remove the large concrete pad to improve public safety. Post demolition, area shall be re-graded, loamed, and seeded.
		\$65,000	2022 Subtotal
2026	General G.O. Bonds	200,000	Replace playground equipment in all pocket parks. Includes installation of poured in place safety surfacing.
	General G.O. Bonds	40,000	Reed Pocket Park. Replace softball backstop.
		\$240,000	2026 Subtotal
2030	General G.O. Bonds	50,000	Fix and repaint the basketball courts in all pocket parks
		\$50,000	2030 Subtotal
	TOTAL	\$355,000	

**2022-2031
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	<input type="checkbox"/> New	<u>M</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	Timeliness	Parking
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide for improvements to the Storrs Street Parking Garage (formerly known as the Capital Commons Municipal Parking Garage). The 177,000SF facility opened in July 2007 and contains 516 parking spaces.

Proposed improvements include, but are not limited to, concrete repairs, deck sealing and waterproofing, repair and replacement of expansion joints, drainage repairs, as well as lighting, surveillance, and signage improvements.

SERVICE IMPACT: Routine investment by the City will ensure the facility's long-term viability (both structurally and economically), improve safety and convenience for users, as well as support economic development efforts in downtown.

IMPACT IF NOT FUNDED: Deferred maintenance could render all, or a portion, of the garage unusable. This would result in a loss of revenue for the Parking Fund, as well as reduction in the supply of parking spaces downtown, thereby potentially having a negative effect on nearby businesses and residences. Continued deterioration of the facility will likely result in more costly and substantial repairs. In addition, failure to properly maintain the structure could, in the extreme, potentially require the City to close the facility due to safety concerns.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2011 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Parking	G.O. Bonds	0	0	0	0	0	650,000	0	0	0	0	650,000
	Total	0	0	0	0	0	650,000	0	0	0	0	650,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
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
2027	Parking G.O. Bonds	650,000	5 year repair and refresh following work completed in FY2022. As needed minor concrete repairs, waterproofing repairs and replacement, replacement of security cameras installed in FY2020, as well as design services and contingency.
		<hr/>	
		\$650,000	2027 Subtotal
	TOTAL	<hr/>	
		\$650,000	

**2022-2031
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	<input type="checkbox"/> New	<u>M</u>	Safety	<u>M</u>	Facility Cond.	<u>M</u>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<u>L</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	<input type="checkbox"/> Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	Motor Vehicle Equipment
	<input type="checkbox"/> 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 investments in golf course equipment allows grounds crews to use more reliable and efficient equipment to complete maintenance tasks, thereby helping to maximize available course time for players.

IMPACT IF NOT FUNDED: Lack of reliable equipment could result in reduced quality of course conditions or increased inefficiency of maintenance operations, thereby resulting in player dissatisfaction, potential loss of market share, and reduced revenues.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Golf	G.O. Bonds	105,000	70,000	35,000	35,000	70,000	35,000	70,000	35,000	35,000	70,000	560,000
	Total	105,000	70,000	35,000	35,000	70,000	35,000	70,000	35,000	35,000	70,000	560,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Golf G.O. Bonds	75,000	Replace bed knife grinder and real grinder.
	Golf G.O. Bonds	30,000	Replace utility vehicle.
		<u>\$105,000</u>	2022 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#530-Golf Course Equipment	
2023	Golf G.O. Bonds	70,000	Replace fairway mower.
		<hr/> \$70,000	2023 Subtotal
2024	Golf G.O. Bonds	35,000	Replace aerator.
		<hr/> \$35,000	2024 Subtotal
2025	Golf G.O. Bonds	35,000	Replace one triplex mower.
		<hr/> \$35,000	2025 Subtotal
2026	Golf G.O. Bonds	70,000	Replace one rough mower.
		<hr/> \$70,000	2026 Subtotal
2027	Golf G.O. Bonds	35,000	Replace one utility vehicle.
		<hr/> \$35,000	2027 Subtotal
2028	Golf G.O. Bonds	70,000	Replace one rough mower.
		<hr/> \$70,000	2028 Subtotal
2029	Golf G.O. Bonds	35,000	Replace one triplex mower.
		<hr/> \$35,000	2029 Subtotal
2030	Golf G.O. Bonds	35,000	Replace one aerator.
		<hr/> \$35,000	2030 Subtotal
2031	Golf G.O. Bonds	70,000	Replace fairway mower.
		<hr/> \$70,000	2031 Subtotal
	TOTAL	<hr/> \$560,000	

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
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:	<input checked="" type="checkbox"/> New	<u>M</u>	Safety	<u>N/A</u>	Facility Cond.	<u>L</u>	Productivity	
	<input type="checkbox"/> Replace	<u>N/A</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	<input type="checkbox"/> Rebuild	<u>L</u>	O + M Costs	<u>L</u>	Council Goals	<u>L</u>	Timeliness	Airport
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to make periodic investments in the Tie Down area at the Concord Municipal Airport.

In 1990, the city constructed Phase I of the Based Aircraft Tie down Apron Expansion Project. This project created 56 tie downs for airport users to secure their planes. Currently the existing tie downs are 70% occupied.

This project will create an additional 32 tie down aprons on approximately 2 acres of land in a designated conservation zone. Therefore, development of this area will require an amendment to the agency agreement governing the conservation zones.

SERVICE IMPACT: Project will help implement the goals of the 2006 Airport Master Plan by providing additional capacity for general aviation users to be based at the airport.

IMPACT IF NOT FUNDED: Stagnant revenues and loss of market share to other regional general aviation airports such as Lebanon, Rochester, Laconia, and Nashua.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #534-Tie Down Rehabilitation and Expansion

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Other	Federal	0	0	0	150,000	675,000	1,080,000	0	0	0	0	1,905,000
Other	State	0	0	0	8,334	37,500	60,000	0	0	0	0	105,834
Airport	Capital Transfer	0	0	0	8,334	37,500	60,000	0	0	0	0	105,834
	Total	0	0	0	166,668	750,000	1,200,000	0	0	0	0	2,116,668

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Other Federal	150,000	Design reconstruction and expansion of tie-down area. Federal share.
	Airport Capital Transfer	8,334	City share.
	Other State	8,334	State share.
		<u>\$166,668</u>	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.
		<u>\$750,000</u>	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.
		<u>\$1,200,000</u>	2027 Subtotal
	TOTAL	<u>\$2,116,668</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #536-Hangar Replacement

I. PROJECT TYPE: Airport

II. LOCATION: Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Replace hangers 1, 2, and 3 in accordance with the 2006 Airport Master Plan. These hangers were constructed in the early 1930's and have exhausted their useful life.

SERVICE IMPACT: The hanger infrastructure requires ongoing maintenance. The plumbing, electrical and heating systems are substandard and inefficient.

IMPACT IF NOT FUNDED: Increased long-term costs for more extensive repairs necessitated by deferred maintenance. Potential loss of customers / revenues for the airport, thereby eroding airport market share, due to obsolete facilities.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 40

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Airport	Capital Transfer	0	0	0	0	0	0	0	0	26,500	0	26,500
Other	Federal	0	0	0	0	0	0	0	0	477,000	0	477,000
Other	State	0	0	0	0	0	0	0	0	26,500	0	26,500
	Total	0	0	0	0	0	0	0	0	530,000	0	530,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #536-Hangar Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	Other Federal	477,000	Replace Hangar 1. Federal share.
	Other State	26,500	Replace Hangar 1. State share.
	Airport Capital Transfer	26,500	Replace Hanger 1. City share.
		\$530,000	2030 Subtotal
TOTAL		\$530,000	

**2022-2031
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 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	0	850,000	0	0	0	0	0	850,000
General	Impact Fees Traf Dist 4	0	0	0	150,000	0	0	0	0	0	0	150,000
	Total	0	0	0	150,000	850,000	0	0	0	0	0	1,000,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
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
2025	General Impact Fees Traf Dist 4	150,000	Design of improvements to the intersection of Regional Drive and Chenell Drive.
		<u>\$150,000</u>	2025 Subtotal
2026	General G.O. Bonds	850,000	Construction of improvements to the intersection of Regional Drive and Chenell Drive.
		<u>\$850,000</u>	2026 Subtotal
	TOTAL	<u>\$1,000,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
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:	<input checked="" type="checkbox"/> New	<input type="text" value="L"/>	Safety	<input type="text" value="N/A"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
	<input type="checkbox"/> Replace	<input type="text" value="N/A"/>	Mandates	<input type="text" value="L"/>	Service Def.	<input type="text" value="M"/>	Tax Base Exp.	<input type="text" value="M"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="M"/>	O + M Costs	<input type="text" value="M"/>	Council Goals	<input type="text" value="L"/>	Timeliness	Sidewalks
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to implement creation of the Merrimack River Greenway Trail.

The Merrimack River Greenway Trail is envisioned to be a continuous, off-street path, roughly following the Merrimack River connecting the eventual terminus of the Northern Rail Trail to the north and the proposed Salem to Concord Bikeway to the south. The path is intended to be a 4-season paved facility, to serve pedestrians, bicyclists, skiers, snowshoers and other non motorized users, and to be universally accessible to the maximum extent practical.

Included as a major project initiative in the comprehensive Bicycle Master Plan, the project is intended to serve both transportation and recreation purposes, connecting villages, providing access to the River and adjacent open space, providing safe and inviting health and fitness opportunities. The Path will provide river views and access when possible, and it will follow a somewhat north-south route to facilitate transportation use. It is consistent with the Concord 2030 Master Plan and Concord's Vision for 2020 by connecting neighborhoods and re-connecting Concord to the River.

In 2019-2020, City, local, and Land and Water Conservation funds were used to design, permit, and construct the first 1,600 feet of the paved trail through Terrill Park just north of Manchester Street. In the fall of 2020, City Council appropriated \$90,000 of city funds to design the section of trail from Terrill Park to Loudon Road with construction anticipated in 2023 pending receipt of additional grants and donations.

This project is contingent upon raising significant funds from other non-City sources, such as grants from the State and Federal governments as well as donations from local interest groups and stakeholders.

SERVICE IMPACT: Improved recreational / transportation opportunities for non-motorized means. Increase in operations and maintenance budget due to resurfacing, sweeping and management of vegetation. Snow removal will not be necessary as this trail is to provide an opportunity for winter recreation / transportation.

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #543-Merrimack River Greenway Trail Project

IMPACT IF NOT FUNDED: Failure to meet key objectives set out in the Master Plan 2030, the Conservation Commission's Endowment for the 21st Century Conservation & Open Space Initiative, and Concord 2020 Vision principles. Options for walking and bicycling will be limited to street, sidewalks, or un-improved hiking trails, leaving a gap in outdoor recreation opportunities. Long distance trails arriving from the north and south will terminate at the Concord line with no through connection. Many connections between open spaces and recreational trails will not be met. An opportunity to help the city meet its goals to re-connect to the Merrimack River will be missed. An opportunity to diversify Concord's transportation system by adding green, healthy, non-motorized options will be missed.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Donations	0	200,000	0	1,100,000	0	0	0	0	0	0	1,300,000
Other	State	0	800,000	0	8,800,000	0	0	0	0	0	0	9,600,000
General	G.O. Bonds	330,000*	0	0	1,100,000	0	0	0	0	0	0	1,430,000
Other	Federal	1,000,000*	0	0	0	0	0	0	0	0	0	1,000,000
Total		1,330,000	1,000,000	0	11,000,000	0	0	0	0	0	0	13,330,000

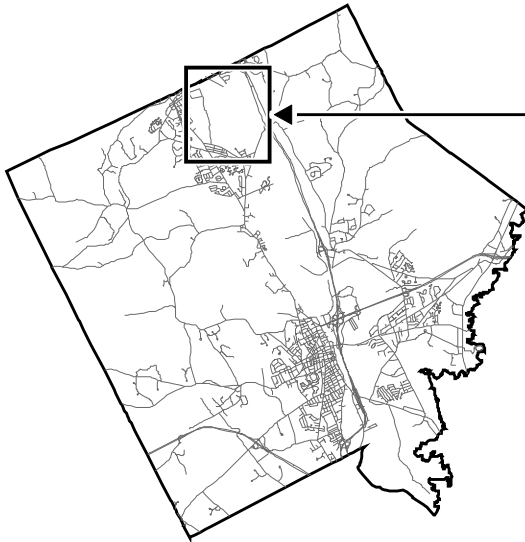
VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Other Federal	1,000,000	Design, right of way acquisition and construct the portion of the rail trail from Sewalls Falls Road to the Contoocook River. Includes potential redecking of trestle to Hannah Duston Island if included in City acquisition from Pan Am Railways. Total of 1.9+/- miles. Funding through the NHDOT Transportation Alternatives Program (TAP).
	General G.O. Bonds	330,000	City share.
		<u>\$1,330,000</u>	2022 Subtotal
2023	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 grants and donations. Design: \$125,000 Construction: \$800,000 Project Administration: \$75,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#543-Merrimack River Greenway Trail Project	
	General Donations	200,000	Design and construction of Phase 1 (B) of the MRGT. Donation portion (20%)
		<u>\$1,000,000</u>	2023 Subtotal
2025	Other State	8,800,000	Design and construction of Phases 2 - 8 of the MRGT. State portion (80%)
	General Donations	1,100,000	Design and construction of Phases 2 - 8 of the MRGT. Donation portion (10%)
	General G.O. Bonds	1,100,000	Design and construction of Phases 2 - 8 of the MRGT to be funded with a TE Grants, donations and City funds. City portion of project (10%) assuming additional donations cannot cover the "match".
			Total estimated costs: \$11,000,000 (for the remaining 7 phases)
			Design: \$1,650,000
			Construction: \$8,250,000
			Project Administration: \$1,100,000
		<u>\$11,000,000</u>	2025 Subtotal
	TOTAL	<u>\$13,330,000</u>	



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Engineering Services Division
City of Concord, New Hampshire

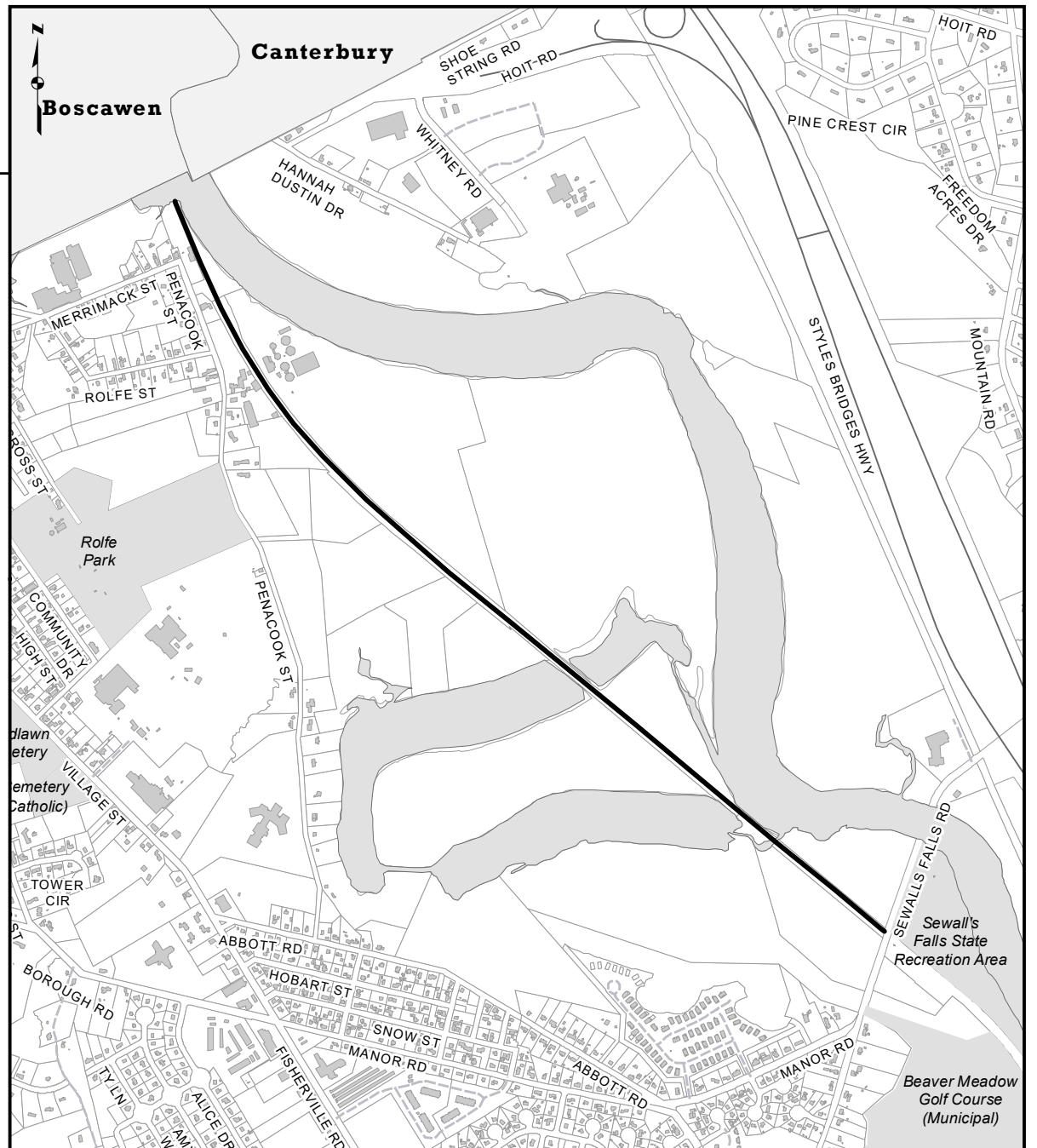
GEOGRAPHIC INFORMATION SYSTEM

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

Not to Scale



**FY 2022
CIP PROJECT #543
MERRIMACK RIVER GREENWAY
TRAIL**



**2022-2031
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 SERVED: ☐ New Safety Facility Cond. Productivity
☐ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☒ Rebuild O + M Costs Council Goals 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 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: Deterioration of major elements of the roundabouts could result in educed levels of service, potential liabilities, as well as traffic accidents.

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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Capital Transfer	0	75,000	0	80,000	0	0	100,000	0	0	0	255,000
	Total	0	75,000	0	80,000	0	0	100,000	0	0	0	255,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #550-Roundabout Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General Capital Transfer	75,000	Maintenance improvements at the North State/Franklin roundabout. Includes repairs to curbs, aprons, landscaping and traffic islands.
		\$75,000	2023 Subtotal
2025	General Capital Transfer	80,000	Maintenance improvements to the Village/Washington roundabout. Includes repairs to curbs, aprons, landscaping and traffic islands.
		\$80,000	2025 Subtotal
2028	General Capital Transfer	100,000	Maintenance improvements to the Exit 16/Mountain Road/Shawmut Street roundabout. Includes repairs to curbs, aprons, landscaping and traffic islands.
		\$100,000	2028 Subtotal
	TOTAL	\$255,000	

**2022-2031
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	<input type="checkbox"/> New	<input checked="" type="checkbox"/> M	Safety	<input type="checkbox"/> L	Facility Cond.	<input type="checkbox"/> L	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input checked="" type="checkbox"/> L	Mandates	<input type="checkbox"/> L	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> N/A City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> N/A	O + M Costs	<input type="checkbox"/> L	Council Goals	<input type="checkbox"/> L	Timeliness	Public Facilities
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide for routine maintenance, repair, and refurbishment of the City's Green Street and Penacook Branch libraries.

SERVICE IMPACT: Routine investments results in safe, functional facilities for the community.

IMPACT IF NOT FUNDED: Facilities may become unserviceable, occupant safety would be compromised. Buildings will continue to deteriorate. Water infiltration could damage / ruin portions of the library's collection. Employee morale and civic pride will be negatively impacted.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Capital Transfer	0	0	0	0	10,000	0	0	0	4,000	0	14,000
General	G.O. Bonds	160,000	200,000	280,000	30,000	300,000	0	275,000	100,000	0	0	1,345,000
	Total	160,000	200,000	280,000	30,000	310,000	0	275,000	100,000	4,000	0	1,359,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #551-Library Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	100,000	Seal exterior granite. (Green Street)
	General G.O. Bonds	60,000	Carpet replacement Children's Wing. (Green Street)
		<u>\$160,000</u>	2022 Subtotal
2023	General G.O. Bonds	200,000	Interior finish upgrades. (Green Street)
		<u>\$200,000</u>	2023 Subtotal
2024	General G.O. Bonds	250,000	Library Elevator Replacement. (Green Street)
	General G.O. Bonds	30,000	Upgrade HVAC controls. (Green Street)
		<u>\$280,000</u>	2024 Subtotal
2025	General G.O. Bonds	30,000	Fire alarm system upgrades. (Green Street)
		<u>\$30,000</u>	2025 Subtotal
2026	General G.O. Bonds	300,000	Window refurbishment/replacement. (Green Street)
	General Capital Transfer	10,000	Chimney repair. (Penacook)
		<u>\$310,000</u>	2026 Subtotal
2028	General G.O. Bonds	150,000	Handicap ramp replacement. (Penacook)
	General G.O. Bonds	125,000	Roof replacement. (Penacook)
		<u>\$275,000</u>	2028 Subtotal
2029	General G.O. Bonds	100,000	Refurbish HVAC system and controls. (Green Street)
		<u>\$100,000</u>	2029 Subtotal
2030	General Capital Transfer	4,000	Fire escape repairs. (Penacook)

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#551-Library Maintenance	
		\$4,000	2030 Subtotal
TOTAL		\$1,359,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #555-Handgun Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for the routine replacement of Police Department handguns. To assure reliability, the Department seeks to replace handguns after approximately 10 years of service.

SERVICE IMPACT: The Police Department seeks to carry a reliable handgun. Service weapons that are older tend to have additional maintenance problems. It is necessary to replace older models with newer models.

IMPACT IF NOT FUNDED: Reliability and safety 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Capital Transfer	0	0	0	0	0	50,000	0	0	0	0	50,000
	Total	0	0	0	0	0	50,000	0	0	0	0	50,000

**2022-2031
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 in FY 2017.
		<hr/> \$50,000	2027 Subtotal
	TOTAL	<hr/> \$50,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #557-Memorial Field

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: 70 South Fruit Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Memorial Park. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community whenever possible. Improvements include: field improvements, bleachers replacement, building repairs, court painting and field lighting.

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):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Donations	80,000*	0	0	0	0	0	0	0	0	0	80,000
General	G.O. Bonds	0	0	0	2,440,000	35,000	0	0	0	125,000	0	2,600,000
	Total	80,000	0	0	2,440,000	35,000	0	0	0	125,000	0	2,680,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #557-Memorial Field

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General Donations	80,000	Lighting repairs at the football stadium. Includes installation of energy efficient fixtures.
		<u>\$80,000</u>	2022 Subtotal
2025	General G.O. Bonds	1,695,000	Replace football stadium bleachers, together with the press box and related improvements.
	General G.O. Bonds	500,000	Doane Diamond bleacher improvements.
	General G.O. Bonds	140,000	Resurface the track. Last resurfaced in 2008.
	General G.O. Bonds	75,000	Remove and install new asphalt pavement beneath selected bleacher sections serving the football stadium. (Final price pending formal review in FY19)
	General G.O. Bonds	30,000	Drainage and geotechnical study for Memorial Field.
		<u>\$2,440,000</u>	2025 Subtotal
2026	General G.O. Bonds	35,000	Crack seal, colorize, stripe, change standards, new acrylic backboards for two (2) basketball courts.
		<u>\$35,000</u>	2026 Subtotal
2030	General G.O. Bonds	125,000	Install exercise equipment featuring poured in place safety surfacing.
		<u>\$125,000</u>	2030 Subtotal
	TOTAL	<u>\$2,680,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #560-Fire Training Facility

I. PROJECT TYPE: Public Safety

II. LOCATION: Old Turnpike Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to support repair, replacement, and expansion of the City's Fire Training Facility.

In 2005, the City completed a needs assessment of the existing Loudon Road training facility adjacent to the Everett Arena. This study recommended that the existing facility be abandoned due to variety of inadequacies, safety concerns, as well as conflicts with adjacent land uses (i.e. the Arena, Kiwanis Park, and the skate board park). The 2005 study also included a City wide search for a new facility and concluded that a new training grounds should be constructed at the City's Old Turnpike Road landfill site.

In FY 2009, the City appropriated \$150,000 for the design of a new fire training facility. Because of the use of in-house staff, the cost of design was reduced to \$40,000.

In FY2018, the City appropriated funding for the construction of the new training facility. Supplemental funds were appropriated in FY2019. Construction of the new facility on Old Turnpike Road was completed in FY2020.

SERVICE IMPACT: Periodic investment in the Fire Training Facility ensures that the facility remains operational thereby maximizing opportunities for routine training of personnel. Routine training is important in order to maintain public safety.

IMPACT IF NOT FUNDED: Inability to provide effective training on an ongoing basis thus potentially negatively affecting daily operations. 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #560-Fire Training Facility

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	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
2028	General G.O. Bonds	500,000	Replace conex containers at the Fire Training Facility.
		<u>\$500,000</u>	2028 Subtotal
	TOTAL	<u>\$500,000</u>	

**2022-2031
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	<input checked="" type="checkbox"/> New	<input type="checkbox"/> H	Safety	<input type="checkbox"/> H	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> L	Mandates	<input type="checkbox"/> H	Service Def.	<input type="checkbox"/>	Tax Base Exp.	City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> N/A	O + M Costs	<input type="checkbox"/>	Council Goals	<input type="checkbox"/>	Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: This project provides for the systematic replacement of fire alarm infrastructure. The existing fire alarm infrastructure ranges in age from new to over 50 years old. The typical service life for most of this equipment is 25-30 years. Increased operating and maintenance costs and more frequent failures have resulted due to lack of maintenance and replacement.

SERVICE IMPACT: Systematic replacement of components will ensure continued system reliability in the future thereby maintaining public safety.

IMPACT IF NOT FUNDED: Deferred maintenance could lead to periodic system failures.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	95,000	93,000	93,000	20,000	20,000	20,000	20,000	20,000	20,000	250,000	651,000
	Total	95,000	93,000	93,000	20,000	20,000	20,000	20,000	20,000	20,000	250,000	651,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	75,000	Implementation of radio master box system.
	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$95,000</u>	2022 Subtotal
2023	General G.O. Bonds	73,000	Implementation of radio master box system.
	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$93,000</u>	2023 Subtotal
2024	General G.O. Bonds	73,000	Implementation of radio master box system.
	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$93,000</u>	2024 Subtotal
2025	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$20,000</u>	2025 Subtotal
2026	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$20,000</u>	2026 Subtotal
2027	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$20,000</u>	2027 Subtotal
2028	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$20,000</u>	2028 Subtotal
2029	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$20,000</u>	2029 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#561-Fire Alarm Infrastructure Replacement		
2030	General	G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
			\$20,000	2030 Subtotal
2031	General	G.O. Bonds	250,000	Replacement of fire alarm infrastructure
			\$250,000	2031 Subtotal
	TOTAL		\$651,000	

**2022-2031
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	<input type="checkbox"/> New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	L City Master Pl.
	<input type="checkbox"/> Rebuild	N/A	O + M Costs	M	Council Goals	L	Timeliness	Long-Range Planning
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to update the City Master Plan. State Law requires that a municipality's Master Plan be updated from "time to time". The commonly accepted planning horizon for a Master Plan is 10-15 years. Research and writing for the current Master Plan began in 2005, and the plan was adopted in 2008 after a lengthy public process.

SERVICE IMPACT: There have been incremental changes in zoning and land use in the City and state, and significant purchases of conservation land in the City since the writing of the Master Plan. This, coupled with demographic changes, as well as economic and real estate trends, makes it important to review the land use, housing, and economic development recommendations of the Master Plan. Additionally, many transportation projects recommended in the current Master Plan have been completed, and there is a need to identify where the City should invest transportation and land development resources moving forward.

IMPACT IF NOT FUNDED: Inadequate long-range planning leads to haphazard development, which can result in the inefficient use of real estate, missed economic development opportunities, increased long-term costs to serve poorly planned development, and a disconnect with the community with regard to the vision for the City moving forward.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	30,000	180,000	0	0	0	0	0	0	0	210,000
	Total	0	30,000	180,000	0	0	0	0	0	0	0	210,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #563-Master Plan Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	30,000	The Three Rivers Study is intended to be the first step in the overall update to the Master Plan, developing a new vision for the City's relationship with the Merrimack, Contoocook, and Soucook Rivers. The study will focus on identifying new economic development, housing, recreation, and conservation goals for the rivers, based on technical analysis and public outreach. The results of this study will be used as the basis for the next Master Plan, as a jumping off point for public outreach sessions intended to generate a new vision and identity for the City overall, and will inform proposed zoning changes to implement a new vision.
		\$30,000	2023 Subtotal
2024	General G.O. Bonds	100,000	Updating the Master Plan will involve extensive public outreach and vision planning. In addition, the next Master Plan should be graphically engaging, and have a dynamic online component. The primary consultant for the update will coordinate and lead the public outreach process with staff assistance, produce the document, and develop the website.
	General G.O. Bonds	80,000	The 2008 Master Plan used data and recommendations from the 2004 Transportation Plan, which identified transportation infrastructure improvements, and made goal and policy recommendations that have been used as the basis for CIP projects. Many of the infrastructure projects identified in the earlier master plans have been accomplished. A consultant will be hired to update this plan and help to identify or prioritize new and/or existing infrastructure improvements. The updated Transportation Plan is intended to incorporate the Bike and Pedestrian Master Plans into one comprehensive document.
		\$180,000	2024 Subtotal
	TOTAL	\$210,000	

**2022-2031
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:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> L	Safety	<input type="checkbox"/> L	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> L	Mandates	<input type="checkbox"/> M	Service Def.	<input type="checkbox"/> M	Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> L	O + M Costs	<input type="checkbox"/> L	Council Goals	<input type="checkbox"/> L	Timeliness	Parks
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to implement improvements at the Penacook Riverfront Park located on Tanner Street, as well as design and construct a new riverfront park on City owned property located at 11-35 Canal Street adjacent to the former Allied Leather Tannery Complex (rechristened Penacook Landing).

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. Project includes reconstruction and expansion of the Canal Street Municipal Parking Lot from 26 to approximately 60 spaces. Including the parking lot, total project size is 2 acres.

SERVICE IMPACT: Improvements will help revitalize underutilized public properties directly abutting the Contoocook River. In addition, public investment will serve as a catalyst for private investment in abutting properties.

