CITY OF CONCORD

OPERATING BUDGET
AND
CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2026

JULY 1, 2025 – JUNE 30, 2026

For the City of Concord, New Hampshire, as adopted by the Concord City Council on June 5, 2025.

City Manager

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Finance Committee Budget Schedule

May 9	Friday		Budget Delivery to City Council
May 15	Thursday	5:30 PM	City Manager's Fiscal Year 2026 Budget Presentation - Schedule - Transmittal Letter - Budget in Brief - Budget Summaries - Resolutions - General Fund Revenue and Expense Non-Public Session
May 19	Monday	5:30 PM	General Government Public Safety - Police - Fire General Services
May 22	Thursday	5:30 PM	Community Development Leisure Services - Library - Parks and Recreation Human Services Capital Improvement Program (CIP) - Tax Increment Finance (TIF) Districts - Capital Projects
May 26	Monday		Holiday
June 2	Monday	5:30 PM	Special Revenue Funds - Parking Fund - Airport Fund - Conservation Property Fund - Revolving Loan Fund - Golf Fund - Arena Fund - Solid Waste Fund Enterprise Funds - Water Fund - Wastewater Fund
June 5	Thursday	5:30 PM	Committee Work Session Public Hearings Public Hearing Action (Budget Adoption)

CITY OF CONCORD
New Hampshire's Main Street™
City Manager's Office

Thomas J. Aspell, Jr.
City Manager

May 9, 2025

Honorable Mayor and City Council:

It is my pleasure to submit to you the proposed budget for Fiscal Year 2026. This budget includes a proposed tax rate increase of 3.96%, which is slightly higher than the CPI (U) All Items. This increase is due to settled collective bargaining agreements, increased debt service costs, reduced investment income, and is aligned with the City Council's priorities and goals. It also maintains and enhances the City's investments in public safety, recreation, and information technology, and increases funding to support the needs of the City's most vulnerable populations and leisure services. Capital projects that support improvements to quality of life are included in this proposal, while responsibly protecting the critical City services our residents and businesses rely on, and continuing to fulfill the City's commitments as an employer, asset owner, and economic driver. This budget provides increased funding for supplies, repairs and maintenance costs, employee recognition, improved technology and security systems, additional training and development, and continues library and recreation staffing at the new satellite Penacook Branch Library and Activity Center. There are four main drivers for the operational and capital costs within this budget: 1) wages and benefits as a result of the recently approved collective bargaining agreements and a significant increase to the Fire Department overtime budget; 2) robust, previously approved capital projects as evidenced by the increase in debt service costs; 3) increased technology support as shown by the increase in telephone and e-mail subscription services; and 4) continued high level effort in capital projects with a new Police Station, new fire engine, infrastructure and park improvements, new golf course facility, significant improvements to the Hall Street wastewater plant, and continuation of the highway improvement program.

Fiscal Year 2026 Challenges

Every year, the City encounters many issues while preparing the budget. For Fiscal Year 2026, recruitment and retention of qualified employees continues to present significant challenges. In addition to other vacancies across City Departments, the Police Department currently has fourteen vacancies and the Fire Department has nine. Both departments have many employees eligible for retirement at any time. This budget proposes using $550,000 in Unassigned Fund Balance in order to help maintain a reasonable tax rate increase.

This budget was prepared in the midst of very uncertain times: costs continue to rise, significant ambiguity exists around the impact of tariffs on supplies and equipment costs and availability, compensation costs are up and investment income is down from a year ago. On a positive note, the City received 0% rate increases for health and dental insurance premiums. New Hampshire Retirement System rates decreased by 5.76% for Group I employees, Group II Police decreased by 1.05% and Fire decreased

by 3.95%. Motor vehicle registration revenues and ambulance charges are both projecting increases for next fiscal year.

One of the ways the City works to manage operating and capital budgets from year to year is through a very strong fund balance and responsible use of reserve accounts. Maintaining a strong General Fund Unassigned Fund Balance allows the City to maintain an excellent bond rating. If the City's bond rating drops and the interest rate rises as a result, the effects are long term. Currently, the City has $118,200,000 in outstanding long-term debt. If the interest rates on all of that debt were ½% higher, the twenty-year additional interest costs would be approximately $6,200,000 more than current schedules. This would then be translated to higher taxes and utility rates.

A similar thought process holds for the City's reserve accounts. The City uses these reserve accounts strategically to offset project and operational costs that would otherwise need to be added to the tax rate. In the Fiscal Year 2026 Budget, the City is using reserve funds for a variety of efforts: $2.8 million for neighborhood street paving, $205,000 for economic development related activities, and $100,000 to help offset debt service costs for the City-Wide Community Center. If reserves were not available and these costs were all added to the operating budget it would be an increase of $3,105,000. This would translate to an additional 6% increase to the tax rate.

Fiscal Year 2025 Review

During Fiscal Year 2025, the City Council approved the use of fund balance to support a number of initiatives including retention bonuses of $405,000 for the Police Department and $400,000 for winter operations, $160,000 to support the Concord Stables project, $40,000 for Diversity, Equity, Inclusion, Justice and Belonging efforts, and a $3,049,000 transfer to reserves. These funds help resolve issues in the current and future budgets.