IMPACT IF NOT FUNDED: The Tanner Street facility will continue to deteriorate. Eventually, the facility will become an attractive nuisance and location for illicit activity. A poorly maintained facility will serve as a disincentive for private investment in abutting properties. Failure to proceed with the new park at the former Allied Leather Tannery Site will result in a missed opportunity to improve an important waterfront property, which could foster and support future economic development initiatives within the Village.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

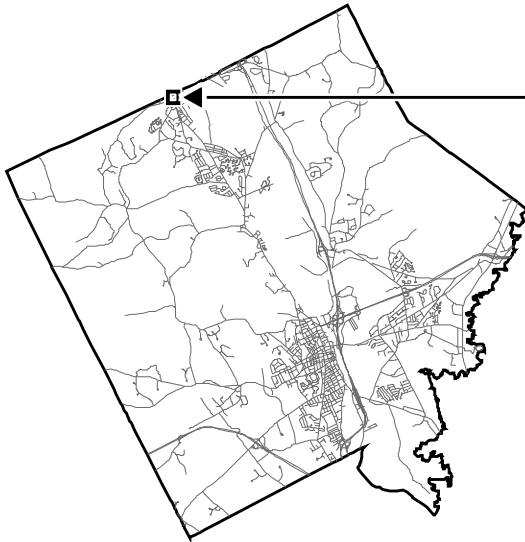
PROJECT: REC-GROUNDS #567-Penacook Riverfront Parks

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Parking	G.O. Bonds	0	315,000	0	0	0	0	0	0	0	0	315,000
Other	Tax Increment Financing	0	775,000	0	0	0	0	0	0	0	0	775,000
Other	State	0	150,000	0	0	0	0	0	0	0	0	150,000
General	Impact Fees Rec Dist 1	110,000	0	0	0	0	0	0	0	0	0	110,000
	Total	110,000	1,240,000	0	0	0	0	0	0	0	0	1,350,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General Impact Fees Rec Dist 1	110,000	Design and Permitting: Canal Street Penacook Landing Park. Includes public participation process with residents, abutters and stakeholders to determine final program for park amenities and improvements.
		\$110,000	2022 Subtotal
2023	Other Tax Increment Financing	775,000	Construction: Canal Street Penacook Landing Park. Penacook Village Tax Increment Finance District share.
	Parking G.O. Bonds	315,000	Construction: Canal Street Penacook Landing Park. Parking Fund share. Parking lot reconstruction and expansion. Scope excludes those portions of parking lot previously reconstructed during Village Street streetscape project circa 2015. Parking lot to be expanded from 26 to 60+/- spaces.
	Other State	150,000	Construction: Canal Street Penacook Landing Park. Land and Water Conservation Fund Grant share. (Tentative)
		\$1,240,000	2023 Subtotal
	TOTAL	\$1,350,000	



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Engineering Services Division
City of Concord, New Hampshire

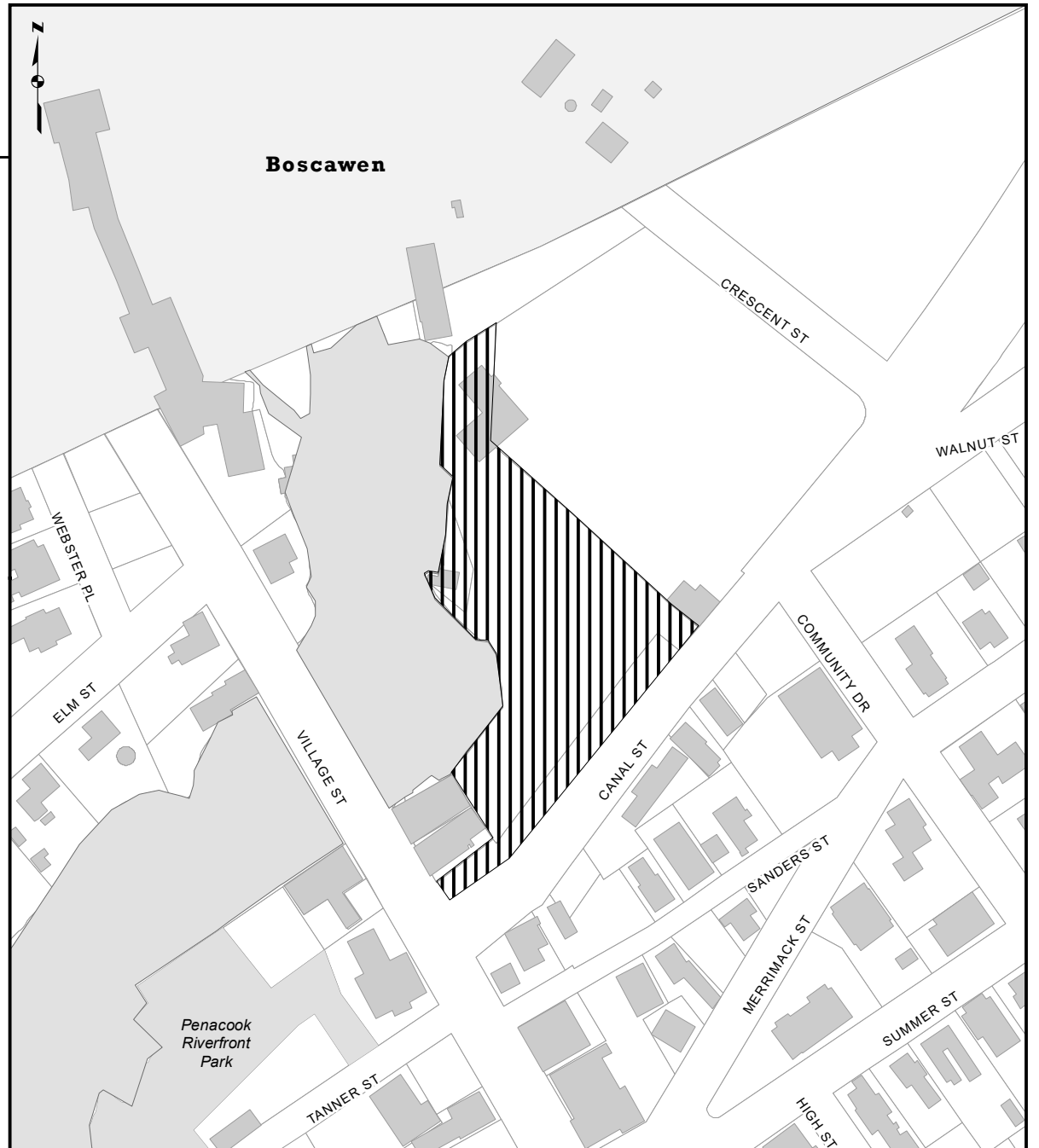
GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale



**FY 2022
CIP PROJECT #567
PENACOOK RIVERFRONT PARKS**



**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

I. PROJECT TYPE: Other Vehicles

II. LOCATION: Parks and Cemeteries

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide a capital improvement program for the routine replacement of the Parks and Recreation Department's turf equipment. Equipment is used for recreational facilities, as well as cemeteries.

SERVICE IMPACT: Routine replacement maintains or improves current levels of service for maintenance of parks and cemeteries, helps provide for more efficient maintenance of facilities due to advances in equipment technology, reduces repair costs and equipment "down time" due to use of new, reliable equipment.

IMPACT IF NOT FUNDED: Continued reliance upon old and outdated equipment will result in less efficient operations due to increased down time associated with equipment failures and repairs.

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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	55,000	145,000	65,000	20,000	0	25,000	75,000	40,000	0	425,000
	Total	0	55,000	145,000	65,000	20,000	0	25,000	75,000	40,000	0	425,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	30,000	Replace John Deere 60" out front rotary mower.
	General G.O. Bonds	25,000	Replace John Deere 60" out front mower.
		<u>\$55,000</u>	2023 Subtotal
2024	General G.O. Bonds	40,000	Replace John Deere 2025R 4 wheel drive tractor with bucket and attachments.
	General G.O. Bonds	40,000	Replace 1988 John Deere 4 wheel drive 3 cylinder diesel tractor with bucket. (Parks)
	General G.O. Bonds	35,000	Replace Toro out front mower.
	General G.O. Bonds	30,000	Replace Toro infield pro ball diamond machine with attachments.
		<u>\$145,000</u>	2024 Subtotal
2025	General G.O. Bonds	40,000	Replace John Deere 2025R 4 wheel drive tractor with bucket and attachments.
	General G.O. Bonds	25,000	Replace John Deere 60" out front rotary mower.
		<u>\$65,000</u>	2025 Subtotal
2026	General G.O. Bonds	20,000	Replace zero turn mower.
		<u>\$20,000</u>	2026 Subtotal
2028	General G.O. Bonds	25,000	Replace 60" out front rotary mower.
		<u>\$25,000</u>	2028 Subtotal
2029	General G.O. Bonds	50,000	Replace small loader/backhoe.
	General G.O. Bonds	25,000	Replace deep tine aerator.
		<u>\$75,000</u>	2029 Subtotal
2030	General G.O. Bonds	40,000	Replace Cemeteries sweeper.
		<u>\$40,000</u>	2030 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#569-Parks and Cemeteries Small Turf Equipment
TOTAL		\$425,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #570-Pleasant/Warren/Fruit Intersection Roundabout

I. PROJECT TYPE: Intersections

II. LOCATION: Pleasant Street/Warren Street/Fruit Street Intersection

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

DESCRIPTION: Following completion of a 2013 Engineering Study of the Pleasant/Warren/Fruit intersection, the 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, as well as pedestrian and bike safety at this critical location.

IMPACT IF NOT FUNDED: Continued congestion, limited levels of service, increased traffic accidents, unresolved pedestrian and vehicular 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	1,500,000	0	1,500,000
	Total	0	0	0	0	0	0	0	0	1,500,000	0	1,500,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #570-Pleasant/Warren/Fruit Intersection Roundabout

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	General G.O. Bonds	1,500,000	Design and construction of a Roundabout.
		<u>\$1,500,000</u>	2030 Subtotal
	TOTAL	<u>\$1,500,000</u>	

**2022-2031
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	<input checked="" type="checkbox"/> New	<u>H</u>	Safety	<u>H</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<u>M</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	Timeliness	Other
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Reoccurring flooding at the intersection of I-393 and North Main Street has resulted in private property damage. This project, undertaken with NHDOT and NHDES, shall replace affected drainage systems and is to be performed in multiple phases.

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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	100,000	0	0	0	0	0	0	0	0	100,000
	Total	0	100,000	0	0	0	0	0	0	0	0	100,000

**2022-2031
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
2023	General G.O. Bonds	100,000	Phase 3 - Design of final improvements. Construction to be coordinated with CIP #18 Storrs Street North Project. Subject to acquisition of portions of Pan Am B&M Rail Corridor between Horseshoe Pond Lane and Storrs Street.
		<hr/>	
		\$100,000	2023 Subtotal
		<hr/>	
	TOTAL	\$100,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #572-Airport Master Plan

I. PROJECT TYPE: Airport

II. LOCATION: Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The current Airport Master Plan was last updated in 2006. Periodic updates are required every 10-20 years in order to plan future capital investments designed to keep the facility viable within the framework of the New England general aviation market.

SERVICE IMPACT: Recommendations will provide focused direction to the city for airport improvements and management structure.

IMPACT IF NOT FUNDED: Application of future Federal grants for airport improvements will be denied if 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Other	Federal	0	0	0	0	0	0	190,000	0	0	0	190,000
Other	State	0	0	0	0	0	0	10,554	0	0	0	10,554
Airport	Capital Transfer	0	0	0	0	0	0	10,554	0	0	0	10,554
	Total	0	0	0	0	0	0	211,108	0	0	0	211,108

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #572-Airport Master Plan

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Other Federal	190,000	Airport Master Plan Update. Federal share.
	Other State	10,554	State share.
	Airport Capital Transfer	10,554	City share.
		\$211,108	2028 Subtotal
TOTAL		\$211,108	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="H"/>	Safety	<input type="text" value="H"/>	Facility Cond.	<input type="text" value="M"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="L"/>	Mandates	<input type="text" value="M"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="L"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="L"/>	O + M Costs	<input type="text" value="L"/>	Council Goals	<input type="text" value="M"/>	Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for routine replacement of Personal Protective Equipment (PPE) for the Fire Department. Protective gear typically has a useful life of approximately 6 -10 years. 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, including 63 Self Contained Breathing Apparatus (SCBA) units and 2 Rapid Intervention (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 to maintain and repair existing 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) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Capital Transfer	0	35,000	35,000	35,000	35,000	40,000	40,000	40,000	40,000	45,000	345,000
General	G.O. Bonds	30,000	0	0	750,000	30,000	0	0	0	0	0	810,000
	Total	30,000	35,000	35,000	785,000	65,000	40,000	40,000	40,000	40,000	45,000	1,155,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	30,000	Systematic replacement of firefighting protective clothing.
		<u>\$30,000</u>	2022 Subtotal
2023	General Capital Transfer	35,000	Systematic replacement of firefighting protective clothing.
		<u>\$35,000</u>	2023 Subtotal
2024	General Capital Transfer	35,000	Systematic replacement of firefighting protective clothing.
		<u>\$35,000</u>	2024 Subtotal
2025	General G.O. Bonds	750,000	Breathing apparatus replacement purchased in FY2015.
	General Capital Transfer	35,000	Systematic replacement of firefighting protective clothing.
		<u>\$785,000</u>	2025 Subtotal
2026	General Capital Transfer	35,000	Systematic replacement of firefighting protective clothing.
	General G.O. Bonds	30,000	Active Shooter personal protective equipment replacement.
		<u>\$65,000</u>	2026 Subtotal
2027	General Capital Transfer	40,000	Systematic replacement of firefighting protective clothing.
		<u>\$40,000</u>	2027 Subtotal
2028	General Capital Transfer	40,000	Systematic replacement of firefighting protective clothing.
		<u>\$40,000</u>	2028 Subtotal
2029	General Capital Transfer	40,000	Systematic replacement of firefighting protective clothing.
		<u>\$40,000</u>	2029 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#573-Fire Department Personnel Protective Equipment		
2030	General	Capital Transfer	40,000	Systematic replacement of firefighting protective clothing.
			<u>\$40,000</u>	2030 Subtotal
2031	General	Capital Transfer	45,000	Systematic replacement of firefighting protective clothing.
			<u>\$45,000</u>	2031 Subtotal
		TOTAL	<u>\$1,155,000</u>	

**2022-2031
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 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 provide funding for routine replacement of Police Department vehicles (excluding parking enforcement vehicles, which are addressed in CIP 403). As of January 2021, the City had a total of 32 cruisers, command SUVs, and unmarked vehicles.

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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Equip Replace Reserve	160,000	0	0	0	0	0	0	0	0	0	160,000
General	G.O. Bonds	50,000	0	0	0	0	0	0	0	0	0	50,000
General	Capital Transfer	0	210,000	220,000	220,000	230,000	230,000	240,000	240,000	250,000	250,000	2,090,000
	Total	210,000	210,000	220,000	220,000	230,000	230,000	240,000	240,000	250,000	250,000	2,300,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General Equip Replace Reserve	160,000	Vehicle replacement (Equipment Replacement Reserve Fund share).
	General G.O. Bonds	50,000	Replace 4 vehicles.
		<u>\$210,000</u>	2022 Subtotal
2023	General Capital Transfer	210,000	Replace 4 vehicles.
		<u>\$210,000</u>	2023 Subtotal
2024	General Capital Transfer	220,000	Replace 4 vehicles.
		<u>\$220,000</u>	2024 Subtotal
2025	General Capital Transfer	220,000	Replace 4 vehicles.
		<u>\$220,000</u>	2025 Subtotal
2026	General Capital Transfer	230,000	Replace 4 vehicles.
		<u>\$230,000</u>	2026 Subtotal
2027	General Capital Transfer	230,000	Replace 4 vehicles.
		<u>\$230,000</u>	2027 Subtotal
2028	General Capital Transfer	240,000	Replace 4 vehicles.
		<u>\$240,000</u>	2028 Subtotal
2029	General Capital Transfer	240,000	Replace 4 vehicles.
		<u>\$240,000</u>	2029 Subtotal
2030	General Capital Transfer	250,000	Replace 4 vehicles.

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#575-Police Vehicle & Equipment Replacement	
		\$250,000	2030 Subtotal
2031	General Capital Transfer	250,000	Replace 4 vehicles.
		\$250,000	2031 Subtotal
	TOTAL	\$2,300,000	

**2022-2031
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 ☐ 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 fund routine repair and refurbishment of Bicentennial Square and Eagle Square.

SERVICE IMPACT: Routine maintenance and refurbishment will minimize unanticipated costly emergency repairs and extend useful life of these assets.

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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	0	0	215,000	1,200,000	0	0	0	1,415,000
	Total	0	0	0	0	0	215,000	1,200,000	0	0	0	1,415,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	215,000	Bicentennial Square: Design and permit comprehensive renovation project for the square. Subject to public participation and final design, project shall include new pavers, lighting improvements, landscaping improvements, updated signage, as well as improvements to the fountain.

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#579-Downtown Squares	
		\$215,000	2027 Subtotal
2028	General G.O. Bonds	1,200,000	Bicentennial Square: Construct comprehensive renovation project.
		\$1,200,000	2028 Subtotal
	TOTAL	\$1,415,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #583-East Concord Fire Station

I. PROJECT TYPE: Public Buildings

II. LOCATION: East Concord

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	<input checked="" type="checkbox"/> New	<input type="checkbox"/> M	Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> L	Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> H	O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> N/A	Timeliness Long-Range Planning
	<input type="checkbox"/> 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 by the location study and needs assessment, a new station serving East Concord and, potentially the Heights neighborhood, would provide for improved fire service for the easterly portions of the City, as well as put the City on a better footing to address the needs of continued 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	6,000,000	0	0	0	6,000,000
	Total	0	0	0	0	0	0	6,000,000	0	0	0	6,000,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #583-East Concord Fire Station

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	6,000,000	Design, construct, and furnish a new fire station in East Concord pending outcome of needs assessment and location studies. New building and furnishings only.
		\$6,000,000	2028 Subtotal
TOTAL		\$6,000,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #587-Cemetery Improvements

I. PROJECT TYPE: Cemeteries

II. LOCATION: City Cemeteries

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	<input checked="" type="checkbox"/> New	<u>N/A</u>	Safety	<u>M</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	<input type="checkbox"/> 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.
	<input checked="" type="checkbox"/> Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	Other
	<input type="checkbox"/> 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	80,000	80,000	290,000	115,000	150,000	35,000	375,000	0	0	0	1,125,000
	Total	80,000	80,000	290,000	115,000	150,000	35,000	375,000	0	0	0	1,125,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #587-Cemetery Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	80,000	Blossom Hill Cemetery. Roadway and paving improvements.
		<u>\$80,000</u>	2022 Subtotal
2023	General G.O. Bonds	80,000	Blossom Hill Cemetery. Roadway and paving improvements.
		<u>\$80,000</u>	2023 Subtotal
2024	General G.O. Bonds	290,000	Blossom Hill Cemetery. Repair / rebuild granite retaining which failed in 2016.
		<u>\$290,000</u>	2024 Subtotal
2025	General G.O. Bonds	60,000	Maple Grove Cemetery. Install 250 linear feet of ornamental fence along Sewalls Falls Road near the driveway for Beaver Meadow School. Currently vehicles queue along Sewalls Falls Road while waiting to access the School during pick-up and drop off times and there is no fencing to protect graves located near the road.
	General G.O. Bonds	55,000	Cemetery records improvements. Purchase computerized document management system to digitize, store, and manage all cemetery records. New system includes online searchable database and plot plans for all cemeteries.
		<u>\$115,000</u>	2025 Subtotal
2026	General G.O. Bonds	150,000	Blossom Hill Cemetery. Roadway and paving improvements.
		<u>\$150,000</u>	2026 Subtotal
2027	General G.O. Bonds	35,000	Blossom Hill Cemetery. Purchase and install Columbarium.
		<u>\$35,000</u>	2027 Subtotal
2028	General G.O. Bonds	125,000	Blossom Hill Cemetery. Pond improvements including dredging, repair of shoreline retaining walls, and installation of guardrails.
	General G.O. Bonds	250,000	Cemetery records improvements. Design, construct, and furnish a fireproof storage room for historic cemetery records.

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#587-Cemetery Improvements	
		<u>\$375,000</u>	2028 Subtotal
	TOTAL	<u>\$1,125,000</u>	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="H"/>	Safety	<input type="text" value="M"/>	Facility Cond.	<input type="text" value="H"/>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="text" value="M"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="M"/>	Tax Base Exp.	<input type="text" value="L"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="L"/>	O + M Costs	<input type="text" value="L"/>	Council Goals	<input type="text" value="H"/>	Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: A 2015 bridge inspection by the NH Department of Transportation determined that the Loudon Road Bridge had several structural deficiencies. As a result, it was placed on the NH Department of Transportation's "Red List".

This project is intended to address the bridge's structural and operational deficiencies.

This work is also a critical step in NHDOT's plan for the I-93 widening project as it is a vital link in the State's traffic control plan detours for reconstruction of the I-393 bridges.

The project will be funded through the State Municipal Bridge Aid Program (80% State, 20% Local) and will be managed by the City.

SERVICE IMPACT: The Loudon Road corridor is a critical transportation link between the easterly and westerly areas of the City across the Merrimack River. Completion of this project will maintain transportation use.

IMPACT IF NOT FUNDED: If not funded, continued deterioration will result in restricted use and eventual closure of the bridge. Significant disruption of regional traffic would likely occur. Not implementing this work will also delay the State's plans to replace the I-393 bridges, and may also have negative implications for the Bow / Concord I-93 Widening Project.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Other	State	0	8,523,000	0	0	0	0	0	0	0	0	8,523,000
General	G.O. Bonds	0	2,131,000	0	0	0	0	0	0	0	0	2,131,000
	Total	0	10,654,000	0	0	0	0	0	0	0	0	10,654,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Other State	8,523,000	Construction of deck, rail, and expansion joint repairs/rehabilitation, as well as substructure concrete repairs, etc. \$10,654,000 estimated construction costs. State of NH's share (80%).
	General G.O. Bonds	2,131,000	Construction of deck, rail, and expansion joint repairs/rehabilitation, as well as substructure concrete repairs, etc. City's share (20%).
		<u>\$10,654,000</u>	2023 Subtotal
	TOTAL	<u>\$10,654,000</u>	

**2022-2031
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:	<input checked="" type="checkbox"/> New	<input type="text" value="L"/> Safety	<input type="text" value="M"/> Facility Cond.	<input type="text" value="N/A"/> Productivity		
	<input type="checkbox"/> Replace	<input type="text" value="N/A"/> Mandates	<input type="text" value="M"/> Service Def.	<input type="text" value="L"/> Tax Base Exp.	<input type="text" value="H"/> City Master Pl.	
	<input type="checkbox"/> Rebuild	<input type="text" value="M"/> O + M Costs	<input type="text" value="H"/> Council Goals	<input type="text" value="L"/> Timeliness	Economic Development	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis					

DESCRIPTION: The purpose of this project is to design and construct streetscape improvements to side streets within the Downtown Central Business District (CBD), as originally outlined in previous Downtown master plans and studies, as well as a continuation of the streetscape improvements of the 2015/2016 Downtown Complete Streets Improvement Project (CIP 460).

Streetscape improvements to side streets during the 2015/2016 Main Street project were limited. This project will continue streetscape improvements including sidewalks, lighting, and way finding signage along Park Street, Capitol Street, School Street, Warren Street, Depot Street, Hills Avenue, Fayette Street, Thompson Street, Concord Street, and Theatre Street.

SERVICE IMPACT: Improved functionality, safety, as well as aesthetics. Potential tax base expansion through renovation of properties abutting streetscape improvements.

IMPACT IF NOT FUNDED: Continued deterioration of sidewalks and streetscapes resulting in potential safety hazards, less utility, and diminished aesthetic appearance of Downtown Central Business District.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

30

Expected Bond Term (in Years) 20

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #589-Downtown Corridor Streetscape Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	3,920,000
	Total	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	3,920,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	450,000	Warren Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Warren Street (Main to State) with particular focus on the entrances to Bicentennial Square and the entrance to Capital Plaza and the School Street Parking Garage.
		<u>\$450,000</u>	2024 Subtotal
2025	General G.O. Bonds	620,000	Park Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Park Street (Main to State) with particular focus on the entrances to City Plaza.
		<u>\$620,000</u>	2025 Subtotal
2026	General G.O. Bonds	850,000	Capitol Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Capitol Street (Main to State) with particular focus on the entrances to City Plaza and Evans Lane.
		<u>\$850,000</u>	2026 Subtotal
2027	General G.O. Bonds	610,000	School Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along School Street (Main to State) with particular focus on the entrances to Evans Lane and the School Street Parking Garage.
		<u>\$610,000</u>	2027 Subtotal
2028	General G.O. Bonds	450,000	Concord Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Concord Street (Main to State).
		<u>\$450,000</u>	2028 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#589-Downtown Corridor Streetscape Improvement Project
2029	General G.O. Bonds	360,000 Depot Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Depot Street with particular focus on the entrances to Low Avenue and Kennedy Lane.
		<hr/> \$360,000 2029 Subtotal
2030	General G.O. Bonds	200,000 Fayette Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Fayette Street (Main to State).
		<hr/> \$200,000 2030 Subtotal
2031	General G.O. Bonds	200,000 Theatre Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Theatre Street.
	General G.O. Bonds	180,000 Hills Avenue. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Hills Avenue with particular focus on the entrances to public parking areas and the Storrs Street Parking Garage.
		<hr/> \$380,000 2031 Subtotal
	TOTAL	<hr/> \$3,920,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #590-Downtown Civic District Sidewalk Replacement

I. PROJECT TYPE: Downtown

II. LOCATION: Various locations between City Hall and State House, bounded approximately by Center Street, Green Street, School Street, and North State Street.

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to reconstruct concrete sidewalks within the Downtown Civic District bounded approximately by Center Street, Green Street, School Street, and North State Street. Sidewalk improvements include reconstruction of existing concrete sidewalks with accessible ramps and the addition of way finding signage. Improvements and signage will be consistent with the streetscape improvements of the 2015/2016 Downtown Complete Streets Improvement Project (CIP 460).

SERVICE IMPACT: Improved use and appearance of downtown sidewalks will provide a safe and accessible walking surface for pedestrians.

IMPACT IF NOT FUNDED: Continued deterioration of sidewalk conditions will occur, resulting in potential hazards and increased repair costs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 30

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	750,000	0	0	0	0	0	0	750,000
	Total	0	0	0	750,000	0	0	0	0	0	0	750,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #590-Downtown Civic District Sidewalk Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	750,000	Design and construction of sidewalk replacement within the Downtown Civic District. Targeted streets include: Park Street (State to Green), Capitol Street (State to Green), Green Street (Centre to School), Prince Street (Green to 10 Prince Street), State Street (School to Centre). Excludes sidewalk areas reconstructed by the State of New Hampshire's steam conversion project in 2018-2020. The final design will incorporate the sidewalk and streetscape design details from the Main Street improvements including way finding signage.
		<hr/> \$750,000	2025 Subtotal
	TOTAL	<hr/> \$750,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #591-Sidewalk Cleanliness

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: Storrs Street, Manchester Street,

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Pigeon roosting has caused fouling of the sidewalk areas under the Storrs Street Legislative Parking Garage, beneath the I-93 bridge on Manchester Street, beneath the Loudon Road bridge over Storrs Street, as well as beneath the I-93 bridge on Loudon Road.

SERVICE IMPACT: Addresses health and safety concerns for the public utilizing sidewalks and bus stops (as applicable) at these locations. Improves visual appearance of these key gateways into the Downtown Central Business District. Supports expanding economic development activity on Storrs Street near the Legislative Parking Garage and Loudon Road Overpass.

IMPACT IF NOT FUNDED: Ongoing, and increasing, maintenance costs to routinely clean and disinfect these locations.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Donations	0	0	0	0	0	0	0	0	30,000	0	30,000
General	G.O. Bonds	0	0	0	0	0	0	0	0	90,000	0	90,000
	Total	0	0	0	0	0	0	0	0	120,000	0	120,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #591-Sidewalk Cleanliness

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	General G.O. Bonds	30,000	Contacted services to install netting and bird screen to prevent roosting along the bridge deck of I-93 bridge over Loudon Road.
	General G.O. Bonds	30,000	Contracted service to install netting and bird screen to prevent roosting at the I-93 bridge over Manchester Street.
	General G.O. Bonds	30,000	Contracted service to install netting and bird screen to prevent roosting along the Loudon Road Bridge above Storrs Street.
	General Donations	30,000	Contracted services to install netting and bird screen to prevent roosting beneath the Legislative Parking Garage.
		<hr/>	
		\$120,000	2030 Subtotal
		<hr/>	
	TOTAL	\$120,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="checkbox"/> M	Safety	<input type="checkbox"/> M	Facility Cond.	<input type="checkbox"/> M	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/>	Mandates	<input type="checkbox"/> L	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> H	O + M Costs	<input type="checkbox"/>	Council Goals	<input type="checkbox"/> M	Timeliness	Long-Range Planning
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to construct a new Central Fire Station in order to replace the current 1977 facility.

The current facility is nearing the end of its useful life. Due to facility limitations, tower / ladder trucks must be custom built to fit the facility. Customization of apparatus is problematic as it can result in more expensive purchase prices, as well as more complicated repair and maintenance issues during the life of the vehicle, thereby potentially resulting in higher costs of ownership and longer equipment downtime when repairs are needed.

The most recent ladder 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 current facility does not have sufficient area for expansion to accommodate additional vehicles, or larger apparatus, as might be needed in the 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #594-New Central Fire Station

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	0	0	14,000,000	0	0	0	0	14,000,000
	Total	0	0	0	0	0	14,000,000	0	0	0	0	14,000,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	14,000,000	Design, permit, construct, and furnish a new Central Fire Station pending outcome of needs assessment and location studies. New building and furnishings only.
		<u>\$14,000,000</u>	2027 Subtotal
	TOTAL	<u>\$14,000,000</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #595-Parking Meters

I. PROJECT TYPE: Parking

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	<input checked="" type="checkbox"/> New	<u>N/A</u>	Safety	<u>H</u>	Facility Cond.	<u>H</u>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<u>N/A</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<u>H</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>N/A</u>	Timeliness	
	<input type="checkbox"/> 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.

Parking meters were first installed in the City in 1947.

As of April 2021, the City has approximately 86 Kiosk Units and 701 single space meters in service. Kiosk units were first installed in 2010, and later expanded as part of the Main Street "Complete Street Project" in 2015 - 2017. Smart meters were initially installed in 2020.

Combined, the kiosks and single space meters manage approximately 1,637 metered spaces, as follows: 1,099 on-street metered spaces, 422 spaces in garages, and 116 metered spaces in parking lots (including 73 spaces at the interim Fayette Street Parking Lot at the former NH Employment Security Property).

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 lost revenues and increased customer frustration.

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

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #595-Parking Meters

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Parking	Capital Transfer	10,000	0	0	0	0	15,000	0	0	0	0	25,000
Parking	G.O. Bonds	30,000	360,000	0	0	0	0	1,470,000	0	315,000	0	2,175,000
	Total	40,000	360,000	0	0	0	15,000	1,470,000	0	315,000	0	2,200,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Parking G.O. Bonds	30,000	Modem upgrade for 69 older kiosk units to 4G minimum service. Modems currently use 2G / 3G wireless cell service, which is being phased out by cellular carriers.
	Parking Capital Transfer	10,000	Reprogram meters for rate increase effective July 1, 2022 (FY2023) in accordance with 2017 Strategic Plan.
		<u>\$40,000</u>	2022 Subtotal
2023	Parking G.O. Bonds	180,000	Replace remaining 170 mechanical single space meters with IPS Smart Meters, as well as acquire 40 spare units.
	Parking G.O. Bonds	180,000	Replace and upgrade door panels on 82 MPC kiosk units to CWT touch screen for improved reliability and customer service.
		<u>\$360,000</u>	2023 Subtotal
2027	Parking Capital Transfer	15,000	Reprogram meters for FY2028 rate increase in accordance with 2017 Strategic Plan.
		<u>\$15,000</u>	2027 Subtotal
2028	Parking G.O. Bonds	1,035,000	Replace 86 kiosk units.
	Parking G.O. Bonds	435,000	Replace 435 single space smart meters put into service in FY2020.
		<u>\$1,470,000</u>	2028 Subtotal
2030	Parking G.O. Bonds	315,000	Replace 170 single space smart meters installed in FY2023, plus 40 space units.
		<u>\$315,000</u>	2030 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#595-Parking Meters
	TOTAL	\$2,200,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #596-Surface Lots

I. PROJECT TYPE: Parking

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for the repair, replacement, or expansion of the City's nine (9) municipal parking lots. Combined, these lots feature approximately 210 parking spaces. This figure excludes the interim Fayette Street Parking Lot at the former NH Employment Security Property which features 73 spaces.

Facilities include:

City Hall / Auditorium Lot: 44 Spaces

Police Department Lot: 45 Spaces

Library / 10 Prince Street Lot: 26 Spaces

Storrs Street Lot (Beneath Loudon Road): 25 Spaces

Hills Avenue Lot: 19 Spaces

Canal Street Lot: 28 Spaces

Boudreau Square: 8 Spaces

Poulin Gazebo: 7 Spaces

McKee Square: 8 Spaces

SERVICE IMPACT: 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #596-Surface Lots

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Parking	G.O. Bonds	0	0	0	0	0	0	0	450,000	500,000	525,000	1,475,000
	Total	0	0	0	0	0	0	0	450,000	500,000	525,000	1,475,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	Parking G.O. Bonds	450,000	Reconstruction of the Police Department parking lot.
		<u>\$450,000</u>	2029 Subtotal
2030	Parking G.O. Bonds	500,000	Reconstruction of the City Hall / Auditorium parking lot.
		<u>\$500,000</u>	2030 Subtotal
2031	Parking G.O. Bonds	250,000	Reconstruction of the Library parking lot.
	Parking G.O. Bonds	150,000	Reconstruction of the McKee Square parking lot.
	Parking G.O. Bonds	125,000	Cold plane and overlay the Storrs Street Parking Lot (beneath Loudon Road overpass).
		<u>\$525,000</u>	2031 Subtotal
	TOTAL	<u>\$1,475,000</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #597-Parking Beacons

I. PROJECT TYPE: Parking

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides funding for the installation, repair, and replacement of "Winter Parking Ban Beacons" and related signage on City owned and maintained traffic signals at key intersections throughout the City.

SERVICE IMPACT: Installation of beacons, similar to those used in Nashua NH, Manchester NH, and Burlington VT, will help to inform the public about parking bans, thereby improving communications and minimizing frustration for residents and visitors alike. Improved communication will help the public avoid parking on streets (especially non-residents visiting the City), thereby helping to improve the quality and efficiency of snow removal operations.

IMPACT IF NOT FUNDED: Less informed citizenry resulting in frustration for the public, as well as less efficient snow removal operations as a result of vehicles parked on City streets during winter parking emergencies.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Parking	Capital Transfer	0	0	0	0	0	0	0	5,000	5,000	5,000	15,000
Parking	G.O. Bonds	0	0	0	0	0	0	250,000	0	0	0	250,000
	Total	0	0	0	0	0	0	250,000	5,000	5,000	5,000	265,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #597-Parking Beacons

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Parking G.O. Bonds	250,000	Purchase and install no parking strobe beacons and related signage for 24 intersections city-wide.
		<u>\$250,000</u>	2028 Subtotal
2029	Parking Capital Transfer	5,000	Parking beacon maintenance.
		<u>\$5,000</u>	2029 Subtotal
2030	Parking Capital Transfer	5,000	Parking beacon maintenance.
		<u>\$5,000</u>	2030 Subtotal
2031	Parking Capital Transfer	5,000	Parking beacon maintenance.
		<u>\$5,000</u>	2031 Subtotal
	TOTAL	<u>\$265,000</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #598-TASER Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION:

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	<input checked="" type="checkbox"/> New	<input type="checkbox"/> M	Safety	<input type="checkbox"/> N/A	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> N/A	Mandates	<input type="checkbox"/> H	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> N/A City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> H	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> M	Timeliness	
	<input type="checkbox"/> 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 replacement of the Police Department's TASER units.

Tasers have a useful life span of five years and will need replacement accordingly.

SERVICE
IMPACT:

IMPACT IF NOT FUNDED: 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	55,000	55,000	0	0	0	65,000	65,000	0	0	240,000
	Total	0	55,000	55,000	0	0	0	65,000	65,000	0	0	240,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #598-TASER Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	55,000	Phase 1 of 2 - Replace TASER units purchased in FY 2018.
		<u>\$55,000</u>	2023 Subtotal
2024	General G.O. Bonds	55,000	Phase 2 of 2 - Replace TASER units purchased in FY 2019.
		<u>\$55,000</u>	2024 Subtotal
2028	General G.O. Bonds	65,000	Phase 1 of 2 - Replace TASER units purchased in FY 2023.
		<u>\$65,000</u>	2028 Subtotal
2029	General G.O. Bonds	65,000	Phase 2 of 2 - Replace TASER units purchased in FY 2024.
		<u>\$65,000</u>	2029 Subtotal
	TOTAL	<u>\$240,000</u>	

**2022-2031
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	<input type="checkbox"/> New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	N/A	Mandates	H	Service Def.	L	Tax Base Exp.	M City Master Pl.
	<input type="checkbox"/> Rebuild	N/A	O + M Costs	M	Council Goals	M	Timeliness	Long-Range Planning
	<input type="checkbox"/> 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 Village, and minimize the need for zoning variances in both commercial and residential districts. The project will include community outreach, as well as planning for future form based districts.

SERVICE IMPACT: 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 which may potentially spur redevelopment will be delayed. In addition, an incremental piecemeal approach for updating the ordinances and regulations, which would likely prove to be more expensive in the long-term, would need to be pursued.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20 Expected Bond Term (in Years) 1

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Capital Transfer	0	0	0	0	60,000	0	0	0	0	0	60,000
	Total	0	0	0	0	60,000	0	0	0	0	0	60,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #599-Zoning Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Capital Transfer	60,000	Potential expansion of Form Based Code Zoning Regulations pending the outcome of Form Based Code amendments undertake during FY2018-FY2022
		\$60,000	2026 Subtotal
TOTAL		\$60,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #600-Impact Fee Ordinance Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: These funds are intended to update the methodology used in the Impact Fee Ordinance. The current Impact Fee Ordinance was adopted in 2001 and is based on outdated figures, including Census data and industry standards. The methodology used in the current ordinance has not been updated since its inception in 2001. The impact fee unit rates have been increased periodically to adjust for inflation.

SERVICE IMPACT: The update will ensure that the City's impact fee unit rates are appropriate and in line with adjacent communities.

IMPACT IF NOT FUNDED: Potential legal challenges and the potential for taxpayers to shoulder more than their fair share of facility improvements used by new development.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Capital Transfer	0	0	0	0	0	0	20,000	0	0	0	20,000
	Total	0	0	0	0	0	0	20,000	0	0	0	20,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #600-Impact Fee Ordinance Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General Capital Transfer	20,000	Impact Fee Ordinance update.
		<hr/> \$20,000	2028 Subtotal
	TOTAL	<hr/> \$20,000	

**2022-2031
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 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 N/A 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 improved guidance to applicants with regard to layout, design, and architectural features, for proposed developments, thereby improving the transparency, consistency and predictability of 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Capital Transfer	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

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #601-Design Guidelines Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General Capital Transfer	30,000	The existing Design Guidelines were enacted in the early 1990s to address "big box" retail development occurring in the City, primarily on the Heights. The current guidelines are outdated and need to be significantly revised to cover all types of development (i.e. commercial, industrial, multifamily residential, and mixed use) to better assist property owners, developers, as well as City Boards and Committees collectively navigate the development permitting process. While this is a pressing concern, the specific need and content of the Design Guidelines may not be clear until the zoning update and Master Plan projects are complete.
		\$30,000	2023 Subtotal
TOTAL		\$30,000	

**2022-2031
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	<input type="checkbox"/> New	<input type="text" value="H"/>	Safety	<input type="text" value="H"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="H"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="H"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="N/A"/>	O + M Costs	<input type="text" value="L"/>	Council Goals	<input type="text" value="M"/>	Timeliness	Other
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to replace the existing bridge on Iron Works Road over the Turkey River. The present deck, superstructure, and substructure are in poor condition due to a number of structurally deficient components. This bridge is municipally owned and is eligible for State Municipal Bridge Aid Program funds (80% State, 20% Local).

SERVICE IMPACT: Continued use for public travel. Replacement bridge to meet all current standards.

IMPACT IF NOT FUNDED: If the bridge is not repaired / replaced, it could become subject to load restrictions or closure.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2017

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	0	0	440,000	0	0	0	0	440,000
Other	State	0	0	0	0	0	1,760,000	0	0	0	0	1,760,000
	Total	0	0	0	0	0	2,200,000	0	0	0	0	2,200,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
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
2027	Other State	1,760,000	Design and construction of new bridge. State share (80%) of total project cost.
	General G.O. Bonds	440,000	City share (20%) of total project cost.
		<hr/>	
		\$2,200,000	2027 Subtotal
		<hr/>	
	TOTAL	\$2,200,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #609-Main Street Sign Panels

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: Main Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The information sign panels included as part of the Main Street project were originally proposed to be rotated periodically with new panels to keep the information fresh, active, and engaging for the public. One complete set of panels has been created and installed. These funds would be used to create a second set of panels. Budget estimate includes the cost of generating content, graphic design of the panel, as well as fabrication.

SERVICE IMPACT: Changing the panels out every few years will enhance the public's engagement with the signs and increase the effectiveness of the signs as educational and tourist amenities. It allows greater coverage of topics central to the history of the City, and greater sharing of historic images. There may be opportunities for sponsorship of panels or topics in the future.

IMPACT IF NOT FUNDED: The signs will remain static in perpetuity until the City chooses to update them, potentially losing interest for the public if a long period elapses with no change.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 12 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Other	Federal	0	18,000	18,000	0	0	0	0	0	0	0	36,000
	Total	0	18,000	18,000	0	0	0	0	0	0	0	36,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #609-Main Street Sign Panels

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Other Federal	18,000	Design and fabrication of 3 sign panels, including a small panel on South Main Street, and 2 larger panels on North Main Street.
		\$18,000	2023 Subtotal
2024	Other Federal	18,000	Design and fabrication of 3 sign panels, including a small panel that has duplicate information on South Main Street, and 2 larger panels for updated material on North Main Street.
		\$18,000	2024 Subtotal
	TOTAL	\$36,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #611-Eastman Street Retaining Wall

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: 8 Eastman Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Replace an existing retaining wall that has deteriorated beyond the point of repair. Wall is located along Eastman Street in front of City Assessing parcels 81-1-2 and 81-1-10.

SERVICE IMPACT: The retaining wall supports a major utility junction pole.

IMPACT IF NOT FUNDED: Failure of wall could result in collapse of the adjacent utility pole, utility service outages, damage to public infrastructure and private property, as well as potential injuries to the general public and abutting properties.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	190,000	0	0	0	190,000
	Total	0	0	0	0	0	0	190,000	0	0	0	190,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #611-Eastman Street Retaining Wall

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	190,000	Replace retaining wall.
		<u>\$190,000</u>	2028 Subtotal
	TOTAL	<u>\$190,000</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #615-Fiber System Replacement

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	<input type="checkbox"/> New	<input type="checkbox"/> M	Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> L	Mandates	<input type="checkbox"/> L	Service Def.	<input type="checkbox"/> Tax Base Exp. <input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/>	O + M Costs	<input type="checkbox"/>	Council Goals	<input type="checkbox"/> L
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis					

DESCRIPTION: The purpose of this project is to establish and implement a capital improvement program for the City's fiber optic system. The system is an integral component of the City's information technology infrastructure and is used to transmit data between various City facilities. The components of the system are varied in age, condition and functionality. This will be coordinated and funded in conjunction with the School District, on which our data framework is shared.

SERVICE IMPACT: Periodic replacement of the fiber infrastructure system will ensure a reliable form of communications for emergency services, normal daily operations, customer service, surveillance and alarm systems.

IMPACT IF NOT FUNDED: Increased frequency and duration of equipment failure resulting in risk to public safety and inability to perform normal daily business.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2001

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Capital Transfer	0	0	0	0	25,000	500,000	0	0	0	0	525,000
	Total	0	0	0	0	25,000	500,000	0	0	0	0	525,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #615-Fiber System Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Capital Transfer	25,000	Condition and needs assessment for the City's existing fiber optic system. Review of existing fiber infrastructure for degradation and estimate lifespan of current hardware.
		\$25,000	2026 Subtotal
2027	General Capital Transfer	500,000	Replacement of fiber infrastructure.
		\$500,000	2027 Subtotal
	TOTAL	\$525,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #616-Parking Division Technology

I. PROJECT TYPE: Parking

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to implement a variety of technological improvements for the City's Parking Division.

SERVICE IMPACT: New technology will help the city better communicate with its patrons, enable web based payments for citations, leases, and permits, as well as allow the Parking Division to operate more efficiently.

IMPACT IF NOT FUNDED: Customer service levels will remain unchanged and opportunities for increased operational efficiency will remain untapped.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Parking	Capital Transfer	6,000	0	35,000	0	0	0	0	0	0	0	41,000
	Total	6,000	0	35,000	0	0	0	0	0	0	0	41,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Parking Capital Transfer	6,000	Replace five Zebra Printers for issuance of parking citations.
		\$6,000	2022 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#616-Parking Division Technology	
2024	Parking Capital Transfer	35,000	Creation of stand alone Parking Website for City per 2017 Strategic Parking Plan.
		<u>\$35,000</u>	2024 Subtotal
	TOTAL	<u>\$41,000</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #618-Unmanned Aerial System (UAS)

I. PROJECT TYPE: Public Safety

II. LOCATION: Police/Other City Departments as necessary

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this capital project is to provide funding for an Unmanned Aerial System (UAS). These types of systems have seen extensive growth over the last several years in areas including public safety, as well as meeting many other needs of municipalities. A UAS would be utilized by the police department for search operations over large areas, crime scene documentation, critical incident management, as well as improving officer safety without putting lives in jeopardy.

Additionally, other City Departments could utilize this technology to improve the delivery of the services they provide. This could include the Fire Department, Engineering, Assessing, Planning, Economic Development, Public Information, as well as Parks and Recreation.

SERVICE IMPACT: The implementation of an Unmanned Aerial System would provide a significant tool available for public safety not only for City staff but also the public as a whole. Additionally this tool could be utilized to improve efficiencies and service delivery for many departments throughout the City.

IMPACT IF NOT FUNDED: Public Safety staff will continue to perform the functions of their positions; however, will not have the ability to utilize available technology which improves safety and efficiencies in the field. Other City staff will also continue with operations with the disadvantage of not having available technology to provide services to the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Donations	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

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #618-Unmanned Aerial System (UAS)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Donations	100,000	Purchase unmanned aerial system.
		<hr/> \$100,000	2024 Subtotal
	TOTAL	<hr/> \$100,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #620-Police Department Security Fencing

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to install fencing around the Police Department's parking lot. This area is utilized by Department personnel responding to emergency calls for service, as well as conducting functionality tests of weapons. Frequent pedestrian traffic in the area is a significant safety hazard, as is unauthorized motor vehicle traffic. The current layout of the parking lot does not prevent access by unauthorized vehicles or personnel. Additionally, safety of Department staff is compromised with having an open parking lot with access from all directions. This project would limit access to the parking lot and create a visible indicator that the area is restricted and only for authorized vehicles and personnel. Reserved parking for other City departments also utilizing the parking lot shall be maintained, as shall vehicular access to the City Auditorium loading dock.

SERVICE IMPACT: This project does not affect police department services to the public; however, it addresses significant public safety concerns and personnel safety concerns.

IMPACT IF NOT FUNDED: If not funded safety/liability concerns in the Department parking lot will continue.

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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	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

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #620-Police Department Security Fencing

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	30,000	Installation of security fencing around the perimeter of the Police Department Parking Lot. Project shall include provisions for continued vehicular access to the City Auditorium loading dock.
		\$30,000	2023 Subtotal
TOTAL		\$30,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #627-Parking Strategic Plan

I. PROJECT TYPE: Parking

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project replaces CIP 577 which existed prior to FY2021. The purpose of this project is to create, periodically update, and implement a Strategic Plan for the municipal parking system. The most recent Strategic Plan was accepted by the City Council in November 2017.

SERVICE IMPACT: By creating, periodically updating, and implementation of a strategic plan for the parking system, the City will be able to maintain and grow revenues, respond to capital needs, support economic development initiatives, and improve customer service.

IMPACT IF NOT FUNDED:

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2014

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Parking	Capital Transfer	0	0	0	0	175,000	0	0	0	0	0	175,000
	Total	0	0	0	0	175,000	0	0	0	0	0	175,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #627-Parking Strategic Plan

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Parking Capital Transfer	175,000	Update the 2017 Strategic Parking Plan.
		<u>\$175,000</u>	2026 Subtotal
	TOTAL	<u>\$175,000</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #629-Police Body Worn Cameras and In-Car Video

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This capital project would implement a body-worn camera and in-car video program for the Police Department. These systems would provide increased transparency and accountability as recommended for police at both the Federal and State level. These systems would potentially provide additional evidence for criminal cases as well as internal investigations.

SERVICE IMPACT: This project fosters transparency and accountability, as well as provides potential evidence for criminal investigations and internal investigations.

IMPACT IF NOT FUNDED: Police services would continue to be provided without using a significant technology tool available to benefit both the Department and the public.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

5

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Other	Federal	0	0	470,000	80,000	80,000	80,000	80,000	0	0	0	790,000
	Total	0	0	470,000	80,000	80,000	80,000	80,000	0	0	0	790,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #629-Police Body Worn Cameras and In-Car Video

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Other Federal	470,000	Year 1 implementation of Body Worn Cameras and In-Car Video. (\$325,000) Cruiser light bar upgrade necessary due to limited outputs in current light bars. (\$48,000) Duty uniform upgrades necessary to use Body Worn Cameras (2 Shirts, winter jacket, rain jacket, spring/fall jacket) (\$72,000) Electrical Upgrades within the Department for proper charging of cameras and sensors. (\$25,000)
		\$470,000	2024 Subtotal
2025	Other Federal	80,000	Year 2 of 5 year Body Worn Camera and In-Car Video System agreement. Includes technical support as well as data storage.
		\$80,000	2025 Subtotal
2026	Other Federal	80,000	Year 3 of 5 year Body Worn Camera and In-Car Video System agreement. Includes technical support as well as data storage.
		\$80,000	2026 Subtotal
2027	Other Federal	80,000	Year 4 of 5 year Body Worn Camera and In-Car Video System agreement. Includes technical support as well as data storage.
		\$80,000	2027 Subtotal
2028	Other Federal	80,000	Year 5 of 5 year Body Worn Camera and In-Car Video System agreement. Includes technical support as well as data storage.
		\$80,000	2028 Subtotal
TOTAL		\$790,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #630-Police Computer Crimes Hardware and Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to systematically replace and upgrade Computer Crimes Unit (CCU) equipment. The CCU plays a critical role in most criminal investigations. Evidence obtained through the forensic examination of digital devices including smart phones, tablets, laptops and other computers plays a key role in the prosecution of many crimes including, but not limited to: child predators, violent offenders, illegal drug dealers, as well as white collar criminals. The CCU utilizes specialized forensic equipment to analyze these digital platforms. Due to the ever increasing updates to technology it is necessary for the CCU to routinely update their hardware and related equipment. This project plans for the systematic replacement of these items over time.

SERVICE IMPACT: Providing a schedule for the replacement and upgrading of CCU hardware and equipment will ensure that our investigators have the tools necessary to successfully gather forensic evidence leading to the arrest and conviction of the criminal element utilizing digital technology.

IMPACT IF NOT FUNDED: Without routinely updating hardware the CCU may experience difficulty in preserving digital evidence of serious crimes which may jeopardize public safety caused by the inability to properly arrest and convict criminals tied to digital evidence.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

5

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	G.O. Bonds	35,000	17,000	16,000	0	0	0	0	0	0	0	68,000
	Total	35,000	17,000	16,000	0	0	0	0	0	0	0	68,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #630-Police Computer Crimes Hardware and Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	35,000	Replacement of 2 Forensic Towers. Replacement of 2 Write Blockers. New Hard Drives for NAS.
		<u>\$35,000</u>	2022 Subtotal
2023	General G.O. Bonds	17,000	Replacement of 1 Forensic Tower and NAS Hard Drives
		<u>\$17,000</u>	2023 Subtotal
2024	General G.O. Bonds	16,000	Replacement of 2 laptop computers and NAS Hard Drives. Replacement of 3 Faraday Boxes.
		<u>\$16,000</u>	Replacement of 1 Cellebrite digital forensic examination device.
		<u>\$16,000</u>	2024 Subtotal
	TOTAL	<u>\$68,000</u>	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FINANCE PURCHASING #631-Multi-Function Photocopy Machines

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: All city facilities

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	<input type="checkbox"/> New	<u>N/A</u>	Safety	<u>M</u>	Facility Cond.	<u>H</u>	Productivity	
SERVED:	<input checked="" type="checkbox"/> 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.
	<input type="checkbox"/> Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	MIS
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Programmed replacement of 30 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 and 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 desktop 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:

PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
General	Capital Transfer	39,000	76,000	31,000	35,000	8,000	41,000	39,000	33,000	75,000	9,000	386,000
	Total	39,000	76,000	31,000	35,000	8,000	41,000	39,000	33,000	75,000	9,000	386,000

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FINANCE PURCHASING #631-Multi-Function Photocopy Machines

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General Capital Transfer	39,000	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): Multiple departments (2nd Floor City Hall), Multiple departments (3rd Floor City Hall), Legal (Prosecutor's Office).
		\$39,000	2022 Subtotal
2023	General Capital Transfer	76,000	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), Police - Records (CPD Headquarters) and Police - Detectives (CPD Headquarters)
		\$76,000	2023 Subtotal
2024	General Capital Transfer	31,000	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): Finance Accounting (City Hall); General Services Admin (COMF); Community Development Code Enforcement (City Hall Annex) and Parks & Recreation (Heights Community Center).
		\$31,000	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); Parks and Recreation (Main Office) 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

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		FINANCE PURCHASING	#631-Multi-Function Photocopy Machines	
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
2028	General	Capital Transfer	39,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Assessing (City Hall), Fire (Fire HQs), Police - Records (CPD Headquarters) and Police - Detectives (CPD Headquarters).
			\$39,000	2028 Subtotal
2029	General	Capital Transfer	33,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Finance Accounting (City Hall), General Services - Admin (COMF), Community Development - Code Enforcement (City Hall Annex) and Parks & Recreation (Heights Community Center).
			\$33,000	2029 Subtotal
2030	General	Capital Transfer	75,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): City Clerk (City Hall), General Services, Equipment Services (COMF); General Services, Water Supply (Water Treatment Plant); Finance, OMB (City Hall); Human Services (Commercial St), Library, Admin (Concord Public Library); Finance, Purchasing (COMF), Police Administration (CPD HQs, 3rd Floor), Parks & Recreation (Main Office) and General Services, Wastewater Treatment (Hall St WWTF).
			\$75,000	2030 Subtotal
2031	General	Capital Transfer	9,000	Replace networked multi-functional copier/printer/scanner for the following City Department (location): Finance, Collections (City Hall).
			\$9,000	2031 Subtotal
TOTAL			\$386,000	

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #636-Electric Vehicle (EV) Charging Stations

I. PROJECT TYPE: Public Buildings

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to develop and implement a plan to provide electric vehicle (EV) charging stations at city-owned properties as such vehicles and equipment are added to the City fleet.

SERVICE EV charging stations are an important component in developing the capability to support electric vehicles within the City fleet.
 IMPACT:

IMPACT IF NOT FUNDED: The City will not have the capability to support electric vehicles in the fleet.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten Years
Water	Capital Transfer	0	10,000	0	0	0	0	0	0	0	0	10,000
Water	G.O. Bonds	0	0	75,000	0	0	0	25,000	0	0	0	100,000
General	G.O. Bonds	0	0	0	0	0	75,000	0	0	50,000	0	125,000
Sewer	G.O. Bonds	0	0	0	75,000	0	0	0	0	0	0	75,000
Total		0	10,000	75,000	75,000	0	75,000	25,000	0	50,000	0	310,000

CITY OF CONCORD, NEW HAMPSHIRE

**2022-2031
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #636-Electric Vehicle (EV) Charging Stations

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Water Capital Transfer	10,000	Design EV charging stations.
		<u>\$10,000</u>	2023 Subtotal
2024	Water G.O. Bonds	75,000	Construct two EV charging stations.
		<u>\$75,000</u>	2024 Subtotal
2025	Sewer G.O. Bonds	75,000	Construct two EV charging stations.
		<u>\$75,000</u>	2025 Subtotal
2027	General G.O. Bonds	75,000	Construct two EV charging stations
		<u>\$75,000</u>	2027 Subtotal
2028	Water G.O. Bonds	25,000	Design EV charging stations.
		<u>\$25,000</u>	2028 Subtotal
2030	General G.O. Bonds	50,000	Construct one EV charging station.
		<u>\$50,000</u>	2030 Subtotal
	TOTAL	<u>\$310,000</u>	

2022 Operating Budget Appendix A

AFSCME Wage Schedule

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$11.64	\$11.95	\$12.23	\$12.55	\$12.84	\$13.15	\$13.53	\$13.86	\$14.19	\$14.55	\$14.90	\$15.27	\$15.66	\$16.08	\$16.47	\$16.88
	\$465.60	\$478.00	\$489.20	\$502.00	\$513.60	\$526.00	\$541.20	\$554.40	\$567.60	\$582.00	\$596.00	\$610.80	\$626.40	\$643.20	\$658.80	\$675.20
	\$24,211.20	\$24,856.00	\$25,438.40	\$26,104.00	\$26,707.20	\$27,352.00	\$28,142.40	\$28,828.80	\$29,515.20	\$30,264.00	\$30,992.00	\$31,761.60	\$32,572.80	\$33,446.40	\$34,257.60	\$35,110.40
2	\$12.23	\$12.55	\$12.84	\$13.15	\$13.53	\$13.86	\$14.19	\$14.55	\$14.90	\$15.27	\$15.66	\$16.08	\$16.47	\$16.87	\$17.27	\$17.70
	\$489.20	\$502.00	\$513.60	\$526.00	\$541.20	\$554.40	\$567.60	\$582.00	\$596.00	\$610.80	\$626.40	\$643.20	\$658.80	\$674.80	\$690.80	\$708.00
	\$25,438.40	\$26,104.00	\$26,707.20	\$27,352.00	\$28,142.40	\$28,828.80	\$29,515.20	\$30,264.00	\$30,992.00	\$31,761.60	\$32,572.80	\$33,446.40	\$34,257.60	\$35,089.60	\$35,921.60	\$36,816.00
3	\$12.84	\$13.15	\$13.53	\$13.86	\$14.19	\$14.55	\$14.90	\$15.27	\$15.66	\$16.08	\$16.47	\$16.87	\$17.27	\$17.70	\$18.14	\$18.59
	\$513.60	\$526.00	\$541.20	\$554.40	\$567.60	\$582.00	\$596.00	\$610.80	\$626.40	\$643.20	\$658.80	\$674.80	\$690.80	\$708.00	\$725.60	\$743.60
	\$26,707.20	\$27,352.00	\$28,142.40	\$28,828.80	\$29,515.20	\$30,264.00	\$30,992.00	\$31,761.60	\$32,572.80	\$33,446.40	\$34,257.60	\$35,089.60	\$35,921.60	\$36,816.00	\$37,731.20	\$38,667.20
4	\$13.53	\$13.86	\$14.19	\$14.55	\$14.90	\$15.27	\$15.66	\$16.08	\$16.47	\$16.87	\$17.27	\$17.70	\$18.14	\$18.63	\$19.08	\$19.55
	\$541.20	\$554.40	\$567.60	\$582.00	\$596.00	\$610.80	\$626.40	\$643.20	\$658.80	\$674.80	\$690.80	\$708.00	\$725.60	\$745.20	\$763.20	\$782.00
	\$28,142.40	\$28,828.80	\$29,515.20	\$30,264.00	\$30,992.00	\$31,761.60	\$32,572.80	\$33,446.40	\$34,257.60	\$35,089.60	\$35,921.60	\$36,816.00	\$37,731.20	\$38,750.40	\$39,686.40	\$40,664.00
5	\$14.19	\$14.55	\$14.90	\$15.27	\$15.66	\$16.08	\$16.47	\$16.87	\$17.27	\$17.70	\$18.14	\$18.63	\$19.08	\$19.56	\$20.03	\$20.53
	\$567.60	\$582.00	\$596.00	\$610.80	\$626.40	\$643.20	\$658.80	\$674.80	\$690.80	\$708.00	\$725.60	\$745.20	\$763.20	\$782.40	\$801.20	\$821.20
	\$29,515.20	\$30,264.00	\$30,992.00	\$31,761.60	\$32,572.80	\$33,446.40	\$34,257.60	\$35,089.60	\$35,921.60	\$36,816.00	\$37,731.20	\$38,750.40	\$39,686.40	\$40,684.80	\$41,662.40	\$42,702.40
6	\$14.90	\$15.27	\$15.66	\$16.08	\$16.47	\$16.87	\$17.27	\$17.70	\$18.14	\$18.63	\$19.08	\$19.56	\$20.03	\$20.53	\$21.07	\$21.60
	\$596.00	\$610.80	\$626.40	\$643.20	\$658.80	\$674.80	\$690.80	\$708.00	\$725.60	\$745.20	\$763.20	\$782.40	\$801.20	\$821.20	\$842.80	\$864.00
	\$30,992.00	\$31,761.60	\$32,572.80	\$33,446.40	\$34,257.60	\$35,089.60	\$35,921.60	\$36,816.00	\$37,731.20	\$38,750.40	\$39,686.40	\$40,684.80	\$41,662.40	\$42,702.40	\$43,825.60	\$44,928.00
7	\$15.66	\$16.08	\$16.47	\$16.87	\$17.27	\$17.70	\$18.14	\$18.63	\$19.08	\$19.56	\$20.03	\$20.53	\$21.07	\$21.59	\$22.14	\$22.70
	\$626.40	\$643.20	\$658.80	\$674.80	\$690.80	\$708.00	\$725.60	\$745.20	\$763.20	\$782.40	\$801.20	\$821.20	\$842.80	\$863.60	\$885.60	\$908.00
	\$32,572.80	\$33,446.40	\$34,257.60	\$35,089.60	\$35,921.60	\$36,816.00	\$37,731.20	\$38,750.40	\$39,686.40	\$40,684.80	\$41,662.40	\$42,702.40	\$43,825.60	\$44,907.20	\$46,051.20	\$47,216.00
8	\$16.47	\$16.87	\$17.27	\$17.70	\$18.14	\$18.63	\$19.08	\$19.56	\$20.03	\$20.53	\$21.07	\$21.59	\$22.14	\$22.68	\$23.23	\$23.82
	\$658.80	\$674.80	\$690.80	\$708.00	\$725.60	\$745.20	\$763.20	\$782.40	\$801.20	\$821.20	\$842.80	\$863.60	\$885.60	\$907.20	\$929.20	\$952.80
	\$34,257.60	\$35,089.60	\$35,921.60	\$36,816.00	\$37,731.20	\$38,750.40	\$39,686.40	\$40,684.80	\$41,662.40	\$42,702.40	\$43,825.60	\$44,907.20	\$46,051.20	\$47,174.40	\$48,318.40	\$49,545.60
9	\$17.27	\$17.70	\$18.14	\$18.63	\$19.08	\$19.56	\$20.03	\$20.53	\$21.07	\$21.59	\$22.14	\$22.68	\$23.23	\$23.85	\$24.42	\$25.03
	\$690.80	\$708.00	\$725.60	\$745.20	\$763.20	\$782.40	\$801.20	\$821.20	\$842.80	\$863.60	\$885.60	\$907.20	\$929.20	\$954.00	\$976.80	\$1,001.20
	\$35,921.60	\$36,816.00	\$37,731.20	\$38,750.40	\$39,686.40	\$40,684.80	\$41,662.40	\$42,702.40	\$43,825.60	\$44,907.20	\$46,051.20	\$47,174.40	\$48,318.40	\$49,608.00	\$50,793.60	\$52,062.40
10	\$18.14	\$18.63	\$19.08	\$19.56	\$20.03	\$20.53	\$21.07	\$21.59	\$22.14	\$22.68	\$23.23	\$23.85	\$24.42	\$25.02	\$25.65	\$26.28
	\$725.60	\$745.20	\$763.20	\$782.40	\$801.20	\$821.20	\$842.80	\$863.60	\$885.60	\$907.20	\$929.20	\$954.00	\$976.80	\$1,000.80	\$1,026.00	\$1,051.20
	\$37,731.20	\$38,750.40	\$39,686.40	\$40,684.80	\$41,662.40	\$42,702.40	\$43,825.60	\$44,907.20	\$46,051.20	\$47,174.40	\$48,318.40	\$49,608.00	\$50,793.60	\$52,041.60	\$53,352.00	\$54,662.40
11	\$19.08	\$19.56	\$20.03	\$20.53	\$21.07	\$21.59	\$22.14	\$22.68	\$23.23	\$23.85	\$24.42	\$25.02	\$25.65	\$26.30	\$26.95	\$27.63
	\$763.20	\$782.40	\$801.20	\$821.20	\$842.80	\$863.60	\$885.60	\$907.20	\$929.20	\$954.00	\$976.80	\$1,000.80	\$1,026.00	\$1,052.00	\$1,078.00	\$1,105.20
	\$39,686.40	\$40,684.80	\$41,662.40	\$42,702.40	\$43,825.60	\$44,907.20	\$46,051.20	\$47,174.40	\$48,318.40	\$49,608.00	\$50,793.60	\$52,041.60	\$53,352.00	\$54,704.00	\$56,056.00	\$57,470.40
12	\$20.03	\$20.53	\$21.07	\$21.59	\$22.14	\$22.68	\$23.23	\$23.85	\$24.42	\$25.02	\$25.65	\$26.30	\$26.95	\$27.63	\$28.33	\$29.04
	\$801.20	\$821.20	\$842.80	\$863.60	\$885.60	\$907.20	\$929.20	\$954.00	\$976.80	\$1,000.80	\$1,026.00	\$1,052.00	\$1,078.00	\$1,105.20	\$1,133.20	\$1,161.60
	\$41,662.40	\$42,702.40	\$43,825.60	\$44,907.20	\$46,051.20	\$47,174.40	\$48,318.40	\$49,608.00	\$50,793.60	\$52,041.60	\$53,352.00	\$54,704.00	\$56,056.00	\$57,470.40	\$58,926.40	\$60,403.20
13	\$21.07	\$21.59	\$22.14	\$22.68	\$23.23	\$23.85	\$24.42	\$25.02	\$25.65	\$26.30	\$26.95	\$27.63	\$28.33	\$29.05	\$29.77	\$30.51
	\$842.80	\$863.60	\$885.60	\$907.20	\$929.20	\$954.00	\$976.80	\$1,000.80	\$1,026.00	\$1,052.00	\$1,078.00	\$1,105.20	\$1,133.20	\$1,162.00	\$1,190.80	\$1,220.40
	\$43,825.60	\$44,907.20	\$46,051.20	\$47,174.40	\$48,318.40	\$49,608.00	\$50,793.60	\$52,041.60	\$53,352.00	\$54,704.00	\$56,056.00	\$57,470.40	\$58,926.40	\$60,424.00	\$61,921.60	\$63,460.80
14	\$22.14	\$22.68	\$23.23	\$23.85	\$24.42	\$25.02	\$25.65	\$26.30	\$26.95	\$27.63	\$28.33	\$29.05	\$29.77	\$30.50	\$31.27	\$32.05
	\$885.60	\$907.20	\$929.20	\$954.00	\$976.80	\$1,000.80	\$1,026.00	\$1,052.00	\$1,078.00	\$1,105.20	\$1,133.20	\$1,162.00	\$1,190.80	\$1,220.00	\$1,250.80	\$1,282.00
	\$46,051.20	\$47,174.40	\$48,318.40	\$49,608.00	\$50,793.60	\$52,041.60	\$53,352.00	\$54,704.00	\$56,056.00	\$57,470.40	\$58,926.40	\$60,424.00	\$61,921.60	\$63,440.00	\$65,041.60	\$66,664.00
15	\$23.23	\$23.85	\$24.42	\$25.02	\$25.65	\$26.30	\$26.95	\$27.63	\$28.33	\$29.05	\$29.77	\$30.50	\$31.27	\$32.04	\$32.82	\$33.64
	\$929.20	\$954.00	\$976.80	\$1,000.80	\$1,026.00	\$1,052.00	\$1,078.00	\$1,105.20	\$1,133.20	\$1,162.00	\$1,190.80	\$1,220.00	\$1,250.80	\$1,281.60	\$1,312.80	\$1,345.60
	\$48,318.40	\$49,608.00	\$50,793.60	\$52,041.60	\$53,352.00	\$54,704.00	\$56,056.00	\$57,470.40	\$58,926.40	\$60,424.00	\$61,921.60	\$63,440.00	\$65,041.60	\$66,643.20	\$68,265.60	\$69,971.20
16	\$24.42	\$25.02	\$25.65	\$26.30	\$26.95	\$27.63	\$28.33	\$29.05	\$29.77	\$30.50	\$31.27	\$32.04	\$32.82	\$33.68	\$34.51	\$35.38
	\$976.80	\$1,000.80	\$1,026.00	\$1,052.00	\$1,078.00	\$1,105.20	\$1,133.20	\$1,162.00	\$1,190.80	\$1,220.00	\$1,250.80	\$1,281.60	\$1,312.80	\$1,347.20	\$1,380.40	\$1,415.20
	\$50,793.60	\$52,041.60	\$53,352.00	\$54,704.00	\$56,056.00	\$57,470.40	\$58,926.40	\$60,424.00	\$61,921.60	\$63,440.00	\$65,041.60	\$66,643.20	\$68,265.60	\$70,054.40	\$71,780.80	\$73,590.40