Key projects advanced throughout the City during Fiscal Year 2025 included:

Private Projects

- The 48-unit Davis Ridge workforce housing apartment complex was completed by CATCH Neighborhood Housing at 303 Sheep Davis Road;
- The 123-unit workforce housing apartment complex at 195 Pembroke Road by Brookline Opportunities is nearing completion;
- Phase I of the Railyard Redevelopment affordable housing project located at Langdon Avenue, which features 96-units, was substantially completed;
- Redevelopment of the 1st Congregational Church to a 30-unit market-rate housing development at 177 North Main Street is nearing completion;
- Redevelopment of the former NH Department of Transportation property at 11 Stickney Avenue into an 80-unit rental housing development continues;
- Development of 151 townhome units is underway at two separate projects located at Tanager Circle and Suffolk Drive in the Thirty Pines area of Penacook Village;
- Development of 13 single family detached homes at Shelburne Lane near Hoit Road is underway;
- Planning Board approval was obtained for a new Raising Canes restaurant at 287 Loudon Road;
- Construction of a new St. Mary's Bank at 16 Manchester Street is underway. This project is part of Phase I of the larger "ROI Properties" development on Black Hill Road;
- The redevelopment of the former Smokey Bones/Newick's into a new Texas Roadhouse was completed at 317 Loudon Road;
- Sierra opened in the former Bed Bath and Beyond space at 10 Loudon Road;
- Several new tenants expected to be added to the Capital Shopping Plaza on Storrs Street as the Burlington space was approved by the Planning Board to be divided into multiple tenant spaces. As part of the Planning Board's permitting process, the City secured an easement to facilitate

future beautification efforts to improve the view of Downtown Concord and the Opportunity Corridor from I-93;
- Renovation of the former Holiday Inn on North Main Street is underway;
- The State commenced construction of its new 409-space Legislative Garage at 30 Capitol Street; and
- Construction of the State's 41-bed expansion at New Hampshire Hospital remained ongoing.

City Projects

- Design of the new Concord Police Station Headquarters at 4 Bouton Street is underway; schematic design will be completed in late Fiscal Year 2025;
- Design work for the $25 million sewer pump station and distribution system improvement project in the Heights is nearing completion, with construction scheduled to commence in the coming months. In April, the City was awarded a $860,000 grant from the State's Housing Champions / InvestNH Program to support the project;
- The new Canal Street Riverfront Park project is substantially complete and a soft opening occurred in December 2024. Final construction will be completed this spring, which will be celebrated with a grand opening early this summer. This is the first new public park opened in the City since the 1980s;
- Design of proposed improvements to Tanner Street Riverfront Park and Bicentennial Square are both underway;
- Design continues for the McKee Square intersection project. In August 2024, the City was awarded a $2.4 million grant for future construction of intersection improvements;
- The General Services Department completed paving projects identified in the Enhanced Neighborhood Paving Program; and
- Work continues on potential design options for renovation or replacement of the Beaver Meadow Clubhouse Project.

City Private Partnership Projects:

- The new Penacook Branch Library and Activity Center was completed in August 2024, and opened to the public on December 5, 2024. The project was completed in partnership with the Boys and Girls Club of Central New Hampshire;
- In August 2024, the former New Hampshire Employment Security Building completed its redevelopment into 64 units of market rate apartments, and has been fully occupied by new residents. This property was previously owned by the City and the project was accomplished via a public-private partnership with the City and the John J. Flatley Company;
- Construction continues on the "Arts Alley" redevelopment project at 20 South Main Street, including a Friendly Toast restaurant, event space, and other hospitality uses. This project was facilitated by a public-private partnership with the Duprey Companies regarding relocation of aerial utilities at the property a few years ago;
- Development of the "Merchants Way" project located on Whitney Road continues. Current activity includes: Concord Hospital Urgent Care (under construction), Chipotle restaurant (under construction), Starbucks (open), and Club Pilates (open). Construction of a new Evviva Trattoria Restaurant and Verizon Store are scheduled to start construction in Fiscal Year 2026. These developments were facilitated by a $5.5 million public-private partnership between the City and Interchange Development LLC, concerning transportation improvements for the development;
- 12 units of special needs housing were developed by Next Step Living at 3 North State Street. The project was facilitated by a $35,000 grant secured from the State's InvestNH Program;
- The City is working with Hampshire Aviation, LLC, to finalize a lease agreement for the construction of a new 10 aircraft hangar facility on Development Zone 4 of the Concord Municipal Airport. Planning Board conditional approval was received in April, with the lease agreement and construction of the facility expected to be completed in early Fiscal Year 2026;
- The City has been working with Kearsarge Energy to develop a 5KW solar array at the Old Turnpike Road Landfill. Kearsarge has filed required applications with the City's Planning

Board, as well as Department of Environmental Services. Construction is scheduled to begin in late fall 2025;

- The City partnered with the developers of the First Congregational Church on a 7-Year RSA 79-E Revitalization Tax Relief incentive valued at approximately $400,000 to facilitate the 30-unit redevelopment project;
- The partnership with the Friends of the Merrimack River Greenway Trail continues regarding a 0.75-mile portion of the trail along the Merrimack River, between Exits 13 and 14. The project was funded by a Land and Water Conservation Fund Grant from the State of New Hampshire;
- In December 2024, the City was awarded a $500,000 Land and Water Conservation Fund Grant to facilitate development of a new Skateboard Park at Kiwanis Park, in partnership with the local skating community;
- Design work continues with the New Hampshire Department of Transportation on the I-93 project specifications for Exit 13 with the Manchester Street corridor and Terrill Park, as well as the Loudon Road Bridge Design; and
- On December 17, 2024, the City was one of 18 municipalities in the state to be designated as a Housing Champion by the NH Department of Business and Economic Affairs. This designation will give the City and the other 17 communities exclusive, preferential access to special housing grants to be offered through the State's Housing Champions Program.

Fiscal Year 2026 Budget

The Fiscal Year 2026 budget presented here totals $154,891,595 across all funds, including capital projects. This plan produces a 3.96% tax rate increase for the General Fund.

The recommended Fiscal Year 2026 Operating Budget comes after Standard and Poor's Global Rating agency's recognition of the City's strong fiscal management. The City's AA+ rating allows the City to secure favorable rates for infrastructure. However, a significant decline in fund balance may impact the City's rating.

Fiscal Year 2026 Budget Assumptions

For Fiscal Year 2026, both revenue and expense estimates used recent results and future expectations to help determine the recommended budget.

General Fund
Revenues:

While construction permit revenue in Fiscal Year 2024 was very strong and Fiscal Year 2025 continues on that path, it is anticipated that Fiscal Year 2026 will start to soften, which results in a slight decrease of $26,000. Motor vehicle registrations have continued to exceed expectations, as the average sticker prices of new cars have continued to climb. New residential apartments and other properties that have been completed add to the number of vehicles registered in the City. This revenue is increased by $636,000. Ambulance charges are regularly ahead of budget. When reflecting higher charges in the Fiscal Year 2026 budget, along with emergency and non-emergency planned fee increases, this provides an increase in the budget estimate by $385,000 over Fiscal Year 2025. Investment Income is budgeted $76,000 less than Fiscal Year 2025, as a result of interest rate decreases earlier in the fiscal year. Despite this, the City is able to maintain a strong projection of this income due to strategic purchases of staggered maturity dates for certificates of deposits. However, the unpredictability of the Federal Reserve's interest rate changes in the next fiscal year produces uncertainty regarding this revenue. Transfers in from trusts are down $193,000 and Use of Fund Balance is budgeted at $550,000, which is $10,000 less than the Fiscal Year 2025 adopted budget. Overall, General Fund revenues are up 4.2%.

Expenses:

Compensation increased by a total of $2.4 million or 6.2%. Fringe Benefits increased $148,000 or .6%. This low increase is to the result of a 0% increase in both health and dental insurance rates. Utilities decreased $258,000 or 17.3%, which primarily reflects a decrease in electricity costs budgeted for the street light program. Debt Service increased $589,000 or 7.2% and reflects the increased principal and interest costs associated with new bonded capital projects from the February 2025 bond sale. Miscellaneous expenses are up $55,800, largely due to a $25,000 increase in the Human Services Special Programs line (rental/housing assistance). Funding for the Concord Coalition to End Homelessness has been increased by $20,000 for the purpose of expanding their warming center hours to include the weekends. Transfer to Highway Reserve for paving is up $53,000 (for a total of $1 million annually and represents 2% of the tax rate); transfer to Solid Waste is up $45,000. Overall, General Fund expenses are up 4.2%, slightly more than the tax rate increase.

Other notable items:

Finance and Technology – City Council Goal #1
This budget uses $550,000 of fund balance to balance the budget and minimize the tax rate increase to 3.96%. While the use of fund balance does not meet Goal #1, action will be taken to reduce this use in future budgets. This budget includes an additional $150,000 for the replacement of the City's e-mail system and moving to a subscription support format. This budget also supports the increased subscription costs for the new phone system, $92,000. Cable TV revenues are projected to decrease again in Fiscal Year 2025 by approximately $22,000. The City payment to Concord TV is based on a percentage of revenues, plus the capital pass through. This budget keeps the amount allocated to Concord TV consistent at $334,630 for Fiscal Year 2026. This will require additional consideration in future years.

Organizational – City Council Goal #2
The City continues to invest in its employees through training opportunities. This budget continues to build on this by funding ongoing training, overtime support, educational bonuses, tuition and conferences, across all departments/funds, and increases by $141,200 The Human Resources Department continues to use Circa Works, a service that promotes the City's job postings to over 600 national sites. This affords the City a more efficient and effective means to attract quality employees from a broad set of diverse candidate pools. The Human Resources Department is continuing its work on a citywide class and compensation study and will report the results and subsequent options to the City Council during Fiscal Year 2026.

Housing/Homelessness – City Council Goal #3
This budget includes increased funding in the Human Services budget for rental assistance and continues support for utilities, food, prescriptions, transportation, and staffing. The City works with community partners to secure grants and assistance where possible. This budget also continues funding for two Police Social Workers and adds a third to assist with opioid, health, and homeless issues. The Police, Fire, and Human Services Departments are all extremely involved in ongoing efforts to address housing and homeless issues.

Transportation and Utility Infrastructure – City Council Goal #4
This budget includes capital projects to support street paving and sidewalk programs, ornamental streetlight replacement, bikeway and streetscape improvements, traffic signal Gridsmart Processor replacement and intersection safety improvements, Manchester Street sewer main infrastructure replacement, Loudon Road Bridge project final design, water/wastewater plant and distribution system improvements, and improvements to McKee Square. The City is also working with State partners on the I-93 Widening Project and on the State Parking Garages.

Community and Economic Development – City Council Goal #5

Also included in the capital portion of this budget is funding for airport runway improvements and fuel farm replacement design, new Police Department Headquarters, Downtown Civic District Sidewalk replacement, golf course facility replacement, and park improvements at White, Rollins, and Kiwanis Parks. Other City initiatives also include an interim Master Plan Update.

Energy Environment and Sustainability – City Council Goal #6

This budget proposes funding for two autonomous lawn mowers for the wastewater treatment plant, and continues funding for certified laboratory analysis of Wastewater Treatment Plant influent and effluent stream and for PFAS sampling. The City continues to work on sustainability issues with operations and with City partners. The Energy and Environment Committee brought forward a Community Power program to the City Council, which was approved in the Summer of 2024. The City is working with Kearsarge Solar for the construction of solar arrays on the Old Turnpike Road landfill property, while the arrays at the Hall Street Wastewater Treatment Plant property have been completed. When the solar project is under agreement and complete, it will provide revenue for the City in the form of PILOT payments, Net Metering revenue, and Lease payments. This budget also includes funding to replace the remaining City ornamental street lights to LED lights.

Public Safety – City Council Goal #7

Construction costs of $38 million for a new Police Station at 4 Bouton Street is projected as an asterisked item in this budget. The Police Department continues to build out the Social Worker positions and foster Community Policing with community engagement, and this budget adds a third social worker position. The Fire Department continues with replacement equipment for fire trucks and command vehicles, which have a very long lead time when ordering. Both the Police and Fire Departments continue to work on effectiveness, accountability, and toward accreditation. For both Police and Fire, recruitment and retention of employees are of the highest priority due to an unprecedented number of vacancies.

Recreation and Leisure – City Council Goal #8

Quality of life in the City is of paramount importance. The City continues its focus on providing opportunities for recreation and leisure within the community, with proposed funding for the Beaver Meadow clubhouse facility, the final phase of the irrigation system, and snowmaking at the course with support from Ski the Beav. Funding is included for building improvements at White Park, and recommends an equipment lift and life safety improvements, paving at Rollins Park, construction of a skateboard park at Kiwanis Park, and final design and permitting of Memorial Field in partnership with the Concord School District. This budget continues with full year funding of the new Penacook Library and Activity Center, and final design for the Merrimack River Greenway Trail (as a community partnership) between Sewalls Falls Road and the Boscawen town line.