2022 Operating Budget Appendix A

CFOA Wage Schedule

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
18	\$26.93	\$27.61	\$28.31	\$29.01	\$29.76	\$30.50	\$31.25	\$32.02	\$32.82	\$33.65	\$34.48	\$35.35	\$36.24	\$37.13	\$38.08	\$39.01
40 Hr.	\$1,077.20	\$1,104.40	\$1,132.40	\$1,160.40	\$1,190.40	\$1,220.00	\$1,250.00	\$1,280.80	\$1,312.80	\$1,346.00	\$1,379.20	\$1,414.00	\$1,449.60	\$1,485.20	\$1,523.20	\$1,560.40
ALSO	\$56,014.40	\$57,428.80	\$58,884.80	\$60,340.80	\$61,900.80	\$63,440.00	\$65,000.00	\$66,601.60	\$68,265.60	\$69,992.00	\$71,718.40	\$73,528.00	\$75,379.20	\$77,230.40	\$79,206.40	\$81,140.80
20	\$29.76	\$30.50	\$31.25	\$32.02	\$32.82	\$33.65	\$34.48	\$35.35	\$36.24	\$37.13	\$38.08	\$39.01	\$40.00	\$40.98	\$42.01	\$43.07
40 Hr.	\$1,190.40	\$1,220.00	\$1,250.00	\$1,280.80	\$1,312.80	\$1,346.00	\$1,379.20	\$1,414.00	\$1,449.60	\$1,485.20	\$1,523.20	\$1,560.40	\$1,600.00	\$1,639.20	\$1,680.40	\$1,722.80
LSO/Com Sup/FATS	\$61,900.80	\$63,440.00	\$65,000.00	\$66,601.60	\$68,265.60	\$69,992.00	\$71,718.40	\$73,528.00	\$75,379.20	\$77,230.40	\$79,206.40	\$81,140.80	\$83,200.00	\$85,238.40	\$87,380.80	\$89,585.60
18	\$26.93	\$27.61	\$28.31	\$29.01	\$29.76	\$30.50	\$31.25	\$32.02	\$32.82	\$33.65	\$34.48	\$35.35	\$36.24	\$37.13	\$38.08	\$39.01
42 Hr.	\$1,131.06	\$1,159.62	\$1,189.02	\$1,218.42	\$1,249.92	\$1,281.00	\$1,312.50	\$1,344.84	\$1,378.44	\$1,413.30	\$1,448.16	\$1,484.70	\$1,522.08	\$1,559.46	\$1,599.36	\$1,638.42
LT.	\$58,815.12	\$60,300.24	\$61,829.04	\$63,357.84	\$64,995.84	\$66,612.00	\$68,250.00	\$69,931.68	\$71,678.88	\$73,491.60	\$75,304.32	\$77,204.40	\$79,148.16	\$81,091.92	\$83,166.72	\$85,197.84
19	\$28.31	\$29.01	\$29.76	\$30.50	\$31.25	\$32.02	\$32.82	\$33.65	\$34.48	\$35.35	\$36.24	\$37.13	\$38.08	\$39.01	\$40.00	\$40.98
42 Hr.	\$1,189.02	\$1,218.42	\$1,249.92	\$1,281.00	\$1,312.50	\$1,344.84	\$1,378.44	\$1,413.30	\$1,448.16	\$1,484.70	\$1,522.08	\$1,559.46	\$1,599.36	\$1,638.42	\$1,680.00	\$1,721.16
P/Lt.	\$61,829.04	\$63,357.84	\$64,995.84	\$66,612.00	\$68,250.00	\$69,931.68	\$71,678.88	\$73,491.60	\$75,304.32	\$77,204.40	\$79,148.16	\$81,091.92	\$83,166.72	\$85,197.84	\$87,360.00	\$89,500.32
20	\$29.76	\$30.50	\$31.25	\$32.02	\$32.82	\$33.65	\$34.48	\$35.35	\$36.24	\$37.13	\$38.08	\$39.01	\$40.00	\$40.98	\$42.01	\$43.07
42 Hr.	\$1,249.92	\$1,281.00	\$1,312.50	\$1,344.84	\$1,378.44	\$1,413.30	\$1,448.16	\$1,484.70	\$1,522.08	\$1,559.46	\$1,599.36	\$1,638.42	\$1,680.00	\$1,721.16	\$1,764.42	\$1,808.94
Captain	\$64,995.84	\$66,612.00	\$68,250.00	\$69,931.68	\$71,678.88	\$73,491.60	\$75,304.32	\$77,204.40	\$79,148.16	\$81,091.92	\$83,166.72	\$85,197.84	\$87,360.00	\$89,500.32	\$91,749.84	\$94,064.88
21	\$32.82	\$33.65	\$34.48	\$35.35	\$36.24	\$37.13	\$38.08	\$39.01	\$40.00	\$40.98	\$42.01	\$43.07	\$44.16	\$45.24	\$46.38	\$47.53
42 Hr.	\$1,378.44	\$1,413.30	\$1,448.16	\$1,484.70	\$1,522.08	\$1,559.46	\$1,599.36	\$1,638.42	\$1,680.00	\$1,721.16	\$1,764.42	\$1,808.94	\$1,854.72	\$1,900.08	\$1,947.96	\$1,996.26
B/C	\$71,678.88	\$73,491.60	\$75,304.32	\$77,204.40	\$79,148.16	\$81,091.92	\$83,166.72	\$85,197.84	\$87,360.00	\$89,500.32	\$91,749.84	\$94,064.88	\$96,445.44	\$98,804.16	\$101,293.92	\$103,805.52

2022 Operating Budget Appendix A

CPPA Wage Schedule

2.75%										
								MAX +	MAX +	
Effective 1/3/2021	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	4% MPO @ 8years	5% MPO @ 15 Years	MAX+ 5% MPO +3% 20 YR
Hourly	\$ 26.68	\$ 28.02	\$ 29.71	\$ 31.48	\$ 33.37	\$ 35.38	\$ 35.38	\$ 36.80	\$ 37.15	\$ 38.26
Weekly	\$ 1,067.20	\$ 1,120.80	\$ 1,188.40	\$ 1,259.20	\$ 1,334.80	\$ 1,415.20	\$ 1,415.20	\$ 1,472.00	\$ 1,486.00	\$ 1,530.40
Yearly	\$55,494.40	\$58,281.60	\$61,796.80	\$65,478.40	\$69,409.60	\$73,590.40	\$73,590.40	\$ 76,544.00	\$ 77,272.00	\$ 79,580.80
Merit 3%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,207.71	\$ 2,296.32	\$ 2,318.16	\$ 2,387.42
Total Yearly	\$55,494.40	\$58,281.60	\$61,796.80	\$65,478.40	\$69,409.60	\$73,590.40	\$75,798.11	\$ 78,840.32	\$ 79,590.16	\$ 81,968.22
DEU 7%										
								MAX +	MAX +	
Effective 1/3/2021	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	4% MPO @ 8years	5% MPO @ 15 Years	MAX+ 5% MPO +3% 20 YR
Hourly	\$ 28.55	\$ 29.98	\$ 31.79	\$ 33.68	\$ 35.71	\$ 37.86	\$ 37.86	\$ 39.37	\$ 39.75	\$ 40.94
Weekly	\$ 1,142.00	\$ 1,199.20	\$ 1,271.60	\$ 1,347.20	\$ 1,428.40	\$ 1,514.40	\$ 1,514.40	\$ 1,574.80	\$ 1,590.00	\$ 1,637.60
Yearly	\$59,384.00	\$62,358.40	\$66,123.20	\$70,054.40	\$74,276.80	\$78,748.80	\$78,748.80	\$ 81,889.60	\$ 82,680.00	\$ 85,155.20
Merit 3%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,362.46	\$ 2,456.69	\$ 2,480.40	\$ 2,554.66
Total Yearly	\$59,384.00	\$62,358.40	\$66,123.20	\$70,054.40	\$74,276.80	\$78,748.80	\$81,111.26	\$ 84,346.29	\$ 85,160.40	\$ 87,709.86
CID, DVO, CRO and SRO 1.5%										
								MAX +	MAX +	
Effective 1/3/2021	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	4% MPO @ 8years	5% MPO @ 15 Years	MAX+ 5% MPO +3% 20 YR
Hourly	\$ 27.08	\$ 28.44	\$ 30.16	\$ 31.95	\$ 33.87	\$ 35.91	\$ 35.91	\$ 37.35	\$ 37.71	\$ 38.84
Weekly	\$ 1,083.20	\$ 1,137.60	\$ 1,206.40	\$ 1,278.00	\$ 1,354.80	\$ 1,436.40	\$ 1,436.40	\$ 1,494.00	\$ 1,508.40	\$ 1,553.60
Yearly	\$56,326.40	\$59,155.20	\$62,732.80	\$66,456.00	\$70,449.60	\$74,692.80	\$74,692.80	\$ 77,688.00	\$ 78,436.80	\$ 80,787.20
Merit 3%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,240.78	\$ 2,330.64	\$ 2,353.10	\$ 2,423.62
Total Yearly	\$56,326.40	\$59,155.20	\$62,732.80	\$66,456.00	\$70,449.60	\$74,692.80	\$76,933.58	\$ 80,018.64	\$ 80,789.90	\$ 83,210.82
Below is not part of the official contract										
Reg CPPA (+20)	01*B	02*B	03*B	04*B	05*B	06*B	06EB	06MB	06FB	
								MAX +	MAX +	
Effective 1/3/2021	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	4% MPO @ 10 years	5% MPO @ 15 Years	
Hourly	\$27.48	\$28.86	\$30.60	\$32.42	\$34.37	\$36.44	\$36.44	\$37.90	\$38.26	
Weekly	\$1,099.20	\$1,154.40	\$1,224.00	\$1,296.80	\$1,374.80	\$1,457.60	\$1,457.60	\$1,516.00	\$1,530.40	
Yearly	\$57,158.40	\$60,028.80	\$63,648.00	\$67,433.60	\$71,489.60	\$75,795.20	\$75,795.20	\$78,832.00	\$79,580.80	
Merit 3%	\$-	\$-	\$-	\$-	\$-	\$-	\$2,273.86	\$2,364.96	\$2,387.42	
Total Yearly	\$57,158.40	\$60,028.80	\$63,648.00	\$67,433.60	\$71,489.60	\$75,795.20	\$78,069.06	\$81,196.96	\$81,968.22	

2022 Operating Budget Appendix A

CPSA Wage Schedule

Effective 1/3/2021 - 2.75% COLA, Blended (Adjusted) rate for sworn positions. Revised 12/18/20											
Dispatch Supervisor											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$25.27	\$26.03	\$26.80	\$27.60	\$28.42	\$29.27	\$30.17	\$31.08	\$31.99	\$32.95	\$32.95
Weekly	\$1,010.80	\$1,041.20	\$1,072.00	\$1,104.00	\$1,136.80	\$1,170.80	\$1,206.80	\$1,243.20	\$1,279.60	\$1,318.00	\$1,318.00
Yearly	\$52,561.60	\$54,142.40	\$55,744.00	\$57,408.00	\$59,113.60	\$60,881.60	\$62,753.60	\$64,646.40	\$66,539.20	\$68,536.00	\$68,536.00
Merit											\$2,056.08
Yearly *											\$70,592.08
Sergeant A: Members with less than 20 years of sworn service.											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$32.27	\$33.24	\$34.22	\$35.27	\$36.33	\$37.39	\$38.48	\$39.67	\$40.87	\$42.11	\$42.11
Weekly	\$1,290.80	\$1,329.60	\$1,368.80	\$1,410.80	\$1,453.20	\$1,495.60	\$1,539.20	\$1,586.80	\$1,634.80	\$1,684.40	\$1,684.40
Yearly	\$67,121.60	\$69,139.20	\$71,177.60	\$73,361.60	\$75,566.40	\$77,771.20	\$80,038.40	\$82,513.60	\$85,009.60	\$87,588.80	\$87,588.80
Merit											\$2,627.66
Yearly *											\$90,216.46
CID, CSD, PDU, FTO - 1.5%											
Sergeant A: Members with less than 20 years of sworn service.											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$32.75	\$33.74	\$34.73	\$35.80	\$36.87	\$37.95	\$39.06	\$40.27	\$41.48	\$42.74	\$42.74
Weekly	\$1,310.00	\$1,349.60	\$1,389.20	\$1,432.00	\$1,474.80	\$1,518.00	\$1,562.40	\$1,610.80	\$1,659.20	\$1,709.60	\$1,709.60
Yearly	\$68,120.00	\$70,179.20	\$72,238.40	\$74,464.00	\$76,689.60	\$78,936.00	\$81,244.80	\$83,761.60	\$86,278.40	\$88,899.20	\$88,899.20
Merit											\$2,666.98
Yearly *											\$91,566.18
Sergeant B: Members with 20 years (+) of sworn service.											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$33.47	\$34.44	\$35.44	\$36.47	\$37.51	\$38.62	\$39.69	\$40.86	\$42.10	\$43.31	\$43.31
Weekly	\$1,338.80	\$1,377.60	\$1,417.60	\$1,458.80	\$1,500.40	\$1,544.80	\$1,587.60	\$1,634.40	\$1,684.00	\$1,732.40	\$1,732.40
Yearly	\$69,617.60	\$71,635.20	\$73,715.20	\$75,857.60	\$78,020.80	\$80,329.60	\$82,555.20	\$84,988.80	\$87,568.00	\$90,084.80	\$90,084.80
Merit											\$2,702.54
Yearly *											\$92,787.34
CID, CSD, PDU, FTO - 1.5%											
Sergeant B: Members with 20 years (+) of sworn service.											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$33.97	\$34.96	\$35.97	\$37.02	\$38.07	\$39.20	\$40.29	\$41.47	\$42.73	\$43.96	\$43.96
Weekly	\$1,358.80	\$1,398.40	\$1,438.80	\$1,480.80	\$1,522.80	\$1,568.00	\$1,611.60	\$1,658.80	\$1,709.20	\$1,758.40	\$1,758.40
Yearly	\$70,657.60	\$72,716.80	\$74,817.60	\$77,001.60	\$79,185.60	\$81,536.00	\$83,803.20	\$86,257.60	\$88,878.40	\$91,436.80	\$91,436.80
Merit											\$2,743.10
Yearly *											\$94,179.90

2022 Operating Budget Appendix A

CPSA Wage Schedule

Effective 1/3/2021 - 2.75% COLA, Blended (Adjusted) rate for sworn positions. Revised 12/18/20											
<u>Sergeant DEU A: Members with less than 20 years of sworn service (5% Stipend is reflected).</u>											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$33.89	\$34.89	\$35.93	\$37.02	\$38.15	\$39.26	\$40.40	\$41.67	\$42.94	\$44.19	\$44.19
Weekly	\$1,355.60	\$1,395.60	\$1,437.20	\$1,480.80	\$1,526.00	\$1,570.40	\$1,616.00	\$1,666.80	\$1,717.60	\$1,767.60	\$1,767.60
Yearly	\$70,491.20	\$72,571.20	\$74,734.40	\$77,001.60	\$79,352.00	\$81,660.80	\$84,032.00	\$86,673.60	\$89,315.20	\$91,915.20	\$91,915.20
Merit											\$2,757.46
Yearly *											\$94,672.66
<u>Sergeant DEU B: Members with 20 (+) years of sworn service (5% Stipend is reflected).</u>											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$35.08	\$36.11	\$37.16	\$38.26	\$39.33	\$40.48	\$41.63	\$42.86	\$44.13	\$45.42	\$45.42
Weekly	\$1,403.20	\$1,444.40	\$1,486.40	\$1,530.40	\$1,573.20	\$1,619.20	\$1,665.20	\$1,714.40	\$1,765.20	\$1,816.80	\$1,816.80
Yearly	\$72,966.40	\$75,108.80	\$77,292.80	\$79,580.80	\$81,806.40	\$84,198.40	\$86,590.40	\$89,148.80	\$91,790.40	\$94,473.60	\$94,473.60
Merit											\$2,834.21
Yearly *											\$97,307.81
<u>Lieutenant A: Members with less than 20 years of sworn service.</u>											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$37.32	\$38.39	\$39.59	\$40.76	\$41.94	\$43.25	\$44.55	\$45.91	\$47.27	\$48.66	\$48.66
Weekly	\$1,492.80	\$1,535.60	\$1,583.60	\$1,630.40	\$1,677.60	\$1,730.00	\$1,782.00	\$1,836.40	\$1,890.80	\$1,946.40	\$1,946.40
Yearly	\$77,625.60	\$79,851.20	\$82,347.20	\$84,780.80	\$87,235.20	\$89,960.00	\$92,664.00	\$95,492.80	\$98,321.60	\$101,212.80	\$101,212.80
Merit											\$3,036.38
Yearly *											\$104,249.18
<u>CID, CSD, PDU, FTO - 1.5%</u>											
<u>Lieutenant A: Members with less than 20 years of sworn service.</u>											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$37.88	\$38.97	\$40.18	\$41.37	\$42.57	\$43.90	\$45.22	\$46.60	\$47.98	\$49.39	\$49.39
Weekly	\$1,515.20	\$1,558.80	\$1,607.20	\$1,654.80	\$1,702.80	\$1,756.00	\$1,808.80	\$1,864.00	\$1,919.20	\$1,975.60	\$1,975.60
Yearly	\$78,790.40	\$81,057.60	\$83,574.40	\$86,049.60	\$88,545.60	\$91,312.00	\$94,057.60	\$96,928.00	\$99,798.40	\$102,731.20	\$102,731.20
Merit											\$3,081.94
Yearly *											\$105,813.14
<u>Lieutenant: Members with 20 years (+) of sworn service.</u>											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$38.51	\$39.61	\$40.77	\$41.98	\$43.14	\$44.46	\$45.75	\$47.10	\$48.47	\$49.86	\$49.86
Weekly	\$1,540.40	\$1,584.40	\$1,630.80	\$1,679.20	\$1,725.60	\$1,778.40	\$1,830.00	\$1,884.00	\$1,938.80	\$1,994.40	\$1,994.40
Yearly	\$80,100.80	\$82,388.80	\$84,801.60	\$87,318.40	\$89,731.20	\$92,476.80	\$95,160.00	\$97,968.00	\$100,817.60	\$103,708.80	\$103,708.80
Merit											\$3,111.26
Yearly *											\$106,820.06

CPSA Wage Schedule

Effective 1/3/2021 - 2.75% COLA, Blended (Adjusted) rate for sworn positions. Revised 12/18/20											
CID, CSD, PDU, FTO - 1.5%											
Lieutenant: Members with 20 years (+) of sworn service.											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$39.09	\$40.20	\$41.38	\$42.61	\$43.79	\$45.13	\$46.44	\$47.81	\$49.20	\$50.61	\$50.61
Weekly	\$1,563.60	\$1,608.00	\$1,655.20	\$1,704.40	\$1,751.60	\$1,805.20	\$1,857.60	\$1,912.40	\$1,968.00	\$2,024.40	\$2,024.40
Yearly	\$81,307.20	\$83,616.00	\$86,070.40	\$88,628.80	\$91,083.20	\$93,870.40	\$96,595.20	\$99,444.80	\$102,336.00	\$105,268.80	\$105,268.80
Merit											\$3,158.06
Yearly *											\$108,426.86
Parking Supervisor (Rates in effect as of 2/1/2019)											
Grade 18	A	B	C	D	E	F	G	H	I	J	K
Hourly	\$24.54	\$25.16	\$25.79	\$26.42	\$27.11	\$27.79	\$28.46	\$29.17	\$29.90	\$30.65	\$31.43
Weekly	\$981.60	\$1,006.40	\$1,031.60	\$1,056.80	\$1,084.40	\$1,111.60	\$1,138.40	\$1,166.80	\$1,196.00	\$1,226.00	\$1,257.20
Yearly	\$51,043.20	\$52,332.80	\$53,643.20	\$54,953.60	\$56,388.80	\$57,803.20	\$59,196.80	\$60,673.60	\$62,192.00	\$63,752.00	\$65,374.40
	L	M	N	O	P						
Hourly	\$32.21	\$33.03	\$33.86	\$34.70	\$35.58						
Weekly	\$1,288.40	\$1,321.20	\$1,354.40	\$1,388.00	\$1,423.20						
Yearly	\$66,996.80	\$68,702.40	\$70,428.80	\$72,176.00	\$74,006.40						

2022 Operating Budget Appendix A

IAFF Wage Schedule

2022																
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
12	\$ 20.12	\$ 20.61	\$ 21.15	\$ 21.67	\$ 22.21	\$ 22.78	\$ 23.33	\$ 23.92	\$ 24.52	\$ 25.11	\$ 25.76	\$ 26.41	\$ 27.07	\$ 27.73	\$ 28.44	\$ 29.15
Dispatcher	\$ 804.80	\$ 824.40	\$ 846.00	\$ 866.80	\$ 888.40	\$ 911.20	\$ 933.20	\$ 956.80	\$ 980.80	\$ 1,004.40	\$ 1,030.40	\$ 1,056.40	\$ 1,082.80	\$ 1,109.20	\$ 1,137.60	\$ 1,166.00
40 Hr.	\$41,849.60	\$42,868.80	\$43,992.00	\$45,073.60	\$46,196.80	\$47,382.40	\$48,526.40	\$49,753.60	\$51,001.60	\$52,228.80	\$53,580.80	\$54,932.80	\$56,305.60	\$57,678.40	\$59,155.20	\$60,632.00
13	\$ 21.15	\$ 21.67	\$ 22.21	\$ 22.78	\$ 23.33	\$ 23.92	\$ 24.52	\$ 25.11	\$ 25.76	\$ 26.41	\$ 27.07	\$ 27.73	\$ 28.44	\$ 29.15	\$ 29.89	\$ 30.64
Lead Dispatcher	\$ 846.00	\$ 866.80	\$ 888.40	\$ 911.20	\$ 933.20	\$ 956.80	\$ 980.80	\$ 1,004.40	\$ 1,030.40	\$ 1,056.40	\$ 1,082.80	\$ 1,109.20	\$ 1,137.60	\$ 1,166.00	\$ 1,195.60	\$ 1,225.60
40 Hr.	\$43,992.00	\$45,073.60	\$46,196.80	\$47,382.40	\$48,526.40	\$49,753.60	\$51,001.60	\$52,228.80	\$53,580.80	\$54,932.80	\$56,305.60	\$57,678.40	\$59,155.20	\$60,632.00	\$62,171.20	\$63,731.20
16	\$ 24.52	\$ 25.11	\$ 25.76	\$ 26.41	\$ 27.07	\$ 27.73	\$ 28.44	\$ 29.15	\$ 29.89	\$ 30.64	\$ 31.40	\$ 32.18	\$ 32.98	\$ 33.80	\$ 34.65	\$ 35.52
FATT	\$ 980.80	\$ 1,004.40	\$ 1,030.40	\$ 1,056.40	\$ 1,082.80	\$ 1,109.20	\$ 1,137.60	\$ 1,166.00	\$ 1,195.60	\$ 1,225.60	\$ 1,256.00	\$ 1,287.20	\$ 1,319.20	\$ 1,352.00	\$ 1,386.00	\$ 1,420.80
40 Hr.	\$51,001.60	\$52,228.80	\$53,580.80	\$54,932.80	\$56,305.60	\$57,678.40	\$59,155.20	\$60,632.00	\$62,171.20	\$63,731.20	\$65,312.00	\$66,934.40	\$68,598.40	\$70,304.00	\$72,072.00	\$73,881.60
15	\$ 23.33	\$ 23.92	\$ 24.52	\$ 25.11	\$ 25.76	\$ 26.41	\$ 27.07	\$ 27.73	\$ 28.44	\$ 29.15	\$ 29.89	\$ 30.64	\$ 31.40	\$ 32.18	\$ 32.98	\$ 33.80
FF	\$ 979.86	\$ 1,004.64	\$ 1,029.84	\$ 1,054.62	\$ 1,081.92	\$ 1,109.22	\$ 1,136.94	\$ 1,164.66	\$ 1,194.48	\$ 1,224.30	\$ 1,255.38	\$ 1,286.88	\$ 1,318.80	\$ 1,351.56	\$ 1,385.16	\$ 1,419.60
42 Hr	\$50,952.72	\$52,241.28	\$53,551.68	\$54,840.24	\$56,259.84	\$57,679.44	\$59,120.88	\$60,562.32	\$62,112.96	\$63,663.60	\$65,279.76	\$66,917.76	\$68,577.60	\$70,281.12	\$72,028.32	\$73,819.20
17	\$ 25.76	\$ 26.41	\$ 27.07	\$ 27.73	\$ 28.44	\$ 29.15	\$ 29.89	\$ 30.64	\$ 31.40	\$ 32.18	\$ 32.98	\$ 33.80	\$ 34.65	\$ 35.52	\$ 36.40	\$ 37.32
FF/P	\$ 1,081.92	\$ 1,109.22	\$ 1,136.94	\$ 1,164.66	\$ 1,194.48	\$ 1,224.30	\$ 1,255.38	\$ 1,286.88	\$ 1,318.80	\$ 1,351.56	\$ 1,385.16	\$ 1,419.60	\$ 1,455.30	\$ 1,491.84	\$ 1,528.80	\$ 1,567.44
42 Hr.	\$56,259.84	\$57,679.44	\$59,120.88	\$60,562.32	\$62,112.96	\$63,663.60	\$65,279.76	\$66,917.76	\$68,577.60	\$70,281.12	\$72,028.32	\$73,819.20	\$75,675.60	\$77,575.68	\$79,497.60	\$81,506.88