This budget, including operating, capital, and TIF, is developed to work toward the City Council Priorities. A full listing of City Council Priorities (Goals) and status updates can be found in the City Council section of this document.

Other Staffing

This budget includes adding a new Assistant Fire Marshal for half a year, a third Police Department Social Worker. It also increases overtime in the Fire Department by $496,400 including backfill for Paramedic, Firefighter AEMT, Swiftwater and quarterly training opportunities. Other position changes are on hold pending the results and recommendation of the class and compensation study.

Protection of Open Space

Protection of the City's trail system is critical to ensuring the quality of life that many in the community value. In Fiscal Year 2026, the City continues funding for the part-time Trails Ranger position.

Tax Increment Finance Districts

The City's three Tax Increment Finance Districts continue to perform well. The Fiscal Year 2026 Budget continues to release approximately 66% of the captured incremental assessed value of the North End

Opportunity Corridor TIF District to support the City's General Fund, as well as the Concord School District and other taxing authorities. The retained value will continue to preserve working capital for future construction of Storrs Street North, and portions of the Merrimack River Greenway Trail project, which will eventually traverse through the District. There are no significant changes to the Sears Block TIF District (SBTIF). However, the completed redevelopment of the former NH Employment Security property will result in the SBTIF likely being well positioned to commence releasing captured assessed value in the future to support the City's General Fund and other taxing authorities.

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

Arena Fund

As predicted in previous budgets, the Arena Fund will need General Fund support in future years. Looking back at the Fiscal Year 2025 proforma, it was projected that this support would start in Fiscal Year 2028. However, based on revenue reductions due to groups renting less ice time and non-ice rentals, the General Fund support will be needed a year sooner.

Solid Waste Fund

The budget for this fund includes second year funding for the increased costs of the new municipal solid waste contracts for collection, disposal, and recycling. The City is working on plans to start a pilot program for the automated collection system in July 2026.

Water & Wastewater

The two utility funds continue to provide the City with critical services to meet ever-growing demands. A 7.75% water rate increase and a 9.5% wastewater rate increase are proposed for Fiscal Year 2026.

These rate increases are necessary to meet ongoing operational costs and capital infrastructure needs. The Water Fund has regular ongoing capital proposals over the next several years. The Wastewater Fund has significant capital demands in Fiscal Year 2026 and future years that are driving additional debt service costs and larger rate increases in future years.

Fiscal Year 2026 Proposed Capital Budget

The proposed Fiscal Year 2026 Capital Program totals $31,620,250. Two notable large projects requesting funding approval are: Golf Course Clubhouse, $5,850,000; and the Hall Street Wastewater Plant Improvements, $5,900,000. The new Police Headquarters project, $38,370,000, is an asterisked item and will be presented to the City Council for funding approval during the fiscal year. Other proposed capital projects are presented in the capital section of the Budget. Notable items are described below.

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

A number of other major capital projects in the Capital Improvement Plan include:

At the airport - Runway Pavement Improvements, $195,000, and a new Fuel Farm, $269,000.

Arena improvements to include design funding for an outside ice-making plant, $107,000.

Loudon Road bridge project, $550,000, funding for Fiscal Year 2026. $24.4 million is slated for Fiscal Year 2028. This project is 80% federal funding for the participating portions of this project.

Iron Works Road Bridge Replacement, $75,000.

Blossom Hill Cemetery improvements for roadway paving, $275,000.

Community Development comprehensive master plan update, $400,000.

Concord Stables hazardous material remediation, $678,000, funded through general donations.

Downtown Civic District sidewalk replacement and improvements on portions of Green Street, North State Street, Capital Street, and School Street, $630,000.

The Fire Department is programmed to replace Engine #7, $1,180,000, and one boat, $23,000. The Fire Department will also start the process of site evaluation for a new Central Fire Station and Headquarters, $150,000, hose and equipment replacement, $37,000, and personnel protective equipment replacement, $50,000.

Golf Course New Facility, $5,900,000, grounds improvement for the final phase of the irrigation project, $400,000, a spray vehicle, $90,000, and snowmaking equipment in conjunction with Ski the Beav, $100,000.

The General Services Department anticipates $1,769,000 in vehicle and equipment purchases, including dump trucks, a sidewalk tractor, loader, utility/pickup trucks, and other replacement equipment needs of the department.

Technology related projects include hardware and software replacement, $236,000, Geographic Information Systems custom application update, $30,000, development permitting software enhancements, $78,000, fiber system replacement, $25,000, and copier replacement, $32,000.

Election equipment replacement for voting machines with 11 new electronic ballot counting devices, $90,000.

McKee Square final engineering, $400,000, with construction planned in Fiscal Year 2027, $4,200,000.

Traffic signals and traffic operations improvements, $1,160,000, intersection improvements for Washington and Centre Streets, $180,000, Pleasant, Warren, and Fruit Streets, $100,000, and Gridsmart processer replacements at eight signalized intersections, $41,000.

Major improvements of Manchester Street are planned in future years. Final design, $690,000, and construction is slated in Fiscal Year 2028, $13,100,000, which is 80% funded from the State of New Hampshire for participating portions.

Sidewalks Bikeway and Streetscape improvements on Clinton and Harvard Streets, and design of crosswalk and bus stop improvement on North Main Streets, $55,000.

Parks and Cemeteries small turf equipment – Vantrac mower, battery powered field paint machine, replacement of 72-inch zero turn mower and replace sod cutter, $125,000.

The Police Department is provided funding to continue its programmed fleet replacement, acquiring four SUVs, $280,000, and construction of a new headquarters building will be presented to City Council during the fiscal year for funding authorization, $38,370,000.

State Street Parking Garage funding to further evaluate renovation or replacement options, $113,000, and School Street Parking Garage maintenance and repairs, security cameras, reclaim pavement and signage, $1,200,000.

White Park Phase 2 of building improvements, including an equipment list and life safety upgrades, $453,000, Rollins Park grade and repave roadway, $110,000, and Kiwanis Park skateboard park improvements, pending acceptance of grants and donations, and will be presented to City Council at a later date for appropriation, $1,000,000.

Memorial Field final design and permitting, $1,500,000. This is a joint project with the Concord School District and their portion of this project is $750,000.

City Wide Recreation facilities, $701,000, Garrison Park Pool and Green Street Community Center Locker Room HVAC replacement, $35,000. City Wide Community Center, design and permitting of expanded parking lot, $130,000.

Library property acquisition and expansion, $401,000.

General Services Combined Operations and Maintenance Facility compressor replacement, $40,000.

The Wastewater Capital Program provides for a Sewer main rehab and construction, $40,000, a Master Plan update, $850,000, and Hall Street Wastewater Treatment Plant improvement to include dewatering equipment refurbishment, process upgrades design, windows, HVAC, and other building improvements, $5,900,000.

The Merrimack River Greenway Trail phase that runs from Sewalls Falls Road to the Boscawen Town Line is proposed for design, $100,000.

Stormwater improvements on the Abbottville Sewer Access Road, in accordance with NHDES regulations, $500,000, and inflow and infiltration removal on Fowler and Rolfe Streets, $110,000.

LED Streetlight replacement for Ornamental Bishop Crook lights on Manchester, Water, and South Main Streets, and Loudon Road, $1,150,000.

This budget proposes significant funding of the Enhanced Neighborhood Street Paving Program for street paving, pavement preservation, drainage repairs, and emergency overlays, $2,800,000.

The Water Capital Program provides for water main replacements on Industrial Park Drive, and a portion of Pembroke Road, $1,500,000, water meter replacement program, $375,000, leak detection, $10,000, water meter pit rehabilitation at a variety of locations, $85,000, plant and SCADA improvements, $210,000, storage tank repairs, $50,000, and a booster station on Portsmouth Street, per Phase III of the Water Master Plan, $1,020,000.

Looking ahead

The Proposed Fiscal Year 2026 Budget reflects moderate growth estimates that will enable us to maintain existing levels of service for all programs throughout the organization while providing enhanced services in public safety.

We have continued to experience revenue growth through smart economic development while preparing for shifts in value of real estate through the scheduled revaluation. This budget again prioritizes sustainable investments that position the City for continued stability and growth. This proposal supports the City workforce through appropriate collective bargaining agreements.

City Administration has prioritized adherence to comprehensive financial policies, fiscal discipline, and long-range strategies that preserve budgetary balance while enhancing essential services. The commitment to fiscal responsibility over the last two decades continues to yield tangible results. The City continues to strive to be more efficient, effective, and responsive to community needs than ever before.

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

I recommend this budget to the City Council.

City of Concord

FISCAL YEAR 2026

Budget in Brief

www.concordnh.gov

AA+

S&P Bond Rating

Certificate of Achievement for Excellence in Financial Reporting – 29th Year

Distinguished Budget Presentation Award – 10th Year

The Fiscal Year 2026 Budget is the City's roadmap for investments in the community, working towards City Council Goals and for the Citizens and taxpayers of Concord.

We trust that this document is straightforward to follow and will help the reader understand the needs and priorities of the City. This Budget in Brief is intended to provide a snapshot overview of the entire budget proposal.

The full budget is also available online at concordnh.gov.

COMMUNITY PROFILE

80+ Trail Miles

220 Centerline Road Miles

346 Park Acres

239K Library Visitors & 314K Items Circulated (2024)

10K+ Fire Service Response Calls (2024)

49K+ Police Service Response Calls (2024)