2022 Operating Budget Appendix A

Non-Contractual Wage Schedule

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$ 11.19	\$ 11.48	\$ 11.79	\$ 12.05	\$ 12.37	\$ 12.66	\$ 12.98	\$ 13.32	\$ 13.66	\$ 13.97	\$ 14.34	\$ 14.68	\$ 15.05	\$ 15.44	\$ 15.82	\$ 16.21
	\$ 447.60	\$ 459.20	\$ 471.60	\$ 482.00	\$ 494.80	\$ 506.40	\$ 519.20	\$ 532.80	\$ 546.40	\$ 558.80	\$ 573.60	\$ 587.20	\$ 602.00	\$ 617.60	\$ 632.80	\$ 648.40
	\$23,275.20	\$23,878.40	\$24,523.20	\$25,064.00	\$25,729.60	\$26,332.80	\$26,998.40	\$27,705.60	\$28,412.80	\$29,057.60	\$29,827.20	\$30,534.40	\$31,304.00	\$32,115.20	\$32,905.60	\$33,716.80
2	\$ 11.79	\$ 12.05	\$ 12.37	\$ 12.66	\$ 12.98	\$ 13.32	\$ 13.66	\$ 13.97	\$ 14.34	\$ 14.68	\$ 15.05	\$ 15.44	\$ 15.82	\$ 16.21	\$ 16.64	\$ 17.02
	\$ 471.60	\$ 482.00	\$ 494.80	\$ 506.40	\$ 519.20	\$ 532.80	\$ 546.40	\$ 558.80	\$ 573.60	\$ 587.20	\$ 602.00	\$ 617.60	\$ 632.80	\$ 648.40	\$ 665.60	\$ 680.80
	\$24,523.20	\$25,064.00	\$25,729.60	\$26,332.80	\$26,998.40	\$27,705.60	\$28,412.80	\$29,057.60	\$29,827.20	\$30,534.40	\$31,304.00	\$32,115.20	\$32,905.60	\$33,716.80	\$34,611.20	\$35,401.60
3	\$ 12.37	\$ 12.66	\$ 12.98	\$ 13.32	\$ 13.66	\$ 13.97	\$ 14.34	\$ 14.68	\$ 15.05	\$ 15.44	\$ 15.82	\$ 16.21	\$ 16.64	\$ 17.02	\$ 17.45	\$ 17.88
	\$ 494.80	\$ 506.40	\$ 519.20	\$ 532.80	\$ 546.40	\$ 558.80	\$ 573.60	\$ 587.20	\$ 602.00	\$ 617.60	\$ 632.80	\$ 648.40	\$ 665.60	\$ 680.80	\$ 698.00	\$ 715.20
	\$25,729.60	\$26,332.80	\$26,998.40	\$27,705.60	\$28,412.80	\$29,057.60	\$29,827.20	\$30,534.40	\$31,304.00	\$32,115.20	\$32,905.60	\$33,716.80	\$34,611.20	\$35,401.60	\$36,296.00	\$37,190.40
4	\$ 12.98	\$ 13.32	\$ 13.66	\$ 13.97	\$ 14.34	\$ 14.68	\$ 15.05	\$ 15.44	\$ 15.82	\$ 16.21	\$ 16.64	\$ 17.02	\$ 17.45	\$ 17.88	\$ 18.34	\$ 18.80
	\$ 519.20	\$ 532.80	\$ 546.40	\$ 558.80	\$ 573.60	\$ 587.20	\$ 602.00	\$ 617.60	\$ 632.80	\$ 648.40	\$ 665.60	\$ 680.80	\$ 698.00	\$ 715.20	\$ 733.60	\$ 752.00
	\$26,998.40	\$27,705.60	\$28,412.80	\$29,057.60	\$29,827.20	\$30,534.40	\$31,304.00	\$32,115.20	\$32,905.60	\$33,716.80	\$34,611.20	\$35,401.60	\$36,296.00	\$37,190.40	\$38,147.20	\$39,104.00
5	\$ 13.66	\$ 13.97	\$ 14.34	\$ 14.68	\$ 15.05	\$ 15.44	\$ 15.82	\$ 16.21	\$ 16.64	\$ 17.02	\$ 17.45	\$ 17.88	\$ 18.34	\$ 18.80	\$ 19.28	\$ 19.73
	\$ 546.40	\$ 558.80	\$ 573.60	\$ 587.20	\$ 602.00	\$ 617.60	\$ 632.80	\$ 648.40	\$ 665.60	\$ 680.80	\$ 698.00	\$ 715.20	\$ 733.60	\$ 752.00	\$ 771.20	\$ 789.20
	\$28,412.80	\$29,057.60	\$29,827.20	\$30,534.40	\$31,304.00	\$32,115.20	\$32,905.60	\$33,716.80	\$34,611.20	\$35,401.60	\$36,296.00	\$37,190.40	\$38,147.20	\$39,104.00	\$40,102.40	\$41,038.40
6	\$ 14.34	\$ 14.68	\$ 15.05	\$ 15.44	\$ 15.82	\$ 16.21	\$ 16.64	\$ 17.02	\$ 17.45	\$ 17.88	\$ 18.34	\$ 18.80	\$ 19.28	\$ 19.73	\$ 20.26	\$ 20.77
	\$ 573.60	\$ 587.20	\$ 602.00	\$ 617.60	\$ 632.80	\$ 648.40	\$ 665.60	\$ 680.80	\$ 698.00	\$ 715.20	\$ 733.60	\$ 752.00	\$ 771.20	\$ 789.20	\$ 810.40	\$ 830.80
	\$29,827.20	\$30,534.40	\$31,304.00	\$32,115.20	\$32,905.60	\$33,716.80	\$34,611.20	\$35,401.60	\$36,296.00	\$37,190.40	\$38,147.20	\$39,104.00	\$40,102.40	\$41,038.40	\$42,140.80	\$43,201.60
7	\$ 15.05	\$ 15.44	\$ 15.82	\$ 16.21	\$ 16.64	\$ 17.02	\$ 17.45	\$ 17.88	\$ 18.34	\$ 18.80	\$ 19.28	\$ 19.73	\$ 20.26	\$ 20.77	\$ 21.29	\$ 21.81
	\$ 602.00	\$ 617.60	\$ 632.80	\$ 648.40	\$ 665.60	\$ 680.80	\$ 698.00	\$ 715.20	\$ 733.60	\$ 752.00	\$ 771.20	\$ 789.20	\$ 810.40	\$ 830.80	\$ 851.60	\$ 872.40
	\$31,304.00	\$32,115.20	\$32,905.60	\$33,716.80	\$34,611.20	\$35,401.60	\$36,296.00	\$37,190.40	\$38,147.20	\$39,104.00	\$40,102.40	\$41,038.40	\$42,140.80	\$43,201.60	\$44,283.20	\$45,364.80
8	\$ 15.82	\$ 16.21	\$ 16.64	\$ 17.02	\$ 17.45	\$ 17.88	\$ 18.34	\$ 18.80	\$ 19.28	\$ 19.73	\$ 20.26	\$ 20.77	\$ 21.29	\$ 21.81	\$ 22.35	\$ 22.90
	\$ 632.80	\$ 648.40	\$ 665.60	\$ 680.80	\$ 698.00	\$ 715.20	\$ 733.60	\$ 752.00	\$ 771.20	\$ 789.20	\$ 810.40	\$ 830.80	\$ 851.60	\$ 872.40	\$ 894.00	\$ 916.00
	\$32,905.60	\$33,716.80	\$34,611.20	\$35,401.60	\$36,296.00	\$37,190.40	\$38,147.20	\$39,104.00	\$40,102.40	\$41,038.40	\$42,140.80	\$43,201.60	\$44,283.20	\$45,364.80	\$46,488.00	\$47,632.00
9	\$ 16.64	\$ 17.02	\$ 17.45	\$ 17.88	\$ 18.34	\$ 18.80	\$ 19.28	\$ 19.73	\$ 20.26	\$ 20.77	\$ 21.29	\$ 21.81	\$ 22.35	\$ 22.90	\$ 23.48	\$ 24.07
	\$ 665.60	\$ 680.80	\$ 698.00	\$ 715.20	\$ 733.60	\$ 752.00	\$ 771.20	\$ 789.20	\$ 810.40	\$ 830.80	\$ 851.60	\$ 872.40	\$ 894.00	\$ 916.00	\$ 939.20	\$ 962.80
	\$34,611.20	\$35,401.60	\$36,296.00	\$37,190.40	\$38,147.20	\$39,104.00	\$40,102.40	\$41,038.40	\$42,140.80	\$43,201.60	\$44,283.20	\$45,364.80	\$46,488.00	\$47,632.00	\$48,838.40	\$50,065.60
10	\$ 17.45	\$ 17.88	\$ 18.34	\$ 18.80	\$ 19.28	\$ 19.73	\$ 20.26	\$ 20.77	\$ 21.29	\$ 21.81	\$ 22.35	\$ 22.90	\$ 23.48	\$ 24.07	\$ 24.66	\$ 25.29
	\$ 698.00	\$ 715.20	\$ 733.60	\$ 752.00	\$ 771.20	\$ 789.20	\$ 810.40	\$ 830.80	\$ 851.60	\$ 872.40	\$ 894.00	\$ 916.00	\$ 939.20	\$ 962.80	\$ 986.40	\$ 1,011.60
	\$36,296.00	\$37,190.40	\$38,147.20	\$39,104.00	\$40,102.40	\$41,038.40	\$42,140.80	\$43,201.60	\$44,283.20	\$45,364.80	\$46,488.00	\$47,632.00	\$48,838.40	\$50,065.60	\$51,292.80	\$52,603.20
11	\$ 18.34	\$ 18.80	\$ 19.28	\$ 19.73	\$ 20.26	\$ 20.77	\$ 21.29	\$ 21.81	\$ 22.35	\$ 22.90	\$ 23.48	\$ 24.07	\$ 24.66	\$ 25.29	\$ 25.90	\$ 26.56
	\$ 733.60	\$ 752.00	\$ 771.20	\$ 789.20	\$ 810.40	\$ 830.80	\$ 851.60	\$ 872.40	\$ 894.00	\$ 916.00	\$ 939.20	\$ 962.80	\$ 986.40	\$ 1,011.60	\$ 1,036.00	\$ 1,062.40
	\$38,147.20	\$39,104.00	\$40,102.40	\$41,038.40	\$42,140.80	\$43,201.60	\$44,283.20	\$45,364.80	\$46,488.00	\$47,632.00	\$48,838.40	\$50,065.60	\$51,292.80	\$52,603.20	\$53,872.00	\$55,244.80
12	\$ 19.28	\$ 19.73	\$ 20.26	\$ 20.77	\$ 21.29	\$ 21.81	\$ 22.35	\$ 22.90	\$ 23.48	\$ 24.07	\$ 24.66	\$ 25.29	\$ 25.90	\$ 26.56	\$ 27.23	\$ 27.90
	\$ 771.20	\$ 789.20	\$ 810.40	\$ 830.80	\$ 851.60	\$ 872.40	\$ 894.00	\$ 916.00	\$ 939.20	\$ 962.80	\$ 986.40	\$ 1,011.60	\$ 1,036.00	\$ 1,062.40	\$ 1,089.20	\$ 1,116.00
	\$40,102.40	\$41,038.40	\$42,140.80	\$43,201.60	\$44,283.20	\$45,364.80	\$46,488.00	\$47,632.00	\$48,838.40	\$50,065.60	\$51,292.80	\$52,603.20	\$53,872.00	\$55,244.80	\$56,638.40	\$58,032.00
13	\$ 20.26	\$ 20.77	\$ 21.29	\$ 21.81	\$ 22.35	\$ 22.90	\$ 23.48	\$ 24.07	\$ 24.66	\$ 25.29	\$ 25.90	\$ 26.56	\$ 27.23	\$ 27.90	\$ 28.63	\$ 29.34
	\$ 810.40	\$ 830.80	\$ 851.60	\$ 872.40	\$ 894.00	\$ 916.00	\$ 939.20	\$ 962.80	\$ 986.40	\$ 1,011.60	\$ 1,036.00	\$ 1,062.40	\$ 1,089.20	\$ 1,116.00	\$ 1,145.20	\$ 1,173.60
	\$42,140.80	\$43,201.60	\$44,283.20	\$45,364.80	\$46,488.00	\$47,632.00	\$48,838.40	\$50,065.60	\$51,292.80	\$52,603.20	\$53,872.00	\$55,244.80	\$56,638.40	\$58,032.00	\$59,550.40	\$61,027.20
14	\$ 21.29	\$ 21.81	\$ 22.35	\$ 22.90	\$ 23.48	\$ 24.07	\$ 24.66	\$ 25.29	\$ 25.90	\$ 26.56	\$ 27.23	\$ 27.90	\$ 28.63	\$ 29.34	\$ 30.04	\$ 30.79
	\$ 851.60	\$ 872.40	\$ 894.00	\$ 916.00	\$ 939.20	\$ 962.80	\$ 986.40	\$ 1,011.60	\$ 1,036.00	\$ 1,062.40	\$ 1,089.20	\$ 1,116.00	\$ 1,145.20	\$ 1,173.60	\$ 1,201.60	\$ 1,231.60
	\$44,283.20	\$45,364.80	\$46,488.00	\$47,632.00	\$48,838.40	\$50,065.60	\$51,292.80	\$52,603.20	\$53,872.00	\$55,244.80	\$56,638.40	\$58,032.00	\$59,550.40	\$61,027.20	\$62,483.20	\$64,043.20

2022 Operating Budget Appendix A

Non-Contractual Wage Schedule

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	\$ 22.35	\$ 22.90	\$ 23.48	\$ 24.07	\$ 24.66	\$ 25.29	\$ 25.90	\$ 26.56	\$ 27.23	\$ 27.90	\$ 28.63	\$ 29.34	\$ 30.04	\$ 30.79	\$ 31.56	\$ 32.36
	\$ 894.00	\$ 916.00	\$ 939.20	\$ 962.80	\$ 986.40	\$ 1,011.60	\$ 1,036.00	\$ 1,062.40	\$ 1,089.20	\$ 1,116.00	\$ 1,145.20	\$ 1,173.60	\$ 1,201.60	\$ 1,231.60	\$ 1,262.40	\$ 1,294.40
	\$ 46,488.00	\$ 47,632.00	\$ 48,838.40	\$ 50,065.60	\$ 51,292.80	\$ 52,603.20	\$ 53,872.00	\$ 55,244.80	\$ 56,638.40	\$ 58,032.00	\$ 59,550.40	\$ 61,027.20	\$ 62,483.20	\$ 64,043.20	\$ 65,644.80	\$ 67,308.80
16	\$ 23.48	\$ 24.07	\$ 24.66	\$ 25.29	\$ 25.90	\$ 26.56	\$ 27.23	\$ 27.90	\$ 28.63	\$ 29.34	\$ 30.04	\$ 30.79	\$ 31.56	\$ 32.36	\$ 33.18	\$ 34.01
	\$ 939.20	\$ 962.80	\$ 986.40	\$ 1,011.60	\$ 1,036.00	\$ 1,062.40	\$ 1,089.20	\$ 1,116.00	\$ 1,145.20	\$ 1,173.60	\$ 1,201.60	\$ 1,231.60	\$ 1,262.40	\$ 1,294.40	\$ 1,327.20	\$ 1,360.40
	\$ 48,838.40	\$ 50,065.60	\$ 51,292.80	\$ 52,603.20	\$ 53,872.00	\$ 55,244.80	\$ 56,638.40	\$ 58,032.00	\$ 59,550.40	\$ 61,027.20	\$ 62,483.20	\$ 64,043.20	\$ 65,644.80	\$ 67,308.80	\$ 69,014.40	\$ 70,740.80
17	\$ 24.66	\$ 25.29	\$ 25.90	\$ 26.56	\$ 27.23	\$ 27.90	\$ 28.63	\$ 29.34	\$ 30.04	\$ 30.79	\$ 31.56	\$ 32.36	\$ 33.18	\$ 34.01	\$ 34.87	\$ 35.75
	\$ 986.40	\$ 1,011.60	\$ 1,036.00	\$ 1,062.40	\$ 1,089.20	\$ 1,116.00	\$ 1,145.20	\$ 1,173.60	\$ 1,201.60	\$ 1,231.60	\$ 1,262.40	\$ 1,294.40	\$ 1,327.20	\$ 1,360.40	\$ 1,394.80	\$ 1,430.00
	\$ 51,292.80	\$ 52,603.20	\$ 53,872.00	\$ 55,244.80	\$ 56,638.40	\$ 58,032.00	\$ 59,550.40	\$ 61,027.20	\$ 62,483.20	\$ 64,043.20	\$ 65,644.80	\$ 67,308.80	\$ 69,014.40	\$ 70,740.80	\$ 72,529.60	\$ 74,360.00
18	\$ 25.90	\$ 26.56	\$ 27.23	\$ 27.90	\$ 28.63	\$ 29.34	\$ 30.04	\$ 30.79	\$ 31.56	\$ 32.36	\$ 33.18	\$ 34.01	\$ 34.87	\$ 35.75	\$ 36.63	\$ 37.57
	\$ 1,036.00	\$ 1,062.40	\$ 1,089.20	\$ 1,116.00	\$ 1,145.20	\$ 1,173.60	\$ 1,201.60	\$ 1,231.60	\$ 1,262.40	\$ 1,294.40	\$ 1,327.20	\$ 1,360.40	\$ 1,394.80	\$ 1,430.00	\$ 1,465.20	\$ 1,502.80
	\$ 53,872.00	\$ 55,244.80	\$ 56,638.40	\$ 58,032.00	\$ 59,550.40	\$ 61,027.20	\$ 62,483.20	\$ 64,043.20	\$ 65,644.80	\$ 67,308.80	\$ 69,014.40	\$ 70,740.80	\$ 72,529.60	\$ 74,360.00	\$ 76,190.40	\$ 78,145.60
19	\$ 27.23	\$ 27.90	\$ 28.63	\$ 29.34	\$ 30.04	\$ 30.79	\$ 31.56	\$ 32.36	\$ 33.18	\$ 34.01	\$ 34.87	\$ 35.75	\$ 36.63	\$ 37.57	\$ 38.49	\$ 39.45
	\$ 1,089.20	\$ 1,116.00	\$ 1,145.20	\$ 1,173.60	\$ 1,201.60	\$ 1,231.60	\$ 1,262.40	\$ 1,294.40	\$ 1,327.20	\$ 1,360.40	\$ 1,394.80	\$ 1,430.00	\$ 1,465.20	\$ 1,502.80	\$ 1,539.60	\$ 1,578.00
	\$ 56,638.40	\$ 58,032.00	\$ 59,550.40	\$ 61,027.20	\$ 62,483.20	\$ 64,043.20	\$ 65,644.80	\$ 67,308.80	\$ 69,014.40	\$ 70,740.80	\$ 72,529.60	\$ 74,360.00	\$ 76,190.40	\$ 78,145.60	\$ 80,059.20	\$ 82,056.00
20	\$ 28.63	\$ 29.34	\$ 30.04	\$ 30.79	\$ 31.56	\$ 32.36	\$ 33.18	\$ 34.01	\$ 34.87	\$ 35.75	\$ 36.63	\$ 37.57	\$ 38.49	\$ 39.45	\$ 40.42	\$ 41.45
	\$ 1,145.20	\$ 1,173.60	\$ 1,201.60	\$ 1,231.60	\$ 1,262.40	\$ 1,294.40	\$ 1,327.20	\$ 1,360.40	\$ 1,394.80	\$ 1,430.00	\$ 1,465.20	\$ 1,502.80	\$ 1,539.60	\$ 1,578.00	\$ 1,616.80	\$ 1,658.00
	\$ 59,550.40	\$ 61,027.20	\$ 62,483.20	\$ 64,043.20	\$ 65,644.80	\$ 67,308.80	\$ 69,014.40	\$ 70,740.80	\$ 72,529.60	\$ 74,360.00	\$ 76,190.40	\$ 78,145.60	\$ 80,059.20	\$ 82,056.00	\$ 84,073.60	\$ 86,216.00
21	\$ 31.56	\$ 32.36	\$ 33.18	\$ 34.01	\$ 34.87	\$ 35.75	\$ 36.63	\$ 37.57	\$ 38.49	\$ 39.45	\$ 40.42	\$ 41.45	\$ 42.48	\$ 43.52	\$ 44.62	\$ 45.74
	\$ 1,262.40	\$ 1,294.40	\$ 1,327.20	\$ 1,360.40	\$ 1,394.80	\$ 1,430.00	\$ 1,465.20	\$ 1,502.80	\$ 1,539.60	\$ 1,578.00	\$ 1,616.80	\$ 1,658.00	\$ 1,699.20	\$ 1,740.80	\$ 1,784.80	\$ 1,829.60
	\$ 65,644.80	\$ 67,308.80	\$ 69,014.40	\$ 70,740.80	\$ 72,529.60	\$ 74,360.00	\$ 76,190.40	\$ 78,145.60	\$ 80,059.20	\$ 82,056.00	\$ 84,073.60	\$ 86,216.00	\$ 88,358.40	\$ 90,521.60	\$ 92,809.60	\$ 95,139.20
22	\$ 34.87	\$ 35.75	\$ 36.63	\$ 37.57	\$ 38.49	\$ 39.45	\$ 40.42	\$ 41.45	\$ 42.48	\$ 43.52	\$ 44.62	\$ 45.74	\$ 46.90	\$ 48.06	\$ 49.26	\$ 50.49
	\$ 1,394.80	\$ 1,430.00	\$ 1,465.20	\$ 1,502.80	\$ 1,539.60	\$ 1,578.00	\$ 1,616.80	\$ 1,658.00	\$ 1,699.20	\$ 1,740.80	\$ 1,784.80	\$ 1,829.60	\$ 1,876.00	\$ 1,922.40	\$ 1,970.40	\$ 2,019.60
	\$ 72,529.60	\$ 74,360.00	\$ 76,190.40	\$ 78,145.60	\$ 80,059.20	\$ 82,056.00	\$ 84,073.60	\$ 86,216.00	\$ 88,358.40	\$ 90,521.60	\$ 92,809.60	\$ 95,139.20	\$ 97,552.00	\$ 99,964.80	\$ 102,460.80	\$ 105,019.20
23	\$ 38.49	\$ 39.45	\$ 40.42	\$ 41.45	\$ 42.48	\$ 43.52	\$ 44.62	\$ 45.74	\$ 46.90	\$ 48.06	\$ 49.26	\$ 50.49	\$ 51.77	\$ 53.05	\$ 54.39	\$ 55.74
	\$ 1,539.60	\$ 1,578.00	\$ 1,616.80	\$ 1,658.00	\$ 1,699.20	\$ 1,740.80	\$ 1,784.80	\$ 1,829.60	\$ 1,876.00	\$ 1,922.40	\$ 1,970.40	\$ 2,019.60	\$ 2,070.80	\$ 2,122.00	\$ 2,175.60	\$ 2,229.60
	\$ 80,059.20	\$ 82,056.00	\$ 84,073.60	\$ 86,216.00	\$ 88,358.40	\$ 90,521.60	\$ 92,809.60	\$ 95,139.20	\$ 97,552.00	\$ 99,964.80	\$ 102,460.80	\$ 105,019.20	\$ 107,681.60	\$ 110,344.00	\$ 113,131.20	\$ 115,939.20
24	\$ 42.48	\$ 43.52	\$ 44.62	\$ 45.74	\$ 46.90	\$ 48.06	\$ 49.26	\$ 50.49	\$ 51.77	\$ 53.05	\$ 54.39	\$ 55.74	\$ 57.12	\$ 58.54	\$ 60.01	
	\$ 1,699.20	\$ 1,740.80	\$ 1,784.80	\$ 1,829.60	\$ 1,876.00	\$ 1,922.40	\$ 1,970.40	\$ 2,019.60	\$ 2,070.80	\$ 2,122.00	\$ 2,175.60	\$ 2,229.60	\$ 2,284.80	\$ 2,341.60	\$ 2,400.40	
	\$ 88,358.40	\$ 90,521.60	\$ 92,809.60	\$ 95,139.20	\$ 97,552.00	\$ 99,964.80	\$ 102,460.80	\$ 105,019.20	\$ 107,681.60	\$ 110,344.00	\$ 113,131.20	\$ 115,939.20	\$ 118,809.60	\$ 121,763.20	\$ 124,820.80	
25	\$ 46.90	\$ 48.06	\$ 49.26	\$ 50.49	\$ 51.77	\$ 53.05	\$ 54.39	\$ 55.74	\$ 57.12	\$ 58.54	\$ 60.01	\$ 61.51	\$ 63.06	\$ 64.63		
	\$ 1,876.00	\$ 1,922.40	\$ 1,970.40	\$ 2,019.60	\$ 2,070.80	\$ 2,122.00	\$ 2,175.60	\$ 2,229.60	\$ 2,284.80	\$ 2,341.60	\$ 2,400.40	\$ 2,460.40	\$ 2,522.40	\$ 2,585.20		
	\$ 97,552.00	\$ 99,964.80	\$ 102,460.80	\$ 105,019.20	\$ 107,681.60	\$ 110,344.00	\$ 113,131.20	\$ 115,939.20	\$ 118,809.60	\$ 121,763.20	\$ 124,820.80	\$ 127,940.80	\$ 131,164.80	\$ 134,430.40		
26	\$ 51.77	\$ 53.05	\$ 54.39	\$ 55.74	\$ 57.12	\$ 58.54	\$ 60.01	\$ 61.51	\$ 63.06	\$ 64.63	\$ 66.24	\$ 67.91	\$ 69.60			
	\$ 2,070.80	\$ 2,122.00	\$ 2,175.60	\$ 2,229.60	\$ 2,284.80	\$ 2,341.60	\$ 2,400.40	\$ 2,460.40	\$ 2,522.40	\$ 2,585.20	\$ 2,649.60	\$ 2,716.40	\$ 2,784.00			
	\$ 107,681.60	\$ 110,344.00	\$ 113,131.20	\$ 115,939.20	\$ 118,809.60	\$ 121,763.20	\$ 124,820.80	\$ 127,940.80	\$ 131,164.80	\$ 134,430.40	\$ 137,779.20	\$ 141,252.80	\$ 144,768.00			
27	\$ 57.12	\$ 58.54	\$ 60.01	\$ 61.51	\$ 63.06	\$ 64.63	\$ 66.24	\$ 67.91	\$ 69.60	\$ 71.33	\$ 73.12	\$ 74.96				
	\$ 2,284.80	\$ 2,341.60	\$ 2,400.40	\$ 2,460.40	\$ 2,522.40	\$ 2,585.20	\$ 2,649.60	\$ 2,716.40	\$ 2,784.00	\$ 2,853.20	\$ 2,924.80	\$ 2,998.40				
	\$ 118,809.60	\$ 121,763.20	\$ 124,820.80	\$ 127,940.80	\$ 131,164.80	\$ 134,430.40	\$ 137,779.20	\$ 141,252.80	\$ 144,768.00	\$ 148,366.40	\$ 152,089.60	\$ 155,916.80				

2022 Operating Budget Appendix A

UAW Wage Schedule

37.5 Hours		UAW Wage Schedule - 2021											Effective 2/7/21 - 2.75% COLA				
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	
1	\$11.18	\$11.45	\$11.74	\$12.02	\$12.34	\$12.62	\$12.94	\$13.28	\$13.61	\$13.93	\$14.31	\$14.65	\$15.02	\$15.38	\$15.75	\$16.18	
	\$419.25	\$429.38	\$440.25	\$450.75	\$462.75	\$473.25	\$485.25	\$498.00	\$510.38	\$522.38	\$536.63	\$549.38	\$563.25	\$576.75	\$590.63	\$606.75	
	\$21,801.00	\$22,327.76	\$22,893.00	\$23,439.00	\$24,063.00	\$24,609.00	\$25,233.00	\$25,896.00	\$26,539.76	\$27,163.76	\$27,904.76	\$28,567.76	\$29,289.00	\$29,991.00	\$30,712.76	\$31,551.00	
2	\$11.74	\$12.02	\$12.34	\$12.62	\$12.94	\$13.28	\$13.61	\$13.93	\$14.31	\$14.65	\$15.02	\$15.38	\$15.75	\$16.18	\$16.59	\$16.99	
	\$440.25	\$450.75	\$462.75	\$473.25	\$485.25	\$498.00	\$510.38	\$522.38	\$536.63	\$549.38	\$563.25	\$576.75	\$590.63	\$606.75	\$622.13	\$637.13	
	\$22,893.00	\$23,439.00	\$24,063.00	\$24,609.00	\$25,233.00	\$25,896.00	\$26,539.76	\$27,163.76	\$27,904.76	\$28,567.76	\$29,289.00	\$29,991.00	\$30,712.76	\$31,551.00	\$32,350.76	\$33,130.76	
3	\$12.34	\$12.62	\$12.94	\$13.28	\$13.61	\$13.93	\$14.31	\$14.65	\$15.02	\$15.38	\$15.75	\$16.18	\$16.59	\$16.99	\$17.43	\$17.84	
	\$462.75	\$473.25	\$485.25	\$498.00	\$510.38	\$522.38	\$536.63	\$549.38	\$563.25	\$576.75	\$590.63	\$606.75	\$622.13	\$637.13	\$653.63	\$669.00	
	\$24,063.00	\$24,609.00	\$25,233.00	\$25,896.00	\$26,539.76	\$27,163.76	\$27,904.76	\$28,567.76	\$29,289.00	\$29,991.00	\$30,712.76	\$31,551.00	\$32,350.76	\$33,130.76	\$33,988.76	\$34,788.00	
4	\$12.94	\$13.28	\$13.61	\$13.93	\$14.31	\$14.65	\$15.02	\$15.38	\$15.75	\$16.18	\$16.59	\$16.99	\$17.43	\$17.84	\$18.30	\$18.77	
	\$485.25	\$498.00	\$510.38	\$522.38	\$536.63	\$549.38	\$563.25	\$576.75	\$590.63	\$606.75	\$622.13	\$637.13	\$653.63	\$669.00	\$686.25	\$703.88	
	\$25,233.00	\$25,896.00	\$26,539.76	\$27,163.76	\$27,904.76	\$28,567.76	\$29,289.00	\$29,991.00	\$30,712.76	\$31,551.00	\$32,350.76	\$33,130.76	\$33,988.76	\$34,788.00	\$35,685.00	\$36,601.76	
5	\$13.61	\$13.93	\$14.31	\$14.65	\$15.02	\$15.38	\$15.75	\$16.18	\$16.59	\$16.99	\$17.43	\$17.84	\$18.30	\$18.77	\$19.25	\$19.70	
	\$510.38	\$522.38	\$536.63	\$549.38	\$563.25	\$576.75	\$590.63	\$606.75	\$622.13	\$637.13	\$653.63	\$669.00	\$686.25	\$703.88	\$721.88	\$738.75	
	\$26,539.76	\$27,163.76	\$27,904.76	\$28,567.76	\$29,289.00	\$29,991.00	\$30,712.76	\$31,551.00	\$32,350.76	\$33,130.76	\$33,988.76	\$34,788.00	\$35,685.00	\$36,601.76	\$37,537.76	\$38,415.00	
6	\$14.31	\$14.65	\$15.02	\$15.38	\$15.75	\$16.18	\$16.59	\$16.99	\$17.43	\$17.84	\$18.30	\$18.77	\$19.25	\$19.70	\$20.19	\$20.68	
	\$536.63	\$549.38	\$563.25	\$576.75	\$590.63	\$606.75	\$622.13	\$637.13	\$653.63	\$669.00	\$686.25	\$703.88	\$721.88	\$738.75	\$757.13	\$775.50	
	\$27,904.76	\$28,567.76	\$29,289.00	\$29,991.00	\$30,712.76	\$31,551.00	\$32,350.76	\$33,130.76	\$33,988.76	\$34,788.00	\$35,685.00	\$36,601.76	\$37,537.76	\$38,415.00	\$39,370.76	\$40,326.00	
7	\$15.02	\$15.38	\$15.75	\$16.18	\$16.59	\$16.99	\$17.43	\$17.84	\$18.30	\$18.77	\$19.25	\$19.70	\$20.19	\$20.68	\$21.22	\$21.75	
	\$563.25	\$576.75	\$590.63	\$606.75	\$622.13	\$637.13	\$653.63	\$669.00	\$686.25	\$703.88	\$721.88	\$738.75	\$757.13	\$775.50	\$795.75	\$815.63	
	\$29,289.00	\$29,991.00	\$30,712.76	\$31,551.00	\$32,350.76	\$33,130.76	\$33,988.76	\$34,788.00	\$35,685.00	\$36,601.76	\$37,537.76	\$38,415.00	\$39,370.76	\$40,326.00	\$41,379.00	\$42,412.76	
8	\$15.75	\$16.18	\$16.59	\$16.99	\$17.43	\$17.84	\$18.30	\$18.77	\$19.25	\$19.70	\$20.19	\$20.68	\$21.22	\$21.75	\$22.28	\$22.82	
	\$590.63	\$606.75	\$622.13	\$637.13	\$653.63	\$669.00	\$686.25	\$703.88	\$721.88	\$738.75	\$757.13	\$775.50	\$795.75	\$815.63	\$835.50	\$855.75	
	\$30,712.76	\$31,551.00	\$32,350.76	\$33,130.76	\$33,988.76	\$34,788.00	\$35,685.00	\$36,601.76	\$37,537.76	\$38,415.00	\$39,370.76	\$40,326.00	\$41,379.00	\$42,412.76	\$43,446.00	\$44,499.00	
9	\$16.59	\$16.99	\$17.43	\$17.84	\$18.30	\$18.77	\$19.25	\$19.70	\$20.19	\$20.68	\$21.22	\$21.75	\$22.28	\$22.82	\$23.44	\$24.02	
	\$622.13	\$637.13	\$653.63	\$669.00	\$686.25	\$703.88	\$721.88	\$738.75	\$757.13	\$775.50	\$795.75	\$815.63	\$835.50	\$855.75	\$879.00	\$900.75	
	\$32,350.76	\$33,130.76	\$33,988.76	\$34,788.00	\$35,685.00	\$36,601.76	\$37,537.76	\$38,415.00	\$39,370.76	\$40,326.00	\$41,379.00	\$42,412.76	\$43,446.00	\$44,499.00	\$45,708.00	\$46,839.00	
10	\$17.43	\$17.84	\$18.30	\$18.77	\$19.25	\$19.70	\$20.19	\$20.68	\$21.22	\$21.75	\$22.28	\$22.82	\$23.44	\$24.02	\$24.60	\$25.20	
	\$653.63	\$669.00	\$686.25	\$703.88	\$721.88	\$738.75	\$757.13	\$775.50	\$795.75	\$815.63	\$835.50	\$855.75	\$879.00	\$900.75	\$922.50	\$945.00	
	\$33,988.76	\$34,788.00	\$35,685.00	\$36,601.76	\$37,537.76	\$38,415.00	\$39,370.76	\$40,326.00	\$41,379.00	\$42,412.76	\$43,446.00	\$44,499.00	\$45,708.00	\$46,839.00	\$47,970.00	\$49,140.00	
11	\$18.30	\$18.77	\$19.25	\$19.70	\$20.19	\$20.68	\$21.22	\$21.75	\$22.28	\$22.82	\$23.44	\$24.02	\$24.60	\$25.20	\$25.87	\$26.50	
	\$686.25	\$703.88	\$721.88	\$738.75	\$757.13	\$775.50	\$795.75	\$815.63	\$835.50	\$855.75	\$879.00	\$900.75	\$922.50	\$945.00	\$970.13	\$993.75	
	\$35,685.00	\$36,601.76	\$37,537.76	\$38,415.00	\$39,370.76	\$40,326.00	\$41,379.00	\$42,412.76	\$43,446.00	\$44,499.00	\$45,708.00	\$46,839.00	\$47,970.00	\$49,140.00	\$50,446.76	\$51,675.00	
12	\$19.25	\$19.70	\$20.19	\$20.68	\$21.22	\$21.75	\$22.28	\$22.82	\$23.44	\$24.02	\$24.60	\$25.20	\$25.87	\$26.50	\$27.16	\$27.82	
	\$721.88	\$738.75	\$757.13	\$775.50	\$795.75	\$815.63	\$835.50	\$855.75	\$879.00	\$900.75	\$922.50	\$945.00	\$970.13	\$993.75	\$1,018.50	\$1,043.25	
	\$37,537.76	\$38,415.00	\$39,370.76	\$40,326.00	\$41,379.00	\$42,412.76	\$43,446.00	\$44,499.00	\$45,708.00	\$46,839.00	\$47,970.00	\$49,140.00	\$50,446.76	\$51,675.00	\$52,962.00	\$54,249.00	
13	\$20.19	\$20.68	\$21.22	\$21.75	\$22.28	\$22.82	\$23.44	\$24.02	\$24.60	\$25.20	\$25.87	\$26.50	\$27.16	\$27.82	\$28.55	\$29.25	
	\$757.13	\$775.50	\$795.75	\$815.63	\$835.50	\$855.75	\$879.00	\$900.75	\$922.50	\$945.00	\$970.13	\$993.75	\$1,018.50	\$1,043.25	\$1,070.63	\$1,096.88	
	\$39,370.76	\$40,326.00	\$41,379.00	\$42,412.76	\$43,446.00	\$44,499.00	\$45,708.00	\$46,839.00	\$47,970.00	\$49,140.00	\$50,446.76	\$51,675.00	\$52,962.00	\$54,249.00	\$55,672.76	\$57,037.76	
14	\$21.22	\$21.75	\$22.28	\$22.82	\$23.44	\$24.02	\$24.60	\$25.20	\$25.87	\$26.50	\$27.16	\$27.82	\$28.55	\$29.25	\$29.97	\$30.73	
	\$795.75	\$815.63	\$835.50	\$855.75	\$879.00	\$900.75	\$922.50	\$945.00	\$970.13	\$993.75	\$1,018.50	\$1,043.25	\$1,070.63	\$1,096.88	\$1,123.88	\$1,152.38	
	\$41,379.00	\$42,412.76	\$43,446.00	\$44,499.00	\$45,708.00	\$46,839.00	\$47,970.00	\$49,140.00	\$50,446.76	\$51,675.00	\$52,962.00	\$54,249.00	\$55,672.76	\$57,037.76	\$58,441.76	\$59,923.76	