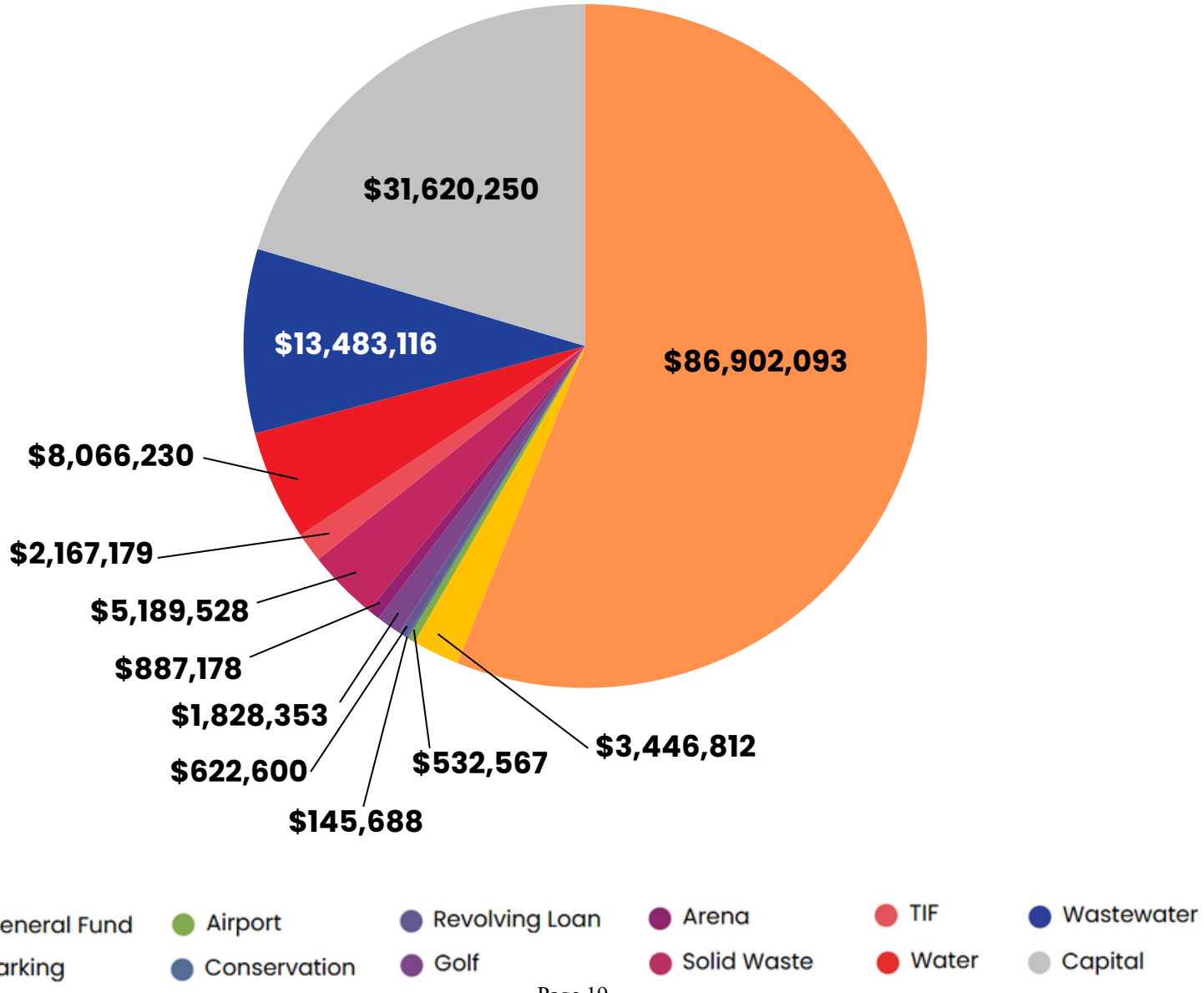
TOTAL BUDGET OVERVIEW

The FY26 budget includes a 3.96% tax rate increase

FY25 Adopted Budget*: $170 Million

FY26 Budget*: $155 Million

**Includes Capital Improvement Projects*



CURRENT PROPERTY TAX RATES

CONCORD: $27.69

School
$15.53

City
$9.84

County
$2.32

PENACOOK: $30.64

School
$18.48

City
$9.84

County
$2.32

TAX RATE IMPACT

A 3.96% tax rate increase (City portion) equates to $156 for a $400K house.

What Do City Taxes Pay For?

33%
Fire

30%
Police

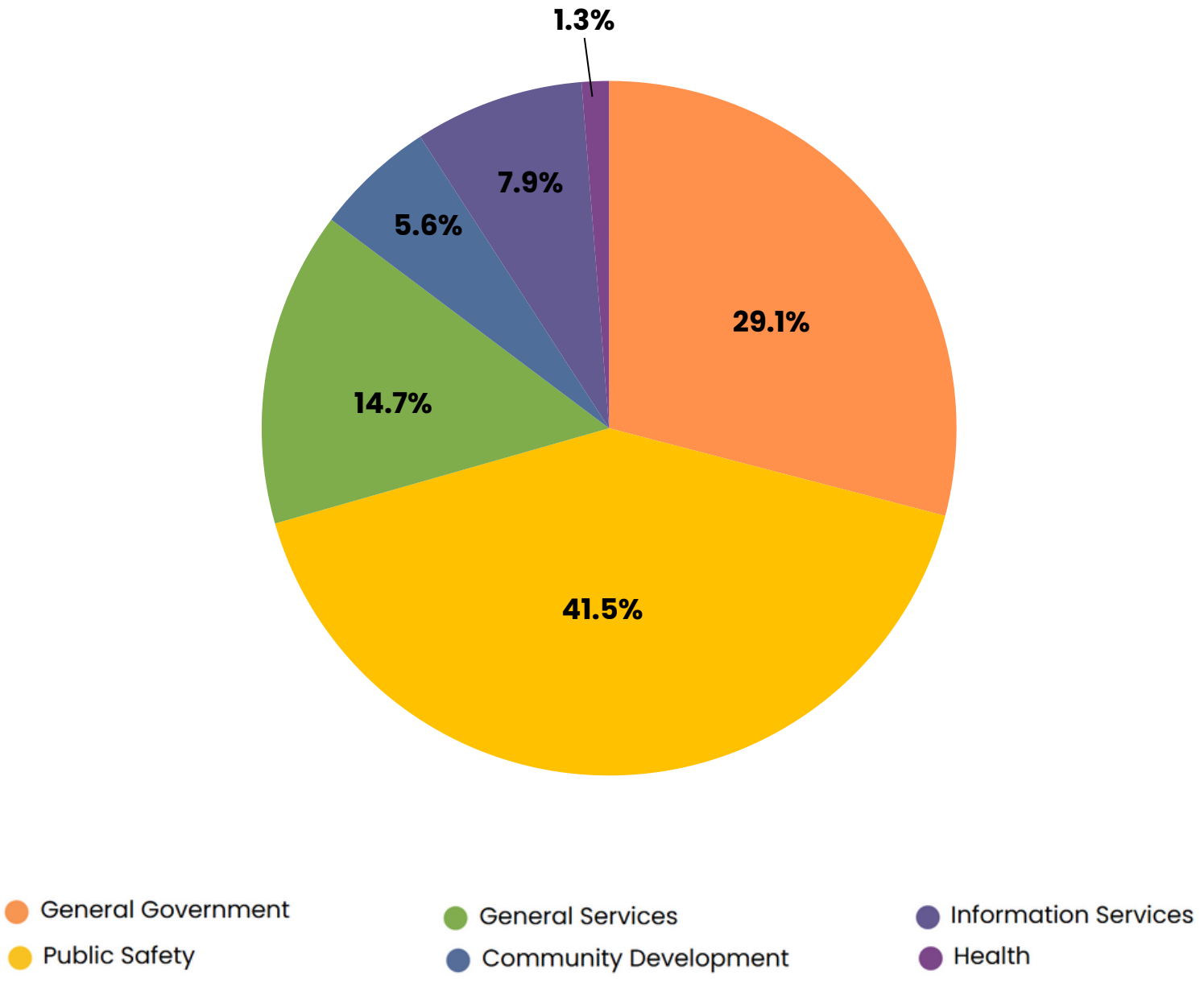
22%
General Services

15%
Debt Service

GENERAL FUND OVERVIEW

$86.9 MILLION

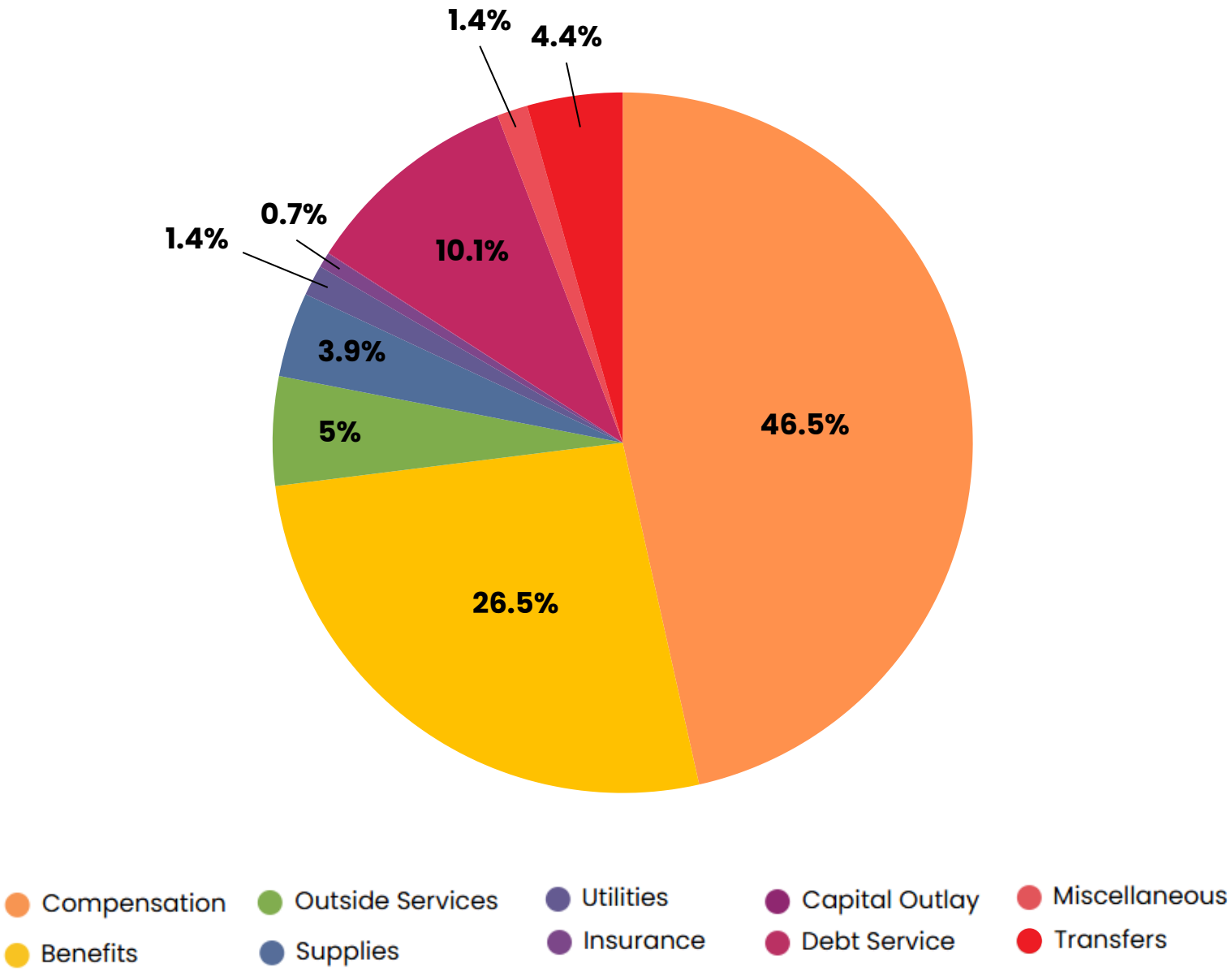
General Fund Expenses By Function



GENERAL FUND OVERVIEW

$86.9 MILLION

General Fund Expenses By Classification



BUDGET TO BUDGET
GENERAL FUND COMPARISON

FISCAL YEAR 2025
TO FISCAL YEAR 2026

Notable Budget Increases / Decreases

Compensation:
+$2.4 Million

Benefits:
+$148K

Use of Fund Balance: -$11K

Debt Service:
+$589K

NOTABLE ITEMS IN THE FY26 BUDGET

New Police Headquarters:
$38.4 Million

4 New Police Vehicles:
$280K

Airport Improvements:
$464K

Replace Engine 7:
$1.2 Million

Neighborhood Street Paving Program:
$2.8 Million

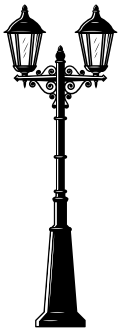
New Golf Course Building:
$5.9 Million

NOTABLE ITEMS IN THE FY26 BUDGET

Manchester Street Final Design:
$690K

Fire Department Boat:
$23K

Water Rate:
7.75% Increase
Wastewater Rate:
9.5% Increase



Ornamental LED Street Light Replacement:
$1.2 Million

Increase in Human Services Funding for Programs:
$25K

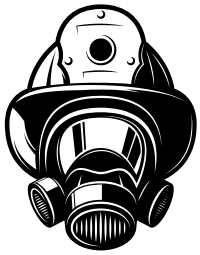
Increase Funding for Cold Weather Shelter:
$20K

Total Use of Fund Balance:
$550K

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) section of the budget shows the City's investment in projects that enhance in the community and its infrastructure. Projects are budgeted under a number of categories. The 2026 CIP budget is $31.6 million. A few projects under each category are highlighted in this document.