2022 Operating Budget Appendix A

UAW Wage Schedule

37.5 Hours							UAW Wage Schedule - 2021						Effective 2/7/21 - 2.75% COLA			
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	\$22.28	\$22.82	\$23.44	\$24.02	\$24.60	\$25.20	\$25.87	\$26.50	\$27.16	\$27.82	\$28.55	\$29.25	\$29.97	\$30.73	\$31.49	\$32.27
	\$835.50	\$855.75	\$879.00	\$900.75	\$922.50	\$945.00	\$970.13	\$993.75	\$1,018.50	\$1,043.25	\$1,070.63	\$1,096.88	\$1,123.88	\$1,152.38	\$1,180.88	\$1,210.13
	\$43,446.00	\$44,499.00	\$45,708.00	\$46,839.00	\$47,970.00	\$49,140.00	\$50,446.76	\$51,675.00	\$52,962.00	\$54,249.00	\$55,672.76	\$57,037.76	\$58,441.76	\$59,923.76	\$61,405.76	\$62,926.76
16	\$23.44	\$24.02	\$24.60	\$25.20	\$25.87	\$26.50	\$27.16	\$27.82	\$28.55	\$29.25	\$29.97	\$30.73	\$31.49	\$32.27	\$33.10	\$33.93
	\$879.00	\$900.75	\$922.50	\$945.00	\$970.13	\$993.75	\$1,018.50	\$1,043.25	\$1,070.63	\$1,096.88	\$1,123.88	\$1,152.38	\$1,180.88	\$1,210.13	\$1,241.25	\$1,272.38
	\$45,708.00	\$46,839.00	\$47,970.00	\$49,140.00	\$50,446.76	\$51,675.00	\$52,962.00	\$54,249.00	\$55,672.76	\$57,037.76	\$58,441.76	\$59,923.76	\$61,405.76	\$62,926.76	\$64,545.00	\$66,163.76
17	\$24.60	\$25.20	\$25.87	\$26.50	\$27.16	\$27.82	\$28.55	\$29.25	\$29.97	\$30.73	\$31.49	\$32.27	\$33.10	\$33.93	\$34.76	\$35.64
	\$922.50	\$945.00	\$970.13	\$993.75	\$1,018.50	\$1,043.25	\$1,070.63	\$1,096.88	\$1,123.88	\$1,152.38	\$1,180.88	\$1,210.13	\$1,241.25	\$1,272.38	\$1,303.50	\$1,336.50
	\$47,970.00	\$49,140.00	\$50,446.76	\$51,675.00	\$52,962.00	\$54,249.00	\$55,672.76	\$57,037.76	\$58,441.76	\$59,923.76	\$61,405.76	\$62,926.76	\$64,545.00	\$66,163.76	\$67,782.00	\$69,498.00
18	\$25.87	\$26.50	\$27.16	\$27.82	\$28.55	\$29.25	\$29.97	\$30.73	\$31.49	\$32.27	\$33.10	\$33.93	\$34.76	\$35.64	\$36.53	\$37.44
	\$970.13	\$993.75	\$1,018.50	\$1,043.25	\$1,070.63	\$1,096.88	\$1,123.88	\$1,152.38	\$1,180.88	\$1,210.13	\$1,241.25	\$1,272.38	\$1,303.50	\$1,336.50	\$1,369.88	\$1,404.00
	\$50,446.76	\$51,675.00	\$52,962.00	\$54,249.00	\$55,672.76	\$57,037.76	\$58,441.76	\$59,923.76	\$61,405.76	\$62,926.76	\$64,545.00	\$66,163.76	\$67,782.00	\$69,498.00	\$71,233.76	\$73,008.00
19	\$27.16	\$27.82	\$28.55	\$29.25	\$29.97	\$30.73	\$31.49	\$32.27	\$33.10	\$33.93	\$34.76	\$35.64	\$36.53	\$37.44	\$38.39	\$39.32
	\$1,018.50	\$1,043.25	\$1,070.63	\$1,096.88	\$1,123.88	\$1,152.38	\$1,180.88	\$1,210.13	\$1,241.25	\$1,272.38	\$1,303.50	\$1,336.50	\$1,369.88	\$1,404.00	\$1,439.63	\$1,474.50
	\$52,962.00	\$54,249.00	\$55,672.76	\$57,037.76	\$58,441.76	\$59,923.76	\$61,405.76	\$62,926.76	\$64,545.00	\$66,163.76	\$67,782.00	\$69,498.00	\$71,233.76	\$73,008.00	\$74,860.76	\$76,674.00

2022 Operating Budget Appendix A

UAW Wage Schedule

40 Hours		UAW Wage Schedule - 2021										Effective 2/7/21 - 2.75% COLA				
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$11.18	\$11.45	\$11.74	\$12.02	\$12.34	\$12.62	\$12.94	\$13.28	\$13.61	\$13.93	\$14.31	\$14.65	\$15.02	\$15.38	\$15.75	\$16.18
	\$447.20	\$458.00	\$469.60	\$480.80	\$493.60	\$504.80	\$517.60	\$531.20	\$544.40	\$557.20	\$572.40	\$586.00	\$600.80	\$615.20	\$630.00	\$647.20
	\$23,254.40	\$23,816.00	\$24,419.20	\$25,001.60	\$25,667.20	\$26,249.60	\$26,915.20	\$27,622.40	\$28,308.80	\$28,974.40	\$29,764.80	\$30,472.00	\$31,241.60	\$31,990.40	\$32,760.00	\$33,654.40
2	\$11.74	\$12.02	\$12.34	\$12.62	\$12.94	\$13.28	\$13.61	\$13.93	\$14.31	\$14.65	\$15.02	\$15.38	\$15.75	\$16.18	\$16.59	\$16.99
	\$469.60	\$480.80	\$493.60	\$504.80	\$517.60	\$531.20	\$544.40	\$557.20	\$572.40	\$586.00	\$600.80	\$615.20	\$630.00	\$647.20	\$663.60	\$679.60
	\$24,419.20	\$25,001.60	\$25,667.20	\$26,249.60	\$26,915.20	\$27,622.40	\$28,308.80	\$28,974.40	\$29,764.80	\$30,472.00	\$31,241.60	\$31,990.40	\$32,760.00	\$33,654.40	\$34,507.20	\$35,339.20
3	\$12.34	\$12.62	\$12.94	\$13.28	\$13.61	\$13.93	\$14.31	\$14.65	\$15.02	\$15.38	\$15.75	\$16.18	\$16.59	\$16.99	\$17.43	\$17.84
	\$493.60	\$504.80	\$517.60	\$531.20	\$544.40	\$557.20	\$572.40	\$586.00	\$600.80	\$615.20	\$630.00	\$647.20	\$663.60	\$679.60	\$697.20	\$713.60
	\$25,667.20	\$26,249.60	\$26,915.20	\$27,622.40	\$28,308.80	\$28,974.40	\$29,764.80	\$30,472.00	\$31,241.60	\$31,990.40	\$32,760.00	\$33,654.40	\$34,507.20	\$35,339.20	\$36,254.40	\$37,107.20
4	\$12.94	\$13.28	\$13.61	\$13.93	\$14.31	\$14.65	\$15.02	\$15.38	\$15.75	\$16.18	\$16.59	\$16.99	\$17.43	\$17.84	\$18.30	\$18.77
	\$517.60	\$531.20	\$544.40	\$557.20	\$572.40	\$586.00	\$600.80	\$615.20	\$630.00	\$647.20	\$663.60	\$679.60	\$697.20	\$713.60	\$732.00	\$750.80
	\$26,915.20	\$27,622.40	\$28,308.80	\$28,974.40	\$29,764.80	\$30,472.00	\$31,241.60	\$31,990.40	\$32,760.00	\$33,654.40	\$34,507.20	\$35,339.20	\$36,254.40	\$37,107.20	\$38,064.00	\$39,041.60
5	\$13.61	\$13.93	\$14.31	\$14.65	\$15.02	\$15.38	\$15.75	\$16.18	\$16.59	\$16.99	\$17.43	\$17.84	\$18.30	\$18.77	\$19.25	\$19.70
	\$544.40	\$557.20	\$572.40	\$586.00	\$600.80	\$615.20	\$630.00	\$647.20	\$663.60	\$679.60	\$697.20	\$713.60	\$732.00	\$750.80	\$770.00	\$788.00
	\$28,308.80	\$28,974.40	\$29,764.80	\$30,472.00	\$31,241.60	\$31,990.40	\$32,760.00	\$33,654.40	\$34,507.20	\$35,339.20	\$36,254.40	\$37,107.20	\$38,064.00	\$39,041.60	\$40,040.00	\$40,976.00
6	\$14.31	\$14.65	\$15.02	\$15.38	\$15.75	\$16.18	\$16.59	\$16.99	\$17.43	\$17.84	\$18.30	\$18.77	\$19.25	\$19.70	\$20.19	\$20.68
	\$572.40	\$586.00	\$600.80	\$615.20	\$630.00	\$647.20	\$663.60	\$679.60	\$697.20	\$713.60	\$732.00	\$750.80	\$770.00	\$788.00	\$807.60	\$827.20
	\$29,764.80	\$30,472.00	\$31,241.60	\$31,990.40	\$32,760.00	\$33,654.40	\$34,507.20	\$35,339.20	\$36,254.40	\$37,107.20	\$38,064.00	\$39,041.60	\$40,040.00	\$40,976.00	\$41,995.20	\$43,014.40
7	\$15.02	\$15.38	\$15.75	\$16.18	\$16.59	\$16.99	\$17.43	\$17.84	\$18.30	\$18.77	\$19.25	\$19.70	\$20.19	\$20.68	\$21.22	\$21.75
	\$600.80	\$615.20	\$630.00	\$647.20	\$663.60	\$679.60	\$697.20	\$713.60	\$732.00	\$750.80	\$770.00	\$788.00	\$807.60	\$827.20	\$848.80	\$870.00
	\$31,241.60	\$31,990.40	\$32,760.00	\$33,654.40	\$34,507.20	\$35,339.20	\$36,254.40	\$37,107.20	\$38,064.00	\$39,041.60	\$40,040.00	\$40,976.00	\$41,995.20	\$43,014.40	\$44,137.60	\$45,240.00
8	\$15.75	\$16.18	\$16.59	\$16.99	\$17.43	\$17.84	\$18.30	\$18.77	\$19.25	\$19.70	\$20.19	\$20.68	\$21.22	\$21.75	\$22.28	\$22.82
	\$630.00	\$647.20	\$663.60	\$679.60	\$697.20	\$713.60	\$732.00	\$750.80	\$770.00	\$788.00	\$807.60	\$827.20	\$848.80	\$870.00	\$891.20	\$912.80
	\$32,760.00	\$33,654.40	\$34,507.20	\$35,339.20	\$36,254.40	\$37,107.20	\$38,064.00	\$39,041.60	\$40,040.00	\$40,976.00	\$41,995.20	\$43,014.40	\$44,137.60	\$45,240.00	\$46,342.40	\$47,465.60
9	\$16.59	\$16.99	\$17.43	\$17.84	\$18.30	\$18.77	\$19.25	\$19.70	\$20.19	\$20.68	\$21.22	\$21.75	\$22.28	\$22.82	\$23.44	\$24.02
	\$663.60	\$679.60	\$697.20	\$713.60	\$732.00	\$750.80	\$770.00	\$788.00	\$807.60	\$827.20	\$848.80	\$870.00	\$891.20	\$912.80	\$937.60	\$960.80
	\$34,507.20	\$35,339.20	\$36,254.40	\$37,107.20	\$38,064.00	\$39,041.60	\$40,040.00	\$40,976.00	\$41,995.20	\$43,014.40	\$44,137.60	\$45,240.00	\$46,342.40	\$47,465.60	\$48,755.20	\$49,961.60
10	\$17.43	\$17.84	\$18.30	\$18.77	\$19.25	\$19.70	\$20.19	\$20.68	\$21.22	\$21.75	\$22.28	\$22.82	\$23.44	\$24.02	\$24.60	\$25.20
	\$697.20	\$713.60	\$732.00	\$750.80	\$770.00	\$788.00	\$807.60	\$827.20	\$848.80	\$870.00	\$891.20	\$912.80	\$937.60	\$960.80	\$984.00	\$1,008.00
	\$36,254.40	\$37,107.20	\$38,064.00	\$39,041.60	\$40,040.00	\$40,976.00	\$41,995.20	\$43,014.40	\$44,137.60	\$45,240.00	\$46,342.40	\$47,465.60	\$48,755.20	\$49,961.60	\$51,168.00	\$52,416.00
11	\$18.30	\$18.77	\$19.25	\$19.70	\$20.19	\$20.68	\$21.22	\$21.75	\$22.28	\$22.82	\$23.44	\$24.02	\$24.60	\$25.20	\$25.87	\$26.50
	\$732.00	\$750.80	\$770.00	\$788.00	\$807.60	\$827.20	\$848.80	\$870.00	\$891.20	\$912.80	\$937.60	\$960.80	\$984.00	\$1,008.00	\$1,034.80	\$1,060.00
	\$38,064.00	\$39,041.60	\$40,040.00	\$40,976.00	\$41,995.20	\$43,014.40	\$44,137.60	\$45,240.00	\$46,342.40	\$47,465.60	\$48,755.20	\$49,961.60	\$51,168.00	\$52,416.00	\$53,809.60	\$55,120.00
12	\$19.25	\$19.70	\$20.19	\$20.68	\$21.22	\$21.75	\$22.28	\$22.82	\$23.44	\$24.02	\$24.60	\$25.20	\$25.87	\$26.50	\$27.16	\$27.82
	\$770.00	\$788.00	\$807.60	\$827.20	\$848.80	\$870.00	\$891.20	\$912.80	\$937.60	\$960.80	\$984.00	\$1,008.00	\$1,034.80	\$1,060.00	\$1,086.40	\$1,112.80
	\$40,040.00	\$40,976.00	\$41,995.20	\$43,014.40	\$44,137.60	\$45,240.00	\$46,342.40	\$47,465.60	\$48,755.20	\$49,961.60	\$51,168.00	\$52,416.00	\$53,809.60	\$55,120.00	\$56,492.80	\$57,865.60
13	\$20.19	\$20.68	\$21.22	\$21.75	\$22.28	\$22.82	\$23.44	\$24.02	\$24.60	\$25.20	\$25.87	\$26.50	\$27.16	\$27.82	\$28.55	\$29.25
	\$807.60	\$827.20	\$848.80	\$870.00	\$891.20	\$912.80	\$937.60	\$960.80	\$984.00	\$1,008.00	\$1,034.80	\$1,060.00	\$1,086.40	\$1,112.80	\$1,142.00	\$1,170.00
	\$41,995.20	\$43,014.40	\$44,137.60	\$45,240.00	\$46,342.40	\$47,465.60	\$48,755.20	\$49,961.60	\$51,168.00	\$52,416.00	\$53,809.60	\$55,120.00	\$56,492.80	\$57,865.60	\$59,384.00	\$60,840.00
14	\$21.22	\$21.75	\$22.28	\$22.82	\$23.44	\$24.02	\$24.60	\$25.20	\$25.87	\$26.50	\$27.16	\$27.82	\$28.55	\$29.25	\$29.97	\$30.73
	\$848.80	\$870.00	\$891.20	\$912.80	\$937.60	\$960.80	\$984.00	\$1,008.00	\$1,034.80	\$1,060.00	\$1,086.40	\$1,112.80	\$1,142.00	\$1,170.00	\$1,198.80	\$1,229.20
	\$44,137.60	\$45,240.00	\$46,342.40	\$47,465.60	\$48,755.20	\$49,961.60	\$51,168.00	\$52,416.00	\$53,809.60	\$55,120.00	\$56,492.80	\$57,865.60	\$59,384.00	\$60,840.00	\$62,337.60	\$63,918.40

2022 Operating Budget Appendix A

UAW Wage Schedule

40 Hours							UAW Wage Schedule - 2021						Effective 2/7/21 - 2.75% COLA			
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	\$22.28	\$22.82	\$23.44	\$24.02	\$24.60	\$25.20	\$25.87	\$26.50	\$27.16	\$27.82	\$28.55	\$29.25	\$29.97	\$30.73	\$31.49	\$32.27
	\$891.20	\$912.80	\$937.60	\$960.80	\$984.00	\$1,008.00	\$1,034.80	\$1,060.00	\$1,086.40	\$1,112.80	\$1,142.00	\$1,170.00	\$1,198.80	\$1,229.20	\$1,259.60	\$1,290.80
	\$46,342.40	\$47,465.60	\$48,755.20	\$49,961.60	\$51,168.00	\$52,416.00	\$53,809.60	\$55,120.00	\$56,492.80	\$57,865.60	\$59,384.00	\$60,840.00	\$62,337.60	\$63,918.40	\$65,499.20	\$67,121.60
16	\$23.44	\$24.02	\$24.60	\$25.20	\$25.87	\$26.50	\$27.16	\$27.82	\$28.55	\$29.25	\$29.97	\$30.73	\$31.49	\$32.27	\$33.10	\$33.93
	\$937.60	\$960.80	\$984.00	\$1,008.00	\$1,034.80	\$1,060.00	\$1,086.40	\$1,112.80	\$1,142.00	\$1,170.00	\$1,198.80	\$1,229.20	\$1,259.60	\$1,290.80	\$1,324.00	\$1,357.20
	\$48,755.20	\$49,961.60	\$51,168.00	\$52,416.00	\$53,809.60	\$55,120.00	\$56,492.80	\$57,865.60	\$59,384.00	\$60,840.00	\$62,337.60	\$63,918.40	\$65,499.20	\$67,121.60	\$68,848.00	\$70,574.40
17	\$24.60	\$25.20	\$25.87	\$26.50	\$27.16	\$27.82	\$28.55	\$29.25	\$29.97	\$30.73	\$31.49	\$32.27	\$33.10	\$33.93	\$34.76	\$35.64
	\$984.00	\$1,008.00	\$1,034.80	\$1,060.00	\$1,086.40	\$1,112.80	\$1,142.00	\$1,170.00	\$1,198.80	\$1,229.20	\$1,259.60	\$1,290.80	\$1,324.00	\$1,357.20	\$1,390.40	\$1,425.60
	\$51,168.00	\$52,416.00	\$53,809.60	\$55,120.00	\$56,492.80	\$57,865.60	\$59,384.00	\$60,840.00	\$62,337.60	\$63,918.40	\$65,499.20	\$67,121.60	\$68,848.00	\$70,574.40	\$72,300.80	\$74,131.20
18	\$25.87	\$26.50	\$27.16	\$27.82	\$28.55	\$29.25	\$29.97	\$30.73	\$31.49	\$32.27	\$33.10	\$33.93	\$34.76	\$35.64	\$36.53	\$37.44
	\$1,034.80	\$1,060.00	\$1,086.40	\$1,112.80	\$1,142.00	\$1,170.00	\$1,198.80	\$1,229.20	\$1,259.60	\$1,290.80	\$1,324.00	\$1,357.20	\$1,390.40	\$1,425.60	\$1,461.20	\$1,497.60
	\$53,809.60	\$55,120.00	\$56,492.80	\$57,865.60	\$59,384.00	\$60,840.00	\$62,337.60	\$63,918.40	\$65,499.20	\$67,121.60	\$68,848.00	\$70,574.40	\$72,300.80	\$74,131.20	\$75,982.40	\$77,875.20
19	\$27.16	\$27.82	\$28.55	\$29.25	\$29.97	\$30.73	\$31.49	\$32.27	\$33.10	\$33.93	\$34.76	\$35.64	\$36.53	\$37.44	\$38.39	\$39.32
	\$1,086.40	\$1,112.80	\$1,142.00	\$1,170.00	\$1,198.80	\$1,229.20	\$1,259.60	\$1,290.80	\$1,324.00	\$1,357.20	\$1,390.40	\$1,425.60	\$1,461.20	\$1,497.60	\$1,535.60	\$1,572.80
	\$56,492.80	\$57,865.60	\$59,384.00	\$60,840.00	\$62,337.60	\$63,918.40	\$65,499.20	\$67,121.60	\$68,848.00	\$70,574.40	\$72,300.80	\$74,131.20	\$75,982.40	\$77,875.20	\$79,851.20	\$81,785.60

Appendix B

<u>Program Change Requests</u>		Department	Manager
<u>General Fund</u>			
Assessing			
12	Measure & Inspection of 20% of Properties	\$150,000	\$0
14	Appraisal Staff - State Conference NHAAO	\$625	\$0
15	Director - National Conference IAAO	\$1,000	\$0
16	NHAAO Banquet	\$228	\$0
17	IAAO Seminar - Assessor and Attorney	\$3,000	\$0
18	NRAAO / IAAO/ OFF Training	\$3,000	\$0
19	Training	\$1,000	\$0
20	PILOT Payment Reduction	\$89,507	\$89,507
21	Overtime	\$1,120	\$0
Assessing Department Total		\$249,480	\$89,507
City Clerk			
7	Election U-Haul Truck Rental	\$2,000	\$0
8	Part-time Office Help	\$9,550	\$0
9	Cash Register	\$1,500	\$0
10	Increase in Ward Officials Pay	\$7,120	\$0
City Clerk Department Total		\$20,170	\$0
City Manager			
20	Local Government Management Fellow	\$95,136	\$95,136
38	School St Garage Downtown Services Team Utilities	\$5,625	\$5,625
40	CIP #30 Hoit / Whitney Maintenance Costs	(\$3,000)	(\$3,000)
City Manager Department Total		\$97,761	\$97,761
Community Development			
26	Safety Footwear per UAW contract	\$1,330	\$1,330
27	Large Format Scanner	\$6,800	\$0
28	Water Quality Monitoring Dues	\$950	\$0
29	Restoration of Prof Development for Planning	\$900	\$0
30	Trail & Open Space Ranger PPT Position	\$22,551	\$22,551
31	Elimination of the Licensing Coordinator Position	(\$34,934)	(\$34,934)
32	Addition of 2nd PPT Health Services Inspector	\$30,351	\$30,351
34	Elimination of the ED Director Position	(\$169,470)	(\$169,470)
36	Elimination of CD-Admin Temp Expense	(\$12,915)	(\$12,915)
37	Elimination of CD-Admin OT	(\$19,134)	(\$19,134)
38	Restoration of Prof Development Funds for Code	\$8,000	\$0
39	Restoration of Prof Development for Engineering	\$4,100	\$0
40	ASCE Dues	\$270	\$270
42	Trail & Open Space Ranger PPT Position	(\$22,551)	\$22,551

Appendix B

<u>Program Change Requests</u>		Department	Manager
Community Development Department Total		(\$183,751)	(\$159,399)
Finance			
45	City Hall Greeter	\$96,058	\$0
46	NHCTCA Conference	\$350	\$0
47	NHMA Conference	\$150	\$0
48	NHTCA Annual Conference	\$1,200	\$0
49	NHGFOA Conference	\$260	\$0
Finance Department Total		\$98,018	\$0
Fire			
21	ESRI Training for Lead Dispatchers	\$3,750	\$3,750
22	Posicheck Calibration Cost Increase	\$25	\$25
23	Quantifit Calibration Cost Increase	\$60	\$60
25	Increase Department Extinguisher Program	\$400	\$400
30	Rehab Supplies	\$500	\$500
32	UTV Maintenance & Repairs	\$1,000	\$1,000
35	Fire Prevention FTE	\$58,363	\$0
36	Additional Ambulance Company	\$316,185	\$0
37	Increase Billet Minimum by One Paramedic	\$19,304	\$0
38	Fire Alarm Traffic Technician	\$45,586	\$0
40	Training Grounds Funds	\$4,800	\$4,800
41	Operations Professional Development	\$2,250	\$0
42	Administration Professional Development	\$2,125	\$0
43	Boat Storage Tent	\$900	\$900
45	Battalion Chief Cell Phone Stipends	\$2,400	\$2,400
46	American Ambulance Association Membership	\$1,395	\$1,395
47	Emergency Standby Generator Fuel	\$989	\$0
48	Paramedic / AEMT Tuition and Backfill	\$18,774	\$0
Fire Department Total		\$478,806	\$15,230
General Services			
60	Highways: Scissor Lift Attachment for Toolcat	\$12,070	\$0
61	Highways: Guardrail Replacement on North Spring	\$17,000	\$0
62	Highways: Main Street Light Post Repairs	\$5,000	\$5,000
63	Equipment Services: Outside Repairs	\$10,000	\$0
64	Equipment Services: Personal Safety Equipment	\$880	\$880
66	PPD: Temporary Labor-Swimming Pool Maintenance	\$9,000	\$0
67	PPD: Building Supplies/Materials-Increased Costs	\$6,640	\$6,640
68	PPD: Contracted Electrical Services-Increased Cost	\$1,200	\$1,200
69	PPD: HVAC Duct and Coil Cleaning	\$7,500	\$7,500

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<u>Program Change Requests</u>		Department	Manager
70	PPD: COMF Oil Sump and Drain Maintenance	\$2,500	\$2,500
71	PPD: Municipal Complex-Increased Grounds Maint.	\$4,290	\$4,290
72	Labor Grade Adjustment	\$29,370	\$29,370
79	PPD: Covid Related Expenses	\$112,084	\$0
98	General Fund: Required Training	\$2,200	\$2,200
General Services Department Total		\$219,734	\$59,580
Human Resources			
13	Wellness Points Restructure	\$64,000	\$0
14	Online Wellness Portal	\$50,000	\$0
15	Upgrade HR Generalist to LG 18, Non Con	\$4,408	\$0
16	DEI Training Initiative	\$2,500	\$2,500
17	Tyler Connect Conference	\$800	\$0
Human Resources Department Total		\$121,708	\$2,500
Information Technology			
16	Helpdesk Technician	\$74,941	\$74,941
17	Security Awareness Education Program	\$12,000	\$0
18	Compensation analysis	\$8,000	\$0
19	Remote Computer Farm	\$16,000	\$0
20	Expanded Online storage	\$2,000	\$0
21	Remote Access Consulting	\$6,000	\$0
22	Network Security Engineer	\$120,952	\$0
23	Password Manager software	\$30,000	\$0
24	Email Archive software	\$24,000	\$0
25	Two Factor Authentication	\$8,400	\$0
Information Technology Department Total		\$302,293	\$74,941
Legal			
9	Cell Phones (2)	\$1,200	\$1,200
Legal Department Total		\$1,200	\$1,200
Library			
13	Wireless Device Reimbursement	\$1,200	\$1,200
14	Admin Specialist II Position Upgrade	\$4,441	\$0
Library Department Total		\$5,641	\$1,200
Parks & Recreation			
27	New Position PPT Admin Tech II	\$21,766	\$0
28	Invasive Plant Control	\$6,300	\$0
30	Software and IPAD for Playground Inspection	\$2,500	\$2,500
31	Two Leased Trucks	\$7,200	\$0

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<u>Program Change Requests</u>		Department	Manager
33	Design Review for Splash Pad	\$9,000	\$0
34	Tree Work in Several Parks	\$15,000	\$0
35	COVID19 Expense Porta Toliets	\$1,120	\$0
36	Healy Park Clean Up	\$30,000	\$0
Parks & Recreation Department Total		\$92,886	\$2,500
Police			
52	Power DMS	\$6,500	\$0
53	Admin Tech III	\$74,377	\$0
54	Parking Space Lease	\$12,000	\$0
55	PT Community Service Aide	\$17,920	\$0
57	Training	\$10,000	\$10,000
59	Employee Recognition	\$10,000	\$0
60	LEADS Online	\$5,800	\$0
61	Police Canine Unit (OT Only)	\$34,600	\$0
62	Fitness Room Improvements	\$10,000	\$10,000
63	Police Mountain Bikes	\$2,500	\$2,500
64	Police Officer Position	\$98,850	\$0
65	Police Officer Position	\$98,850	\$0
66	Police Officer Position (7 months funded)	\$63,440	\$0
67	Police Officer Position (7 months funded)	\$63,440	\$0
68	SRO - Rundlett Middle School	\$28,330	\$0
69	Jacket Replacement	\$35,200	\$0
70	Computer Crimes Software Licensing	\$14,300	\$0
71	Computer Crimes Training	\$15,000	\$0
73	Ammunition	\$7,000	\$7,000
74	Police1 Academy	\$6,000	\$0
75	Key Management System	\$8,750	\$0
76	Tuition Reimbursement	\$4,950	\$0
77	Educational Degree Bonus (Contractual)	\$2,000	\$2,000
78	NH Chiefs of Police Conference	\$800	\$0
Police Department Total		\$630,607	\$31,500
General Fund Total		\$2,134,552	\$216,520
<u>Parking Fund</u>			
City Manager			
24	Covid-19 Parking Division Office Supplies	(\$5,500)	(\$5,500)
25	Covid-19 Parking Division Uniforms	(\$4,200)	(\$4,200)
26	Covid-19 Parking Division Vehicle Fuel	(\$935)	(\$935)
27	Covid-19 Parking Div. State St. Garage Maintenance	(\$15,150)	(\$15,150)
28	State Street Garage Snow Removal	\$4,200	\$4,200

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<u>Program Change Requests</u>		Department	Manager
29	State Street Parking Garage Pavement Markings	(\$5,665)	(\$5,665)
30	State Street Garage Pressure Washing	(\$4,000)	(\$4,000)
31	Covid-19 School St Garage Maintenance Reductions	(\$21,918)	(\$21,918)
32	School Street Garage Snow Removal	\$4,470	\$4,470
33	School Street Garage Pavement Markings	(\$16,630)	(\$16,630)
35	School Street Garage Water & Sewer	\$2,160	\$2,160
36	Covid-19 Storrs St. Garage Maintenance Reductions	(\$13,925)	(\$13,925)
37	Storrs Street Garage Snow Removal	\$6,605	\$6,605
38	Storrs Street Garage Pressure Washing	(\$9,000)	(\$9,000)
39	Storrs Street Garage Pavement Markings	(\$8,920)	(\$8,920)
40	Covid-19 Storrs St. Garage Building Supplies	(\$4,110)	(\$4,110)
41	Storrs Street Garage Taxes	(\$8,019)	(\$8,019)
42	Storrs Street Garage Supplemental Rent	(\$44,800)	(\$44,800)
43	School Street Garage Supplemental Rent	(\$137,522)	(\$137,522)
44	Non-meter Parking Ticket Revenues to Parking Fund	(\$50,000)	\$0
45	Parking Card (P-Card) Revenue Reduction	\$50,000	\$50,000
49	School St Garage Downtown Services Team Utilities	(\$5,625)	(\$5,625)
City Manager Department Total		(\$288,484)	(\$238,484)
Police			
18	Covid-19 Parking Division Vacant Position Deferral	(\$166,462)	(\$166,462)
22	Covid-19 Parking Division Professional Development	(\$3,800)	(\$3,800)
23	Covid-19 Parking Division Postage Reduction	(\$3,000)	(\$3,000)
46	Parking Encumbrance Permit Fees	(\$15,000)	(\$15,000)
47	Fee In Lieu of Parking Encumbrance Permit	(\$10,000)	\$0
48	Dumpster Pad Rental Fee to Parking Fund	(\$13,650)	(\$13,620)
Police Department Total		(\$211,912)	(\$201,882)
Parking Fund Total		(\$500,396)	(\$440,366)
<u>Airport Fund</u>			
General Services			
76	PPD: Labor Grade Adjustment	\$2,050	\$2,050
91	PPD: Airport Landing Lighting Megger Readings	\$1,000	\$0
General Services Department Total		\$3,050	\$2,050
Airport Fund Total		\$3,050	\$2,050
<u>Golf Course Fund</u>			
Finance			
74	Temporary Labor Increase	\$25,000	\$12,500
75	Add Senior Maintenance Aide	\$99,810	\$0
76	About Golf Yearly Subscription	\$4,800	\$4,800

Appendix B

<u>Program Change Requests</u>		Department	Manager
77	Flammable Material Cabinets	\$2,000	\$0
78	Cell Phone Allowance	\$1,200	\$1,200
79	Contracted Fairway Aeration	\$12,000	\$0
80	Replace Sewer Pump	\$7,500	\$0
81	Contracted Deep Tine Aeration of Greens	\$3,000	\$0
82	Furnace Replacement Unit #2	\$5,000	\$0
83	Professional Development	\$3,300	\$3,300
84	Building & Repairs	\$7,500	\$7,500
86	Cart and Green Fee Revenue	(\$89,880)	(\$89,880)
87	Merchant Fees	\$7,000	\$7,000
Finance Department Total		\$88,230	(\$53,580)
Golf Course Fund Total		\$88,230	(\$53,580)
 <u>Arena Fund</u>			
General Services			
94	Arena: Membership Dues	\$300	\$300
96	Arena: Paint (Ice)	\$700	\$700
97	Arena: Greeter	\$16,990	\$0
General Services Department Total		\$17,990	\$1,000
Arena Fund Total		\$17,990	\$1,000
 <u>Solid Waste Fund</u>			
City Manager			
39	Dumpster Pad Rental Fee to Parking Fund	\$13,650	\$13,620
City Manager Department Total		\$13,650	\$13,620
 General Services			
75	Solid Waste: Labor Grade Adjustment	\$3,130	\$3,130
General Services Department Total		\$3,130	\$3,130
Solid Waste Fund Total		\$16,780	\$16,750
 <u>NEOC TIF</u>			
City Manager			
51	11 Stickney Avenue FY22 Operating Costs	\$20,000	\$0
City Manager Department Total		\$20,000	\$0
NEOC TIF Total		\$20,000	\$0
 <u>Penacook Village</u>			
<u>TIF</u>			
City Manager			
50	CIP #30 Hoit / Whitney Maintenance Costs	\$24,000	\$24,000

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<u>Program Change Requests</u>		Department	Manager
City Manager Department Total		\$24,000	\$24,000
Penacook Village TIF Total		\$24,000	\$24,000
<u>Water Fund</u>			
General Services			
73	Water: Labor Grade Adjustment	\$20,130	\$20,130
92	Water: Chemical Compliance Testing	\$2,425	\$2,425
93	Water: Chemical Increase	\$7,680	\$7,680
99	Water: Required Training	\$8,195	\$8,195
General Services Department Total		\$38,430	\$38,430
Water Fund Total		\$38,430	\$38,430
<u>Wastewater Fund</u>			
General Services			
74	Wastewater: Labor Grade Adjustment	\$19,030	\$19,030
80	Wastewater: Sewage Pump Replacement (Loudon Road)	\$6,000	\$6,000
81	Wastewater: Valve Actuator Replacement - Penacook	\$15,000	\$15,000
82	Wastewater: Additional PFAS Laboratory Analysis	\$3,250	\$3,250
83	Wastewater: PT Equipment Operator (8 Hrs./Week)	\$12,000	\$12,000
84	Wastewater: Hazardous Gas Detection Equipment	\$5,000	\$5,000
85	Wastewater: HVAC Removal and Roof Repair	\$7,500	\$0
86	Wastewater: Purchase of new iPad with Cell Service	\$1,000	\$0
87	Wastewater: Effluent Nitrogen Testing	\$1,960	\$1,960
88	Wastewater: Lab. Purified Water System Maint.	\$2,025	\$2,025
89	Wastewater: Limble - CMMS	\$1,810	\$1,810
90	Wastewater: Chemical Increase	\$3,500	\$0
100	Wastewater: Required Training	\$5,150	\$5,150
General Services Department Total		\$83,225	\$71,225
Wastewater Fund Total		\$83,225	\$71,225
All Funds Total		\$1,925,861	(\$123,971)

Appendix C

GOALS & POLICIES

Concord City Council Adopted Fiscal Goals for 2020

A. ACCOUNTING, AUDITING AND FINANCIAL REPORTING

- Goal A1 Complete Consolidated Annual Financial Report (CAFR) and apply for Government Finance Officers Association (GFOA) award for excellence in achievement by December 31.

B. BUDGETARY AND FINANCIAL MANAGEMENT

- Goal B1 Comply with Government Finance Officers Association best practices where applicable.
- Goal B2 Develop annual budget document to meet the GFOA criteria for the Budget Award and annually, apply for the Government Finance Officers Association (GFOA) Budget Award within ninety days of budget adoption.

C. CAPITAL IMPROVEMENTS

- Goal C1 Fund and utilize capital reserve funds when available and appropriate to help provide a stable programmed approach to funding high priority capital needs.
- Goal C2 Commit 3% of General Fund Appropriations towards Capital Improvement Plan.
- Goal C3 Annually, prepare a ten year Capital Improvement Plan and consider future operation and maintenance costs as part of the projection.
- Goal C4: By Fiscal Year 2021, commit funds equal to 2% of the tax rate to support a neighborhood street paving, restoration and repair program. Annually these funds will be transferred to the Highway Capital Reserve trust. In order to reach the 2% goal, the final tax rate would be increased by .5% in Fiscal Years 2017 and, 2018, .25% in Fiscal Year 2019 and 2020, and .5% in Fiscal Year 2021.

D. CASH MANAGEMENT

- Goal D1 Aggressively pursue collection of property taxes and all other receivables due the City.

E. DEBT MANAGEMENT

- Goal E1 Limit General Fund debt service expenditures to between 10 and 14% of total appropriations
- Goal E2 Manage debt burden to 70% payoff within 10 years

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F. EMPLOYEE COMPENSATION AND BENEFITS

- Goal F1 Historically, the biggest factors forcing budget growth are increases in employee compensation and increased benefits costs. The City should have a compensation and benefit program that: (a) reflects the value of work performed by our employees; (b) includes incentives for superior job performance; (c) compares favorably with the compensation and benefits paid for similar work in the private and public sectors, and (d) considers the ability of the community to pay. Both our employees and the public must understand the mutual respect that such a policy warrants. Review compensation plan every 3-5 years for comparability to other municipalities and the private sector.
- Goal F2 Create an incentive program to reward high achieving employees that are not covered as part of a collective bargaining agreement. Recipients should be no more than 5% of non-contractual work force and amounts shall be no more than 2% of employee's annual salary.
- Goal F3 Reduce the annual escalation of health insurance benefit costs by requiring employees and retirees to bear an equitable portion of annual premium increases and consider the cost of Health Insurance, Retirement and other related benefits when determining wage increases for both contractual and non-contractual employees.
- Goal F4 Review retiree health insurance cost structure and reduce obligations as necessary.

G. ENTERPRISE, SPECIAL REVENUE AND OTHER FUNDS MANAGEMENT

- Goal G1 Maintain financially self-supporting enterprise funds with healthy financial positions.
- Goal G2 Maintain infrastructure, plant and facilities, and financial management, using proven industry-wide best practices to assure regulatory compliance and, system reliability and minimize the risk of infrastructure failure.
- Goal G3 Support planned economic development to attract and retain businesses through competitive rates and fees.
- Goal G4 Promote resource conservation and efficiency (water, electricity, fuel etc.).
- Goal G5 Other Funds. Other special revenue funds and trust funds shall only be used to support intended expenditures, i.e. Cemetery Perpetual Care and General Maintenance, Cemetery Flowers and Library Books and those created specifically for the purpose of supporting general capital and maintenance expenditures
- Goal G6 Every attempt shall be made to allocate General Fund overhead costs to enterprise and special revenue funds on a fair and consistent basis.

H. FUND BALANCES

See separate Fund Balance, Reserves and CIP Spending Priority Policy.

Appendix C

I. MUNICIPAL SERVICES EXPENDITURES AND REVENUES

- Goal I1 Focus efforts to reduce expense growth for all City expenses.
- Goal I2 Focus efforts to increase revenues and find new revenue sources wherever possible.
- Goal I3 Promote competitiveness with both the public and private sector in the delivery of services. Benchmarking should be promoted for all city services. Assess aspects of municipal operations for which privatization could reduce municipal costs.
- Goal I4 Evaluate the impact of subsurface utilities and other entities on road maintenance and repairs, and recover all costs that can be fairly allocated to those utilities/entities.
- Goal I5 Review impact fee coverage and the application of the impact fee ordinance.
- Goal I6 Consider an entrepreneurial approach to enhancing revenues. This should be done without detracting from the provision of public services to the City. It should generate a reasonable annual return on investment and expose the City to minimal financial risk.
- Goal I7 Periodically, conduct a thorough review of the City's fees and charges and recommend changes to the City Council as necessary.
- Goal I8 Seek payments in-lieu-of taxes from charitable institutions, and other governmental agencies that benefit from or receive city services.

J. TAX RATE MANAGEMENT

- Goal J1 Maintain a tax rate management policy that limits tax rate growth to near CPI level plus new programs or services and real new growth in property valuation.
- Goal J2 Tax rate target – the Fiscal Policy Advisory Committee should consider whether to recommend setting a tax rate target for the upcoming fiscal year budget no later than the February FPAC meeting.

Fund Balance, Reserves and CIP Spending Priority Policy

I. PURPOSE

This policy establishes the requirements for prudent care and management of City funds, provides for the proper execution of the City's fund balance to ensure the financial stability of the City, and codifies the spending priority of capital project revenues.

II. ACCOUNTABILITY

The City Manager and Deputy City Manager/Finance in conjunction with the City's Fiscal Policy Advisory Committee and City Council, shall oversee compliance of this policy.

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III. DEFINITIONS

- A. GASB Statement No. 54 – Governmental Accounting Standards Board Statement No. 54 as it relates to governmental fund balance reporting.
- B. Fund Balance Classifications
 - 1. Non-spendable – Portion of fund balance that cannot be spent because the balance is (a) not in spendable form or (b) legally or contractually required to be maintained intact (example: inventory or permanent funds).
 - 2. Restricted – Constraints placed on the use of resources are either (a) externally imposed by creditors, grantors, contributors, or laws/regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation (example: debt covenants or grant funds).
 - 3. Committed – Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government’s highest level of decision-making authority (Concord City Council). These funds cannot be used for any other purposes unless the same authority removes or changes the specified use by a similar action. The action to commit or remove/change the specific purpose should occur prior to the end of the reporting period, but any amount subject to the constraint may be determined in the subsequent period.
 - 4. Assigned – Amounts that are constrained with the intent to use for specific purposes but are neither restricted nor committed. Intent should be expressed by (a) the governing body itself, (b) a committee, budget or finance, or (c) an official to which the governing body has delegated the authority to assign amounts to be used for specific purposes.
 - 5. Unassigned – This is the residual classification for the General Fund. This represents amounts that have not been restricted, committed, or assigned to a specific purpose. The General Fund should be the only fund that reports a positive unassigned fund balance.

IV. POLICY

A. Requirements –

1. General Fund

- a. Unassigned fund balance – It is the policy of the City to achieve and maintain a general operating fund unassigned fund balance level of 18.5% of operating expenses by June 30, 2017.
- b. Assigned fund balance – Upon adoption of this policy, the City Council authorizes the City Manager to assign fund balance for a specific purpose; so long that said purpose is in keeping with this policy, the wishes of the City Council and its Fiscal Policy Advisory Committee, and is in the best interest of the City.
 - i. Utilization of Assigned fund balance will be presented to the City Council for action during the fiscal year immediately following the fiscal year of assignment.
 - ii. Any assigned fund balance not acted upon and/or utilized for the specific purpose for which the City Manager assigned will lapse to unassigned fund balance on June 30 of the fiscal year immediately following the fiscal year of assignment.
- c. Balanced Budget – It is the policy of the City Council to annually adopt a General fund operating budget such that current revenues equal or exceed current appropriations, overlay and war service credits.

Appendix C

2. Water and Sewer enterprise funds

- a. Operating fund reserves – It is the desire of the City to maintain financially self-supporting Water and Sewer Funds with rate stability and to avoid large rate increases. Therefore, it is the policy of the City to, over time, achieve and maintain operating, capital and rate stabilization reserves of:
 - i. Operating – 25% of operating expenses less debt service and pay as you go capital.
 - ii. Capital – 25% of debt service or no less than \$500,000.
 - iii. Rate Stabilization – 10% of operating revenue or no less than \$500,000.

3. Other enterprise and special revenue funds

- a. Operating fund reserves – It is the desire of the City to maintain financially self-supporting Other Enterprise and Special Revenue Funds with healthy financial positions. Therefore, it is the policy of the City to, over time, achieve and maintain working capital reserves of:
 - i. Golf fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
 - ii. Arena fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
 - iii. Parking fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
 - iv. Airport fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
 - v. Solid Waste fund – a minimum of 10% of operating expenses including debt service and capital expenditures.

4. All funds

- a. CIP Spending priorities – It is the policy of the City to adopt spending priorities for capital projects approved by the City Council. Unless otherwise determined by the Deputy City Manager/Finance or the City Manager to be in the best interest of the City, expenditures for capital projects shall be spent according to the following funding hierarchy order:
 - i. Bonds/notes – expenditures as they relate to long term financing of a project will have the highest priority and be spent first.
 - ii. Grants and awards – expenditures as they relate to revenues from grants or other awards that are not intended to be paid back to the grantor shall have the second highest spending priority and shall be spent second.
 - iii. Capital Reserves – expenditures as they relate to revenues derived from capital reserve funds shall have the third highest spending priority and shall be spent third.
 - iv. Cash or Capital Transfers – expenditures as they relate to revenues derived from operating budget transfers shall have the lowest spending priority and shall be spent only after all available funds have been expended for the intended purpose.
 - v. Dependent funding sources – while it is understood that certain bonds/notes/grants/awards may have certain spending limitations or city matches attached to it, these funds shall be spent to their greatest extent possible to maximize the utilization of the funds in the above order.

Appendix C

City Charter* (Finance items 32-43)

*Editor's note: The City of Concord adopted a new City Charter, as herein set out, in accordance with the provisions of RSA 49-B at the State General Election on Nov. 3, 1992. The former City Charter was adopted at a Municipal Primary Election on Oct. 11, 1949, as amended. The Charter as posted includes amendments as approved at the November 6, 2001, Municipal Election as well as the November 8, 2011 Municipal Election and the January 10, 2012 Presidential Primary. Ward lines amended per City Ordinance, September 11, 2017.

State law references: See Chapter 418, Laws 1949 for Initial Council-Manager Plan.

32. Fiscal Year.

The fiscal and budget year of the City shall begin on the first day of January unless another date shall be fixed by Ordinance.

33. Financial Control.

The City Manager shall appoint a Finance Director, who shall be other than the Treasurer, and who shall be chosen solely on the basis of executive and administrative qualifications and actual experience in and knowledge of accepted practices in respect to the duties of municipal fiscal management, and who shall maintain accounting control over the finances of the City, make financial reports, and perform such other duties as may be required by the Administrative Code or state law. The Finance Director shall audit and approve all authorized claims against the City before paying the same.

34. Budget Procedure.

At such time as may be requested by the City Manager or specified by the Administrative Code, the chief officer of each department shall submit an itemized estimate of the expenditures for the next fiscal year for the department or activities under the officer's control. The City Manager shall submit the proposed budget to the City Council at least forty-five (45) days before the start of the fiscal year of the budget. The City Council shall refer the proposed budget to the Finance Committee of the City Council for preliminary consideration. The Finance Committee is a committee of the whole City Council, presided over by the Mayor. In odd numbered years, the Finance Committee shall consist of the newly elected Mayor and City Councilors from and after the time they take the oath of office, together with Councilors whose terms in office include the ensuing fiscal year.

35. Budget Hearing.

A public hearing on the budget shall be held before its final adoption by the City Council, and notice of such public hearing together with a summary of the budget as submitted shall be published at least one week in advance by the City Clerk.

36. Date of Final Adoption.

The budget shall be finally adopted not later than the twenty-seventh day of the first month of the fiscal year. Should the City Council take no final action on or prior to such day, the budget, as submitted, shall be deemed to have been finally adopted by the City Council.

37. Appropriations After Budget is Adopted.

No appropriation shall be made for any purpose not included in the annual budget as adopted unless voted by a two-thirds majority of the City Council after a public hearing held to discuss said appropriation. The City Council shall by resolution designate the source of any money so appropriated.

Appendix C

38. Budget Control.

At the beginning of each quarterly period during the fiscal year and more often if required by the City Council, the City Manager shall submit to the City Council data showing the relation between the estimated and actual income and expenses to date; and if it shall appear that the income is less than anticipated, the City Council or City Manager with approval of the City Council, may reduce the appropriation for any item or items, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the cash income. The City Manager may provide for monthly or quarterly allotments of appropriations to departments, funds, or agencies under such rules as the City Manager shall prescribe.

39. Transfer of Appropriations.

After the budget has been adopted, no money shall be drawn from the treasury of the City, nor shall any obligation for the expenditure of money be incurred, except pursuant to a budget appropriation unless there shall be a specific additional appropriation therefor. The head of any department, with the approval of the City Manager, may transfer any unencumbered balance or any portion thereof from one fund or agency within the department to another fund or agency within the department. Such transfers shall be reported to the City Council as the Council may require. The City Manager, with the approval of the City Council, may transfer any unencumbered appropriation balance or any portion thereof from one department to another.

40. Depository.

The City Council shall designate the depository or depositories for City funds, and shall provide for the daily deposit of all City monies. The City Council may provide for such security for City deposits as it may deem necessary, except that personal surety bonds shall not be deemed proper security.

41. Independent Audit.

An annual independent audit shall be made of all accounts of the City government. Such audit shall be made by certified public accountants experienced in municipal accounting. Copies or abstracts of such audits shall be made public along with an annual report of the City's business. Audit services shall be obtained through periodic competitive bidding, as specified by Ordinance. Nothing in this paragraph shall prevent the City Council from requiring such other audits as it deems necessary.

42. Official Bonds.

Any City officer or employee (other than City Councilors) may be required by the City Manager to give a bond to be approved by the City Solicitor for the faithful performance of the duties of the office, but all officers receiving or disbursing City funds shall be so bonded. All official bonds shall be corporate surety bonds, and the premiums thereon shall be paid by the City. Such bonds shall be filed with the Finance Director.

43. Borrowing Procedure.

Subject to the applicable provisions of state law and the Administrative Code, the City Council by Resolution may authorize the borrowing of money for any purpose within the scope of the powers vested in the City and the issuance of bonds of the City or other evidence of indebtedness therefor, and may pledge the full faith, credit, and resources of the City for the payment of the obligation created thereby. Borrowing for a term exceeding one year shall be authorized by the City Council only after a duly advertised public hearing.

Appendix D

FUND STRUCTURE

As a governmental organization, the City of Concord utilizes a fund accounting structure where financial activities are aggregated for specific purposes.

The General Fund is the largest fund and encompasses the more traditional governmental services. The General fund is primarily funded by property taxes. General fund revenues are listed in detail by function and classification at the beginning of the budget document, followed by General fund department appropriation recommendations. The General fund is considered a major fund.

Other funds are established pursuant to state law or prudent financial management and are accounted for using Generally Accepted Accounting Principles (GAAP).

Special Revenue funds are used to account for revenues dedicated to a specific purpose. These funds include Inspection, Parking, Airport, Conservation Property, Golf, Arena, and Solid Waste and are considered non-major. Revenues and expenses are listed by fund.

Enterprise funds are similar to a commercial enterprise in that they are self-supporting and provide goods or services to the public on a user charge basis. These funds include Water and Wastewater. Revenues and expenses are listed by fund. The Water and Wastewater funds are considered major funds.

Capital funds are used to account for capital improvement projects. The City produces an annual capital budget that details the current year funding for the ten-year Capital Improvement Program (CIP). The current year portion of capital expenditures to be met from operating funds is contained in the operating budget as transfers, along with debt service on bonded projects. Capital Project funds are considered major funds. Additionally, these funds are non-lapsing at the end of the fiscal year, and as such, span more than one fiscal year.

Debt Service funds are established to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources. These funds include the North End Opportunity Corridor Tax Increment Financing (NEOCTIF) District, Sears Block Tax Increment Financing (SBTIF) District, and Penacook Village Tax Increment (PVTIF) Financing District.

The City has a number of additional non-major funds that are audited and included in the City's Comprehensive Annual Financial Report (CAFR) that are not part of this budget document and may receive an appropriation during the fiscal year. When they do, City Council must approve the appropriation with a two-thirds majority vote. Those funds are:

Special Revenue funds: Community Development, Housing Revolving Loan, Impact Fee, Grants and Donations, Durgin Garage, Nelson, Forrest and Conservation, Cemetery, Library, Mountain Green, Downtown Economic Development, SVMS Project, Fire Facility Renovations, Open Space Protection, and Capital Commons Garage

Capital Project funds: Route 3 Corridor, Manchester Street, North End Opportunity Corridor, Sears Block, and Penacook Village Capital

Permanent Funds: Cemetery, Library, Dedicated Income, and Other

Financial results for all funds can be found in the 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.

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The modified accrual basis of accounting is used by all General, Special Revenue, and Capital Project funds. This means that revenues are recognized when they become both “measurable” and “available” (“measurable” meaning that the amount of the transaction can be determined, and “available” meaning that it is collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period). For these purposes, the City considers certain revenues related to the current period to be “available” if they are collected within 60 days of the end of the current period. Expenditures are recorded when liabilities are incurred, with the exception of principal and interest payments on long-term debt, which are recognized as expenditures when due.

The accrual basis of accounting is utilized by all Enterprise funds, where revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

Appropriations in all operating Funds lapse at year-end, however, encumbrances and amounts specifically designed to be carried forward to the subsequent year (i.e., multi-year capital projects and approved grants and donations) do not lapse.

Basis for Budgeting - The City’s basis for budgeting is consistent with Generally Accepted Accounting Principles (GAAP) and with the City’s financial statements as presented in the 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 begin preparing requests for the budget in December. By amended City Charter, the City Manager must review these requests and submit a budget to the City Council forty-five days before the beginning of the fiscal year, or no later than May 16th each year. According to the Charter, City Council must then adopt a budget by July 27th, or the City Manager’s Proposed Budget is automatically adopted. However, City Council has adopted an ordinance providing for budget adoption by the beginning of the new fiscal year.

City staff keeps the City Council advised through quarterly financial statements with an executive summary. The Fiscal Policy Advisory Committee (FPAC) and the City Council also receive a modeled projection of revenues and expenditures for the current and five future years.

City Council Review, Public Hearing, and Adoption - Section 35 of the City Charter requires a public hearing on the budget. In preparation thereof, the City Council forms a “committee of the whole” called the Finance Committee that reviews the budget between introduction and adoption (see the “Budget Schedule” section for meeting dates). The Finance Committee holds a public hearing and may amend the budget before a final vote is taken.

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Amendment - No appropriation shall be made for any purpose not included in the annual budget unless voted by two-thirds majority of the Council after a public hearing is held to discuss said appropriation. The Council shall, by resolution, designate the source of any money so appropriated.

Budget Control - At the beginning of each quarterly period during the fiscal year and more often if required by the City Council, the City Manager shall submit to the City Council data showing the relationship between the estimated and actual income and expenses to date, and if it shall appear that the income is less than anticipated, the City Council or City Manager with approval of the City Council, may reduce the appropriation for any item or items, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the cash income. The City Manager may provide for monthly or quarterly allotments of appropriations to departments, funds, or agencies under such rules as the City Manager shall prescribe.

Annual Report of Financial Results - Following the end of the budget accounting period, the City prepares (in accordance with Generally Accepted Auditing Standards) and distributes a 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 fund and five of the Special Revenue funds.

Also, as part of the annual budget process, the City reviews all general fund revenues to determine budgetary needs. Enterprise and Special Revenue funds are reviewed for competitiveness and support of operations. Most Enterprise and Special Revenue funds are fully self-supporting and provide administrative overhead payments to the General fund. Though not all Special Revenue funds are self-supporting, each fund strives to have current revenues cover current expenditures.

Appendix D

Classifications - Revenue

Property Taxes

Property Taxes

Other Taxes

Excavation Activity Tax

Payment-In-Lieu-of-Tax (PILOT)

Timber Tax

Intergov Revenue

Other Gov Agencies - Federal

Other Gov Agencies - State

Drug Forfeiture or Restitution

Airport Operators Grant

Rooms and Meals Tax

Highway Block Grant

Household Waste

Share of Debt Service

Railroad Tax

Other Gov Agencies - Local

School District Payments

Rental Income

Rental Income

Fines and Penalties

Fines and Penalties

Parking Penalties

False Alarm Penalties

Fines for Overdue Items

Fines for Code Prosecution

Court Ordered Payments

Licenses and Permits

Fire Prevention Permits

Construction Permits

Other Permits

Licenses

Street Damage Fees

Investment Income

Investment Income

Donations

Donations

Transfer In

Transfer In - Trust

Transfer In - General

Transfer In - Inspection

Transfer In - Parking

Transfer In - Airport

Transfer In - Conserv Prop

Transfer In - Impact Fee

Transfer In - Golf

Transfer In - Arena

Transfer In - Solid Waste

Transfer In - NEOCTIF

Transfer In - Sears Block TIF

Transfer In - Penacook TIF

Transfer In - Water

Transfer In - Wastewater

Capital Contribution

Utility Investment Fee

Use of Fund Bal/RE

Use of Fund Balance

Motor Vehicle Reg

Motor Vehicle Registrations

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Dept Service Charges

MV Transportation Surcharge
 MV Transportation Admin
 MV Waste Disposal
 MV State Agent Admin
 Reports, Prints, and Copies
 Recording Fees
 Application Fees
 Review Fees
 Inspection Fees
 Camps
 Aquatics Programs
 Program Fees
 Salt Sales
 Tree Sales
 Timber Sales
 Mark-up
 Non-Resident Library Fees
 Sundry Services
 Special Duty Services
 Police Patrol Services
 Cruiser Rental Fee
 Police Witness Fees
 Ambulance Charges
 Alarm Boxes
 Motor Vehicle Waste Disposal
 Concession Sales
 Private Fire Service
 Other Service Charges
 Sludge Disposal
 Testing Services

Parking-Metered

Metered Parking
 Metered Parking Cards

Water Sales

Water Usage
 Water Availability

Wastewater Sales

Sewer Usage
 Sewer Usage-Towns
 Leachate Processing
 Septage Processing

SW Commercial Sales

Commercial Disposal
 DTSWRD - Downtown SW Rem Dist

SW Residential Sales

PAYT Bags
 PAYT Containers
 Contaminated Loads
 Cart Collection Program

Golf Permit and Fees

Seasonal Passes
 Daily Fees

Pro Shop Sales

Cart Rental
 Handicapping
 Driving Range
 League and Tournament Fees
 Golf Simulator Revenue
 Pro Shop Sales

Retiree Health Reimb

Retiree Health Insurance

Other Revenue

Sales of Lots and Niches
 Sale of Assets
 Advertising
 Cable TV Franchise
 Finance Charges
 Insurance Dist and Credits
 Forest Loss Reimbursement
 Reimbursements
 Other Revenue

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Classifications - Expense

Compensation

Full Time
Part Time
Temporary
Overtime
Holiday
Allowance

Fringe Benefits

Retirement
FICA
Beneflex
Retiree Health
Worker's Compensation
Unemployment Insurance

Outside Services

Professional Development
Business Expense
Dues & Memberships
Repairs and Maintenance
Professional Services
Software/Hardware Maintenance
Advertising
Rent
Communications
Postage
Bond Costs

Supplies

Office Supplies
Library Books and Materials
Departmental Supplies
Auto Parts
Grounds and Horticultural
Building Supplies
Uniforms
COGS
League and Tournament
Chemicals
Vehicle Fuel
Winter Treatment Supplies

Utilities

Electricity
Natural Gas and Propane
Solid Waste Disposal
Heating Oil and Kerosene
Water and Wastewater

Insurance

Insurance Deductible
Property and Auto Insurance
Liability Insurance

Capital Outlay

Capital Outlay - GL

Debt Service

Principal
Interest

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Miscellaneous

- Other
- Taxes - Real Estate
- Special Programs
- Contingency

Transfer Out

- Transfer Out - Trust
- Transfer Out - General
- Transfer Out - Parking
- Transfer Out -Grts & Donations
- Transfer Out - Golf
- Transfer Out - Solid Waste
- Transfer Out - Gen Cap Proj
- Transfer Out - Water Capital
- Transfer Out - Wastewater Cap

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GLOSSARY

Accrual - An accrual allows an entity to record expenses and revenues for which it expects to expend cash or receive cash, respectively, in a future reporting period.

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 Budgeting and Accounting - Capital projects can be funded by current revenues (transfers), grants, or the issuance of bonds. Projects may be small or large, requiring a few months to several years to complete. Relatively small, possibly recurring capital outlays are budgeted in operating funds and will appear in operating department accounts. Unspent outlay funds at year-end typically lapse. Large, more complex, or longer term projects with multiple revenue sources (including bonds) are accounted for in separate Capital Project funds. Capital Project funds do not lapse at year-end, but must be "closed out" at project completion.

Capital Expenditure - Payments made by the City to acquire, upgrade, improve, or extend the life of long-term assets such as property, infrastructure, or equipment with a useful life of more than five years. These expenditures are not for day-to-day operations such as compensation, inventory, maintenance, and advertising.

Capital Improvement Program (CIP) - A plan for capital expenditures to be incurred each year over ten plus years to meet capital needs arising from the long-term work program or other needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Classification (of Revenue or Expense) - A grouping of similar line items (see complete listing in preceding "Classifications" section).

COMF (Combined Operations and Maintenance Facility) - The facility, constructed in 1990 at 311 North State Street, serves the City General Services operations and Concord School District transportation operations.

Debt Service - Principal and interest payments on bonds issued by the City to fund Capital Projects. This includes debt service on past bond issues, as well as those anticipated in the current year of the CIP.

Depreciation - A method of allocating the cost of a tangible asset over its useful life. Businesses depreciate long-term assets for both tax and accounting purposes. Depreciation is a decrease in value due to wear and tear, decay, decline in price, etc.

ERP (Enterprise Resource Planning System) - an organization-wide computing platform consisting primarily of financial, procurement, human resource, and budget modules, but expandable and flexible enough to provide 24/7 customer self-service and other integrated components.

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FTE (Full Time Equivalent) - is a unit of measure that indicates the workload of an employed person in a way that makes workloads comparable across various contexts. An FTE of 1.0 indicates a workload 40 hours per week for 52 weeks per year or 2,080 hours annually ($40 * 52 = 2,080$). For example, a person or position may be budgeted to work 20 hours per week annually, and the calculation would be: $(20 * 52 = 1040) 1040\text{hrs} / 2080 \text{ hrs} = .5 \text{ FTE}$.

Function – A term used to identify functional areas (e.g. General Government, Public Safety, Parking, Golf, Solid Waste, Sears Block TIF District).

Fund - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities or balances (and changes therein), are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance – Generally, fund balance represents the difference between the current assets and current liabilities. The City reserves those portions of fund balance that are legally segregated for a specific future use or which do not represent available, spendable resources and are not available for appropriation or expenditure. Unassigned fund balance indicates that portion of fund balance that is available for appropriation in future periods.

The City's fund balance classifications are as follows:

- 1) **Non-spendable funds** are either un-spendable in the current form (i.e. inventory or prepaid items) or can never be spent (i.e. perpetual care).
- 2) **Restricted funds** are used solely for the purpose in which the fund was established. In the case of Special Revenue funds, these funds are created by statute or otherwise have external constraints on how the funds can be expended.
- 3) **Committed funds** are reported and expended as a result of resolutions passed by the highest decision making authority in the City, the City Council. These resolutions constitute a binding constraint that establishes, modifies, or rescinds a fund balance commitment.
- 4) **Assigned funds** are used for specific purposes as established by management. These funds, which include encumbrances, have been assigned for specific goods and services ordered but not yet paid for. The City's fund balance policy, approved by City Council, permits the City Manager and Finance Director to assign fund balance amounts to a specific purpose. This account also includes fund balance to be used in the subsequent fiscal year.
- 5) **Unassigned funds** are available to be spent in future periods.

Fund Equity - Fund equity at the governmental fund financial reporting level is classified as "fund balance". Fund equity for all other reporting is classified as "net position".

Fund Type - Categories into which all funds are placed. Governmental fund types include General, Special Revenue, Tax Increment Finance District (Debt Service), and Capital Project funds, whereas proprietary fund types include Enterprise funds.

GAAP (Generally Accepted Accounting Principles) Accounting - GAAP standards are established by the Governmental Accounting Standards Board and are similar to standards set for accounting in the private sector. The City complies with this standard.

GASB (Governmental Accounting Standards Board) - A board whose mission is to establish and improve standards of state and local governmental accounting and financial reporting that results in useful information for users of financial reports.

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GASB 45 - Compliance with this accounting requirement reveals the accrued liability for Other Post-Employment Benefits (OPEB) excluding pensions.

GASB 54 - Compliance with this accounting requirement created new categories of fund balance reporting to provide consistency among governmental agencies.

Net Position - Net position represents the difference between assets/deferred outflows and liabilities/deferred inflows. Net investment in capital assets, net of related debt, consist of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing uses for the acquisition, construction or improvement of those assets. Net position is reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors, or laws or regulations of other governments. The remaining net position is reported as unrestricted.

Overlay and War Credits - This represents a portion of municipal taxes raised to cover the expense of tax appeals and credits against taxes due by veterans.

Reserves or Assigned, Committed, Restricted, or Non-spendable Fund Balance - Those portions of fund balance that are not appropriable for general expenditure or that are legally segregated for a specific future use.

Retained Earnings - An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Service Indicators - Are used to describe activities conducted or performed by a program, department, or division. Service indicators support quantifiable and qualifiable funding levels as indicated in the budget.

Surplus - The portion of prior year unassigned fund balance that may be used to offset current year tax revenues.

Tax Anticipation Notes (TANs) - Notes (or warrants) issued in anticipation of the collection of taxes, usually retirable only from tax collections, and frequently only from the proceeds of the tax levy whose collection they anticipate.

Tax Increment Finance (TIF) District - financing of public improvements with the incremental taxes created either by new construction, expansion, or renovation of property within a defined portion of the community.

Tax Stabilization Reserve - A reserve of general fund committed fund balance on the balance sheet with Council approval. See the City's most recent Comprehensive Annual Financial Report.

Transfers In/Out - Transfers between City funds. In the General Fund, transfers-in from other funds recognize the cost of providing administrative services by the General fund to Special Revenue and Enterprise funds. General Services also charges administrative services to the Special Revenue and Enterprise funds under its management control.

Trust Fund - Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

Unassigned Fund Balance - The portion of fund equity not assigned, committed, restricted for a specific purpose, or a non-spendable balance. A portion would be available for offsetting future year's expenditures. The City Council Fiscal Goals Committee has set target unassigned fund balance levels to retain for each operating fund to help ensure fiscal health.

Appendix D

STATISTICAL INFORMATION

Community and Economic Profile

The City of Concord is located in Merrimack County, approximately 70 miles north of Boston, Massachusetts, on the Merrimack River in South Central New Hampshire. According to the U.S. Census Bureau, the City has an estimated population of 43,627 as of July 1, 2019, a 2.21% increase over the last official census as of April 1, 2010 number of 42,683, and occupies a land area of 64 square miles.

Concord was originally settled in 1727, incorporated in 1765, and established as the state capital in 1808. Government is by an elected 15-member council and an appointed City Manager. The City also serves as the Merrimack County seat and Federal Court seat. Two separate school districts serve the City - the Concord School District and the Merrimack Valley School District.

Policymaking and legislative authority are vested by City Charter in the 15-member Council. Under the Charter, originally adopted in 1853, and most recently amended in 2012, the appointed City Manager is solely responsible for carrying out the policies and ordinances of the City Council. The Council is elected on a non-partisan basis. Ten ward councilors, and the mayor, are elected every two years. The four remaining “at-large” councilors are elected to staggered 4-year terms, two every two years. The current mayor is former City Councilor James P. Bouley who was first elected mayor in November 2007. In November 2019 he was re-elected for his seventh consecutive term. Thomas J. Aspell, Jr., the City Manager, was appointed in April 2006. The City has had four City Managers since 1978. The City Manager, pursuant to the City Charter, has all appointive and dismissal powers for paid employees of the City. Appointive authority for boards and commissions is shared between the Mayor, City Council and City Manager.

In addition to serving as the seat of state and county government, Concord hosts several federal agencies, and is the only full-service local government between Laconia - 25 miles to the north, Manchester - 20 miles to the south, Keene - 54 miles to the west, and Portsmouth - 50 miles to the east. The City provides and annually appropriates for the following services: water treatment and supply; wastewater collection and treatment; solid waste collection and recycling; highway construction and maintenance, including snow plowing, storm sewer system and related infrastructure maintenance and construction; prosecutorial, police and fire protective services (including advanced life support); airport, parks, golf course and ice arena; library and recreational facilities and programs; human services; planning, economic and community development, and code enforcement services.

Local Economy

Fiscal year 2020 brought about many unforeseen challenges as the coronavirus pandemic took hold of our community and nation during the last few months of the fiscal year. The City took steps to help mitigate the medical and financial impacts of the pandemic to its citizens, including closing city recreational and leisure facilities in accordance with the Governor’s Safer at Home order, encouraging employees who have the ability to work from home to do so, working with local eateries and easing outdoor dining regulations to enable them to offer new or additional outdoor dining options to their customers, and temporarily halting the pay-as-you-throw bag requirement and allowing residents to dispose of refuse at no cost. To help offset the cost of some of these programs, the City applied for and recognized revenues from a variety of sources, including \$54,317.57 from the Federal Emergency Management Agency (FEMA), \$31,756.97 from the United States Department of Justice, \$60,364.12 from the United States Department of Health and Human Services, \$725,681.72 from the State of New Hampshire Governor’s Office for Emergency Relief and Recovery (GOFERR) including \$382,799.40 as part of the First Responder Stipend Program, and \$36,281.77 from the State of New Hampshire as a reimbursement for employee emergency management services rendered.

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 2020 was 8.6%. This compares favorably to New Hampshire’s rate of 9.1% and to the United States rate of 11.2 %. Concord’s rate also remains the lowest among the top three New Hampshire cities with Manchester at 10.5% and Nashua at 10.6%. Concord’s unemployment rates have remained lower than the State since 1992 except for the months of March, April and June, 2005.

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The assessed value of taxable property as of April 1, 2019 increased overall by 3.90% compared to April 1, 2018. The cumulative total residential, manufactured homes and condominiums increased 5.14% in assessed value. The average assessed value of a single family home in Concord as of April 1, 2019 was \$267,155, up 4.6% from \$255,319 the year before.

Tax collections percentage as of June 30, 2020 for the 2019 Tax Year was 98.0%, slightly lower than the previous year. Total tax delinquencies for all years were stated at \$3.1 million, up \$0.7 million from the previous year. Vigorous collection efforts by the Tax Collector's Office have resulted in no material increases in the number of properties which the City takes title through tax deeds. Anticipating increased delinquencies, the Collector's Office initiated a significant outreach, communication and visitation program to affect this result. The City Council's Number One Fiscal Goal for cash management is directed towards a targeted property tax collection program which is aimed at maintaining high collection rates.

The City has a robust program of business attraction and retention coordinated by its Economic Development Director, Community Development Department and City Administration. Resources include a separate Economic Development website as well as a real estate database to assist site selectors. The Economic Development Director also conducts the City's business visitation program.

During FY20, NH Mutual Bancorp opened its second New Hampshire based operating center at 16 Foundry Street.

The City also continued its efforts to overhaul its zoning ordinance via a new form-based code in FY20. This work will result in a complete re-understanding of zoning and land use in the community. Implementation of phase 1 of this effort is expected in FY21.

On September 18, 2019, the City sold 2.5 acres of the former Allied Leather Tannery site to the Caleb Development Corporation for \$540,000 for the purposes of developing a 54 unit workforce housing project at the property. Phase I was initiated in FY20 and was completed in October 2020. When fully completed, the project will generate \$4 million in new Assessed Value. To support the project, the City secured a \$500,000 Community Development Block Grant (CDBG) to complete various infrastructure improvements on behalf of the project.

Since the completion of the Downtown Complete Streets Project (aka the Main Street Project) in 2016, 88 new market rate dwelling units have been built in the greater Main Street area. These units have tapped into a significant demand for quality housing in Concord demonstrated by a 0.8% vacancy rate for residential.

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. The exception is the Golf Fund, which received general fund support for their Fiscal Year 2020 operations, and Solid Waste Fund, which receives approximately \$1,000,000 annually.

Appendix D

Demographics*



Community Contact	Concord Community Development Department Carlos Baia, Deputy City Manager 41 Green Street, City Hall Concord, NH 03301
Telephone	(603) 225-8595
E-mail	communitydevelopment@concordnh.gov
Web Site	www.concordnh.gov
Municipal Office Hours	Monday, Tuesday, Wednesday, Friday, 8 am - 4:30 pm, Thursday, 8 am - 6 pm
County	Merrimack
Labor Market Area	Concord, NH Micropolitan NECTA
Tourism Region	Merrimack Valley
Planning Commission	Central NH Regional
Regional Development	Capital Regional Development Council
Election Districts:	
US Congress	District 2 (All Wards)
Executive Council	District 2 (All Wards)
State Senate	District 15 (All Wards)
State Representative	Merrimack County 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.

Villages and Place Names: Concord Heights, East Concord, Penacook, Riverhill, West Concord, Curtisville, Diamond Hill

Population, Year of the First Census Taken: 1,747 residents in 1790

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Population Trends: Population change for Concord totaled 13,605 over 49 years, from 30,022 in 1970 to 43,627 in 2019. The largest decennial percent change was a 22 percent increase between 1980 and 1990; all other decades increased by ten percent or less. The 2019 Census estimate for Concord was 43,627 residents, which ranked third among New Hampshire's incorporated cities and towns.

Population Density and Land Area, 2019 (US Census Bureau): 682.1 persons per square mile of land area. Concord contains 64.0 square miles of land area and 3.2 square miles of inland water area.

Housing (American Community Survey (ACS) 2015-2019)

Total Housing Units	18,663
Single-Family Units, Detached or Attached	9,045
Units in Multiple-Family Structures:	
Two to Four Units in Structure	3,063
Five or More Units in Structure	5,604
Mobile Homes and Other Housing Units	951

Population (US Census Bureau)

<u>Total Population</u>	<u>Community</u>	<u>County</u>
2019	43,627	151,391
2010	42,695	146,445
2000	40,765	136,716
1990	36,994	120,618
1980	30,400	98,302
1970	30,022	80,925

Demographics (ACS 2015-2019)

Population by Age Group

Under age 5	2,089
Age 5 to 19	6,806
Age 20 to 34	9,993
Age 35 to 54	11,540
Age 55 to 64	5,731
Age 65 and over	7,085
Median Age	40.2 years

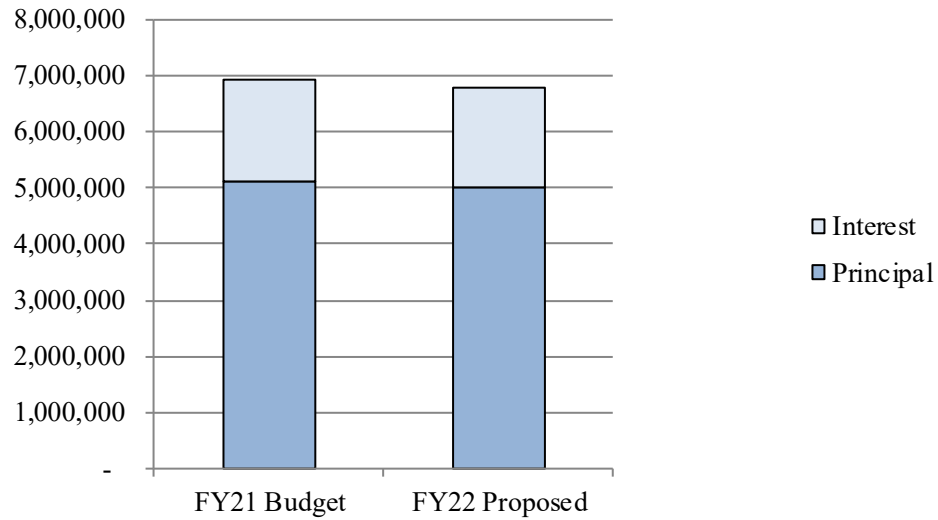
Educational Attainment, population 25 years and over

High School graduate or higher	92.2%
Bachelor's degree or higher	37.9%

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Aggregated Debt Service—Other Appropriations (Non General Fund)

Debt Service	FY21 Budget	FY22 Proposed
Interest	1,791,730	1,787,050
Principal	<u>5,120,790</u>	<u>4,996,350</u>
Grand Total	6,912,520	6,783,400



Appendix D

Projected Ending FY22 Fund Balance/Net Position Description of Changes +/- 10%

Fund	Estimated Beginning FY22 Fund Balance/ Net Position	FY22 Budget Revenue	FY22 Budget Expense	Projected Increase/(Decrease) in Fund Balance/ Net Position	Projected Ending FY22 Fund Balance/ Net Position	% Change
General Fund	18,793,718	69,638,734	69,638,734	-	18,793,718	0%
Non-Major	2,577,230	9,784,496	10,298,880	(514,383)	2,062,848	-20%
Water Fund	51,426,878	6,510,860	7,005,233	(494,373)	50,932,505	-1%
Sewer Fund	46,282,801	8,449,403	8,766,529	(317,126)	45,965,675	-1%
Total Enterprise Funds	97,709,679	14,960,263	15,771,762	(811,499)	96,898,180	-1%
N End Opportunity Corridor TIF	2,122,414	368,325	245,810	122,515	2,244,929	6%
Sears Block TIF District	447,284	1,049,830	1,200,550	(150,720)	296,564	-34%
Penacook Village TIF District	239,353	206,260	81,125	125,135	364,488	52%
Total Debt Service Funds	2,809,051	1,624,415	1,527,485	96,930	2,905,981	3%

For Budgetary Purposes Only

Non-Major Funds

Due to the COVID-19 pandemic four of the seven special revenue funds are anticipated to have expenses greater than revenue in FY22 continuing the trend started in late FY20. In FY21, six of the seven funds are anticipated to experience losses estimated at \$820,000 eroding each fund's ending FY21 balance. Projecting that the current local economic trend will continue through part of FY22 these same funds anticipate losses for FY22 of \$521,000. The Parking fund anticipates a negative fund balance at the end of FY22 of \$72,000.

The Golf fund is the outlier of these non-major funds. It has experienced revenue growth as people shows a renewed interest in all things outdoors. This is the only fund that projects a growth in net fund balance for FY21 and FY22.

Tax Increment Finance (TIF) Districts/Debt Service Funds

Although, the total for the three debt services funds is expected to change by three percent, it is worth noting that the Sears Block TIF (SBTIF) anticipates a drop in revenue from property taxes of \$184,000. This can be attributed to a drop in assessed value for commercial property due to the pandemic.

Appendix D

Departmental Fund Relationship

Department	Major Funds				Non-Major Funds				
	General Fund	Major Capital Projects Fund	Enterprise Funds		Special Revenue Funds				Debt Service Funds
			Water Fund	Sewer Fund	Solid Waste Fund	Arena Fund	Golf Fund	Other Funds	
City Manager	X	X						X	X
Legal	X								
Assessing	X								
Human Resources	X								
Finance	X	X	X	X	X	X	X	X	X
Information Technology	X	X							
City Council	X								
City Clerk	X								
General Overhead	X	X	X	X	X	X	X	X	X
Police	X	X						X	
Fire	X	X							
General Services	X	X	X	X	X	X		X	X
Community Development	X	X						X	
Library	X								
Parks & Recreation	X	X					X		
Human Services	X								

**General Fund Pro Forma
FY2021 - FY2027**

Revenues:	FY21 Budget	FY21 Estimate	FY22 Request	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
Property Taxes	42,608,575	43,082,514	44,157,853	49,082,186	51,471,489	54,090,876	57,626,676	61,036,716
Other Taxes	808,479	790,640	709,572	709,600	702,500	702,500	702,500	695,500
Intergov Revenue	5,203,123	5,253,699	4,096,234	3,891,400	3,949,800	4,009,000	4,049,100	4,109,800
Rental Income	285,940	186,540	278,502	278,500	281,300	281,300	270,600	270,600
Fines and Penalties	566,500	547,900	586,000	591,900	597,800	597,800	575,200	575,200
Licenses and Permits	948,480	966,200	1,164,785	1,118,200	1,118,200	1,140,600	1,174,800	1,210,000
Investment Income	140,000	48,000	45,000	33,800	16,900	22,000	38,500	39,100
Donations	48,200	45,100	48,200	47,700	47,000	47,000	49,400	49,400
Transfer In	4,079,600	3,920,693	3,901,793	3,423,800	3,423,800	3,458,000	3,509,900	3,562,500
Motor Vehicle Reg	7,000,000	7,000,000	7,100,000	6,958,000	6,818,800	6,818,800	7,000,000	7,140,000
Dept. Service Charges	3,603,259	3,350,878	3,532,394	3,532,400	3,550,100	3,567,900	3,585,700	3,603,600
Retiree Health Reimb	1,338,680	1,317,500	1,334,950	1,335,000	1,335,000	1,335,000	1,335,000	1,335,000
Other Revenue	1,044,520	1,201,135	963,450	963,500	1,011,700	1,062,300	1,115,400	1,115,400
Use of Fund Bal/RE	2,501,692	-	1,750,000	-	-	-	-	-
Total Revenues	70,177,048	67,710,800	69,668,734	71,965,986	74,324,389	77,133,076	81,032,776	84,742,816

Expenses:

O&M Expenses	57,937,029	57,288,356	59,450,353	61,368,000	63,259,000	65,231,400	68,386,500	70,537,800
Capital Transfer	414,192	412,500	268,790	717,000	679,500	585,000	840,000	1,051,000
Transfer Out to SW	1,061,588	1,061,588	1,061,588	1,093,440	1,126,240	1,160,030	1,194,830	1,230,670
Transfer Out Trust & Other Funds	3,020,300	2,940,300	1,272,153	1,272,153	1,383,716	1,383,716	1,383,716	1,383,716
Capital Outlay	55,700	20,700	25,600	44,500	45,400	46,500	47,000	48,400
(New) Tax Rate Portion of Paving Program				111,563	124,083			

Authorized Unissued Debt	1,119,000							
Bonded CIP	Informational		4,635,000	8,418,000	14,659,400	10,192,000	15,815,000	24,650,500
Associated Debt Service		108,170	448,050	844,320	1,532,520	1,067,870	1,696,700	2,875,892

Debt Service:

Future Debt Service Estimate				556,220	1,400,540	2,933,060	4,000,930	5,697,630
Debt Service	7,688,239	7,688,239	7,590,250	6,803,110	6,305,910	5,793,370	5,179,800	4,793,600
Total Expenses	70,177,048	69,411,683	69,668,734	71,965,986	74,324,389	77,133,076	81,032,776	84,742,816

Overlay & War Service Credit	467,400	567,800	567,800	567,800	567,800	567,800	567,800
Amount to be Raised by Property Taxes	44,625,253	49,649,986	52,039,289	54,658,676	58,194,476	61,604,516	
Assessed Value (000)	4,672,801	4,686,801	4,700,801	4,714,801	4,728,801	4,742,801	
Projected Property Tax Rate	9.55	10.59	11.07	11.59	12.31	12.99	
Projected Increase		10.9%	4.5%	4.7%	6.2%	5.5%	

**Parking Fund Pro Forma
FY2021 - FY2027**

		FY21 Budget	FY21 Estimate	FY22 Request	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
Revenues:									
	Revenue	2,696,167	1,949,054	2,222,620	2,652,889	2,790,598	2,807,124	2,843,301	2,928,642
	<i>FY 2023 Meter Rate Increase per 2017 Strategic Parking Plan</i>	-	-	-	311,019	359,932	399,924	408,624	408,624
	<i>FY 2028 Meter Rate Increase per 2017 Strategic Parking Plan</i>	-	-	-	-	-	-	-	-
	Transfer: Sears Block TIF District	316,675	316,675	319,540	316,761	317,537	312,926	309,099	8,997
	Transfer: School Street Reserve	10,500	10,500	64,500	10,500	10,500	10,500	10,500	10,500
	Transfer: General Fund	48,932	48,932	51,221	54,410	67,843	123,650	120,649	125,325
	Transfer: Solid Waste Fund	-	-	13,650	13,650	13,650	13,650	13,650	13,650
	Total Revenues	3,072,274	2,325,161	2,671,531	3,359,229	3,560,060	3,667,774	3,705,822	3,495,738
Expenses:									
	O&M Expenses	1,677,882	1,318,826	1,417,405	1,711,872	1,858,643	1,904,900	1,950,984	2,004,375
	Overhead	108,498	108,498	109,795	110,893	112,002	113,122	114,253	115,396
	Transfer to Trust	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500
Capital Program:									
	Capital Outlay	-	-	-	-	-	-	-	-
	Capital Transfer	-	-	22,000	-	35,000	-	175,000	15,000
	Bonds	1,235,000	-	30,000	1,045,000	3,700,000	-	775,000	705,000
Debt Service:									
	Existing Debt Service	1,377,370	1,367,330	1,321,480	1,264,210	1,209,089	1,182,437	1,145,326	616,134
	Authorized Un-Issued Debt Service	-	-	-	-	-	-	-	-
	Future Debt Service Estimate	-	-	-	6,750	210,164	528,898	516,044	619,190
	Total Expenses	3,174,250	2,805,154	2,881,180	3,104,225	3,435,398	3,739,857	3,912,107	3,380,595
	Projected Net (with PCRs)	(101,976)	(479,993)	(209,649)	255,004	124,662	(72,083)	(206,285)	115,143
Fund Position:									
	Beginning Working Capital	617,622	617,622	137,629	(72,021)	182,983	307,645	235,562	29,277
	Ending Working Capital (Fund Balance)	515,646	137,629	(72,021)	182,983	307,645	235,562	29,277	144,420
	Fund Balance Fiscal Policy Goal 10% of Expenses	317,425	280,515	288,118	310,422	343,540	373,986	391,211	338,060

Airport Fund Pro Forma **FY2021 - FY2027**

	FY21 Budget	FY21 Estimate	FY22 Request	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
Revenues:								
Leases and Operations	375,116	362,642	366,911	370,795	374,727	378,710	382,743	386,826
Total Revenues	375,116	362,642	366,911	370,795	374,727	378,710	382,743	386,826
Expenses:								
O&M Expenses	342,681	331,634	351,663	351,660	351,660	351,660	351,660	351,660
Overhead	45,152	45,152	46,560	46,560	46,560	46,560	46,560	46,560
Capital Program:								
Capital Transfer	-	-	10,000	15,000	-	18,334	107,362	124,956
Bonded CIP	-	-	-	-	130,000	-	1,729,850	147,778
Debt Service:								
Future Debt Service Estimate				-	-	11,917	11,093	195,437
Existing Debt Service Estimate	73,500	73,500	70,480	70,476	62,613	55,313	53,263	41,434
Total Expenditures	461,333	450,286	478,703	483,696	460,833	483,783	569,938	760,048
Projected Net	(86,217)	(87,644)	(111,792)	(112,902)	(86,105)	(105,073)	(187,195)	(373,221)
Fund Position:								
Beginning Working Capital	442,401	442,401	354,757	242,965	130,064	43,959	(61,115)	(248,310)
Ending Working Capital	356,184	354,757	242,965	130,064	43,959	(61,115)	(248,310)	(621,531)
10% of Expenses	46,133	45,029	47,870	48,370	46,083	48,378	56,994	76,005

**Golf Fund Pro Forma
FY2021 - FY2027**

	FY21 Budget	FY21 Estimate	FY22 Budget	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
Revenues:								
Camps	25,835	14,200	24,765	25,010	25,260	25,770	26,290	26,820
Seasonal Passes	215,170	215,200	210,015	210,020	212,120	216,360	220,690	225,100
Daily Fees	335,000	512,537	413,532	421,800	430,240	438,840	447,620	456,570
League and Tournament Fee	40,800	40,800	44,200	45,080	45,980	46,900	47,840	48,800
Cart Rental	158,000	245,000	188,380	192,150	195,990	199,910	203,910	207,990
Handicapping	7,600	7,600	8,000	8,080	8,160	8,240	8,320	8,400
Driving Range	50,000	52,000	51,596	52,630	53,680	54,750	55,850	56,970
Golf Simulator Revenue	75,000	75,000	80,000	81,600	83,230	84,890	86,590	88,320
Investment Income	-	86	-	-	-	-	-	-
Pro Shop Sales	126,800	153,000	131,500	135,450	138,160	140,920	143,740	146,610
Concession Sales	43,250	37,000	44,000	44,000	44,000	45,760	47,590	49,490
Advertising	2,000	-	-	-	-	-	-	-
Transfer In - General	40,596	-	-	-	-	-	-	12,723
Other Revenue	9,168	11,125	-	-	-	-	-	-
Rental Income	10,700	10,700	12,900	12,900	13,030	13,290	13,560	13,830
Total Revenues	1,139,919	1,374,248	1,208,888	1,215,820	1,236,820	1,262,340	1,288,440	1,327,793
Expenses:								
O&M Expenses	1,030,739	1,086,090	1,121,429	1,143,860	1,166,740	1,213,410	1,255,880	1,281,000
Transfer Out - General	300	300	300	300	310	310	320	330
Transfer Out	3,000	3,000	3,000					
Capital Program:								
Transfer to CIP	-	-	-	25,000	-	-	-	-
Authorized Unissued Debt	Informational		3,000					
Bonded CIP Program			140,000	135,000	60,000	95,000	180,000	95,000
Debt Service:								
Future Debt Service Estimate				14,538	29,282	35,240	44,927	63,830
Existing Debt Service Schedule	105,880	105,880	77,200	58,900	54,900	41,800	40,400	27,900
Total Expenses	1,139,919	1,195,270	1,201,929	1,242,598	1,251,232	1,290,760	1,341,527	1,373,060
Projected Net	-	178,978	6,959	(26,778)	(14,412)	(28,420)	(53,087)	(45,267)
Fund Position:								
Adjusted Beginning Working Capital	12,771	12,771	191,749	198,708	171,930	157,518	129,098	76,011
Ending Working Capital	12,771	191,749	198,708	171,930	157,518	129,098	76,011	30,744
10% of expenses	114,000	119,500	120,200	124,300	125,100	129,100	134,200	137,300

**Arena Fund Pro Forma
FY2021 - FY2027**

	FY21 Budget	FY21 Estimate	FY22 Request	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
Revenues:								
Sale and Operations	691,728	489,426	678,180	683,628	690,464	697,369	704,342	711,400
Winter Ice Prime Rate/Hr	265	265	265	268	270	273	276	280
Winter Ice Non-Prime Rate/Hr	194	194	194	198	200	208	208	215
Winter In HS Games Rate /Hr	273	273	273	278	281	292	292	300
Transfer In-GF (Share of Debt)								
Total Revenues	691,728	489,426	678,180	683,628	690,464	697,369	704,342	711,400
Expenses:								
O&M Expenses	544,958	489,688	518,677	529,051	539,632	550,424	561,433	572,661
Transfer Out	70,555	70,555	78,891	80,469	82,078	83,720	85,394	87,102
Capital Outlay	-	-	-	-	-	-	-	-
Authorized Unissued Debt	3,000							
Bonded CIP	Informational		160,000	-	15,000	100,000	-	60,000
Prior Year CIP Debt Service				16,551	-	1,221	10,677	-
Debt Service:								
Future Debt Service Estimate				16,551	16,171	17,392	28,069	27,355
Existing Debt Service	63,860	63,860	106,770	95,380	92,830	81,380	78,090	75,790
Total Expenditures	679,373	624,103	704,338	721,450	730,711	732,916	752,986	762,908
Projected Net	12,355	(134,677)	(26,158)	(37,822)	(40,247)	(35,547)	(48,644)	(51,508)
Fund Position:								
Beginning Working Capital	201,231	201,231	66,554	40,396	2,574	(37,673)	(73,220)	(121,864)
Ending Working Capital	213,586	66,554	40,396	2,574	(37,673)	(73,220)	(121,864)	(173,373)
10% of expenses	69,170	48,940	67,820	68,360	69,050	69,740	70,430	71,140

**Solid Waste Fund Pro Forma
FY2021 - FY2027**

		FY21 Budget	FY21 Estimate	FY22 Request	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
Revenues:									
	PAYT	1,656,840	1,747,905	1,740,500	2,175,625	2,197,381	2,439,093	2,463,484	2,488,119
	Recycling	97,216	97,797	99,916	100,915	101,924	102,944	103,973	105,013
	Other Services	1,599,508	1,216,370	1,542,787	1,589,071	1,636,743	1,685,845	1,736,420	1,788,513
	Other	1,858	-	1,300	1,300	1,300	1,300	1,300	1,300
	Transfer In - General	1,061,588	1,061,588	1,061,588	1,093,436	1,126,239	1,160,026	1,194,827	1,230,671
	PAYT Price Adjustment %				25%		10%		
	PAYT Price Adjutment Additional Revenue				435,125		219,738		
Total Revenues		4,417,010	4,123,660	4,446,091	4,960,346	5,063,587	5,389,208	5,500,004	5,613,616
Expenses:									
	PAYT	1,687,864	1,688,134	1,756,730	1,809,432	1,863,715	1,919,626	1,977,215	2,036,532
	PAYT Contract Adjustments						100,000	103,000	106,090
	Recycling	1,176,678	1,166,807	1,180,050	1,215,452	1,251,915	1,289,472	1,328,157	1,368,001
	Recycling Contract Adjustments						500,000	515,000	530,450
	Other Services	1,613,884	1,241,910	1,563,245	1,610,142	1,658,447	1,708,200	1,759,446	1,812,229
	Landfill	81,104	81,199	85,110	87,663	90,293	93,002	95,792	98,666
	Transfers	-	-	13,650	13,787	13,924	14,064	14,204	14,346
Capital Program:									
	Capital Transfer				-	-	-	-	-
	Bonded CIP				-	-	-	-	-
Debt Service:									
	Future Debt Service Estimate				-	-	-	-	-
	Existing Debt Service Schedule	23,690	23,690	21,050	20,532	20,122	18,642	18,302	17,897
Total Expenses		4,583,220	4,201,740	4,619,835	4,757,008	4,898,416	5,643,006	5,811,116	5,984,211
Projected Net		(166,210)	(78,080)	(173,744)	203,339	165,171	(253,799)	(311,112)	(370,595)
Fund Position:									
	Beginning Working Capital	1,844,247	1,844,247	1,766,167	1,592,423	1,795,762	1,960,933	1,707,134	1,396,022
Ending Working Capital		1,678,037	1,766,167	1,592,423	1,795,762	1,960,933	1,707,134	1,396,022	1,025,427
	10% of expenses	458,320	420,170	461,980	475,700	489,840	564,300	581,110	598,420

**Water Fund Pro Forma
FY2021 - FY2027**

	FY21 Budget	FY21 Estimate	FY22 Request	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
Revenues:								
Sales and Operations	4,753,700	4,911,790	4,891,840	5,098,320	5,306,300	5,516,470	5,735,030	5,962,240
Fixed Rate	1,170,000	1,170,000	1,170,000	1,170,000	1,175,850	1,181,730	1,187,640	1,193,580
Service Charges	280,000	280,000	280,000	288,400	297,050	305,960	315,140	324,590
Capital Contribution	20,000	45,518	20,000	20,000	20,000	20,000	20,000	20,000
Investment Income	76,000	76,000	76,000	76,380	76,760	77,530	79,860	82,260
Other	87,090	87,090	73,020	75,940	78,980	82,140	85,430	88,850
Total Revenues	6,386,790	6,570,398	6,510,860	6,729,040	6,954,940	7,183,830	7,423,100	7,671,520
			<i>166,380</i>	<i>220,130</i>	<i>203,930</i>	<i>212,250</i>	<i>220,660</i>	<i>229,400</i>
			<i>125,000</i>	<i>165,100</i>	<i>152,950</i>	<i>159,190</i>	<i>165,500</i>	<i>172,050</i>
			3.5%	4.50%	4.00%	4.00%	4.00%	4.00%
Expenses:								
Operations	3,072,390	3,154,545	3,383,219	3,484,720	3,589,260	3,696,940	3,807,850	3,922,090
Capital Outlay	119,000	119,000	119,000	121,980	125,030	128,160	131,360	134,640
Transfer Out - Trust	235,000	235,000	260,000	260,000	260,000	260,000	260,000	260,000
Transfer Out - General	918,137	918,137	798,479	814,450	830,740	851,510	872,800	894,620
Transfer Out - Solid Waste	4,350	4,350	4,350	4,350	4,350	6,090	6,090	6,090
Transfer Out - Capital Projects	212,000	212,000	176,375	194,750	228,500	214,750	248,250	211,250
Authorized Unissued Debt	361,500							
CIP Project Amounts	Informational		280,000	442,000	658,000	3,065,000	560,000	565,000
Prior Year CIP Debt Service				63,412	43,560	67,779	335,025	49,395
Debt Service:								
Future Debt Service Estimate				63,412	106,972	174,751	509,776	559,172
Existing Debt Service Schedule	2,250,560	2,250,560	2,263,810	2,145,281	2,048,578	1,979,739	1,873,278	1,674,376
Total Expenses	6,811,437	6,893,592	7,005,233	7,088,943	7,193,430	7,311,940	7,709,404	7,662,238
Projected Net	(424,647)	(323,194)	(494,373)	(359,903)	(238,490)	(128,110)	(286,304)	9,282
Fund Position:								
Beginning Working Capital	4,032,786	4,032,786	3,709,592	3,215,219	2,855,316	2,616,826	2,488,716	2,202,412
Ending Working Capital	3,608,139	3,709,592	3,215,219	2,855,316	2,616,826	2,488,716	2,202,412	2,211,694
25% Operation Expenses	768,100	788,640	845,800	871,180	897,320	924,240	951,960	980,520
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%)	475,370	491,180	489,180	509,830	530,630	551,650	573,500	596,220
Target Working Capital	1,743,470	1,779,820	1,834,980	1,881,010	1,927,950	1,975,890	2,025,460	2,076,740

**Wastewater Fund Pro Forma
FY2021 - FY2027**

	FY21 Budget	FY21 Estimate	FY22 Request	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
Revenues:								
Sewer Usage	7,172,000	7,122,250	7,606,893	8,064,123	8,501,363	8,931,043	9,321,993	9,696,543
Sewer Usage-Towns	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000
Leachate Processing	200,000	340,000	275,000	275,000	275,000	275,000	275,000	275,000
Septage Processing	70,000	190,000	125,000	125,000	125,000	125,000	125,000	125,000
Service Charges	23,100	23,100	23,100	23,100	23,100	23,100	23,100	23,100
Capital Contribution	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Investment Income	104,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000
Other	333,383	324,304	80,410	80,410	80,410	80,410	80,410	80,410
Total Revenues	8,137,483	8,338,654	8,449,403	8,906,633	9,343,873	9,773,553	10,164,503	10,539,053
			573,760	418,380	443,530	425,070	379,570	372,880
			430,320	313,790	332,650	318,800	284,680	279,660
			8.00%	5.50%	5.50%	5.00%	4.25%	4.00%
Expenses:								
Operations	4,651,443	4,445,052	5,014,707	5,140,074	5,268,576	5,400,291	5,535,298	5,673,680
Capital Outlay	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000
Transfer Out - Trust	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Transfer Out - General	1,115,899	1,115,899	991,967	1,016,766	1,042,185	1,068,240	1,094,946	1,122,320
Transfer Out - Solid Waste	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750
Transfer Out - Capital Projects	27,000	27,000	62,375	84,750	113,500	74,750	98,250	91,250
Authorized Unissued Debt		36,500						
CIP Project Amounts	Informational		2,555,000	2,820,000	2,385,000	3,005,000	6,760,000	4,200,000
Prior Year CIP Debt Service				263,286	280,665	241,785	305,454	727,672
Future Debt Service Estimate				263,286	543,952	785,737	1,091,191	1,818,863
Existing Debt Service Schedule	2,517,700	2,517,690	2,460,730	2,333,338	2,231,994	2,145,577	2,032,662	1,944,245
Total Expenses	8,548,792	8,342,391	8,766,529	9,074,965	9,436,957	9,711,344	10,089,096	10,887,107
Projected Net	(411,309)	(3,737)	(317,126)	(168,332)	(93,084)	62,209	75,407	(348,054)
Current Portion of State Grant								
Fund Position:								
Beginning Working Capital	3,692,665	3,692,665	3,688,928	3,371,802	3,203,471	3,110,387	3,172,595	3,248,002
Ending Working Capital	3,281,356	3,688,928	3,371,802	3,203,471	3,110,387	3,172,595	3,248,002	2,899,947
25% Operation Expenses	1,162,860	1,111,260	1,253,680	1,285,020	1,317,140	1,350,070	1,383,820	1,418,420
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%)	717,200	712,230	760,690	806,410	850,140	893,100	932,200	969,650
Target Working Capital	2,380,060	2,323,490	2,514,370	2,591,430	2,667,280	2,743,170	2,816,020	2,888,070