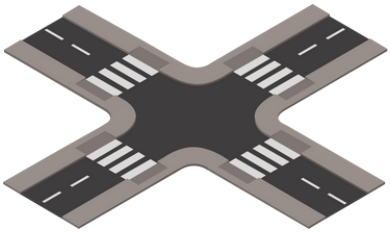
CAPITAL IMPROVEMENT PROJECTS



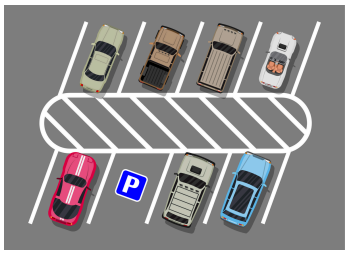
Fire Department PPE, Hose, & Equipment Replacement:
$87K

New Central Fire Station Site Evaluation & Design:
$150K

CAPITAL IMPROVEMENT PROJECTS

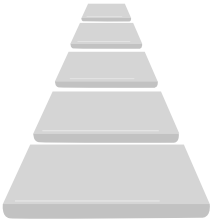


Intersection Improvements:
$721K



City-Wide Recreation Center Parking Lot Design:
$130K

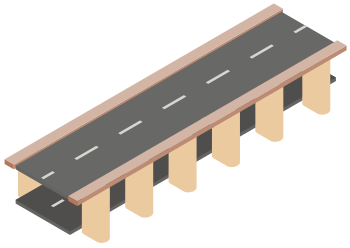
City-Wide Recreation Center Improvements:
$736K



Downtown Sidewalks:
$630K

White Park Building Improvements:
$453K

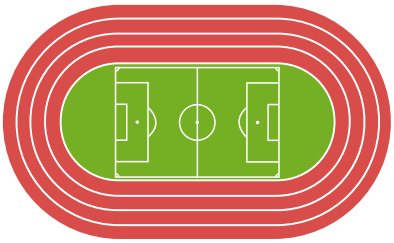
Cemetery Improvements:
$275K



Bridge Projects:
$625K

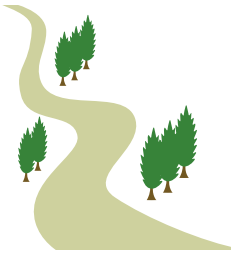
Golf Course Snowmaking Infrastructure:
$100K

CAPITAL IMPROVEMENT PROJECTS

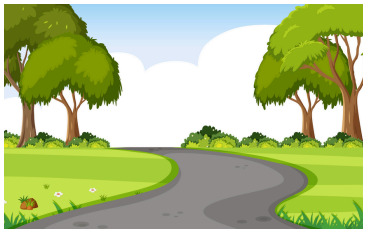


Memorial Field Final Design & Permitting:
$1.5 Million

Sidewalk Bikeway Improvements:
$55K



Merrimack River Greenway Trail:
$100K



Rollins Park Roadway Improvements:
$110K

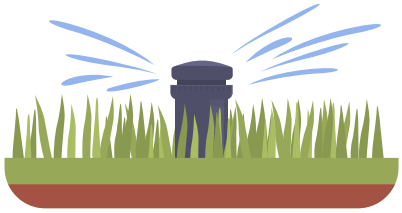
Master Plan Update:
$400K

Concord Stables Project:
$678K

Kiwanis Skateboard Park Improvements:
$1 Million

Park & Cemeteries Turf Equipment:
$125K

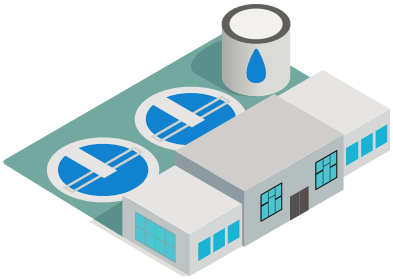
CAPITAL IMPROVEMENT PROJECTS



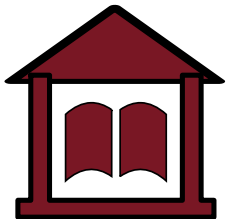
Final Phase Irrigation Equipment:
$400K

Election Equipment:
$90K

Information Technology Hardware/Software Replacement:
$401K

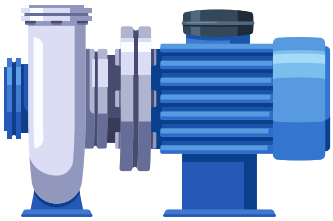


Wastewater Master Plan Update:
$850K

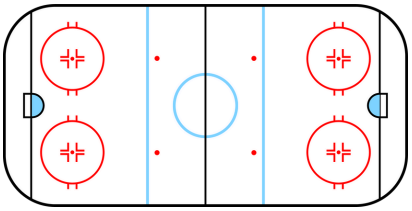


Library Property Acquisition:
$401K

Traffic Signal Improvements:
$1.2 Million



Water Pump Station Improvements:
$1 Million

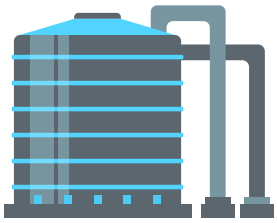


Arena Design Ice Making Plant Room:
$107K

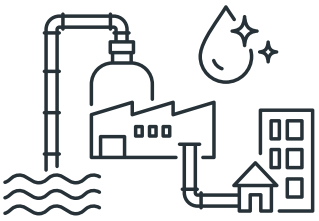
Parking Garage Improvements:
$1.3 Million

CAPITAL IMPROVEMENT PROJECTS

Stormwater Improvements:
$500K



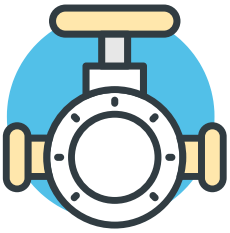
Water Plant SCADA & Tank Improvements:
$260K



Hall Street Wastewater Plant Improvements:
$5.9 Million

Inflows Infiltration Removal:
$110K

Water Meter Replacement:
$375K



Water Main Replacements:
$1.5 Million

Wastewater Main Rehabilitation & Construction:
$40K

General Services Vehicle Replacement:
$1.8 Million

COMF Improvements:
$40K

NEIGHBORHOOD STREET PAVING PROGRAM

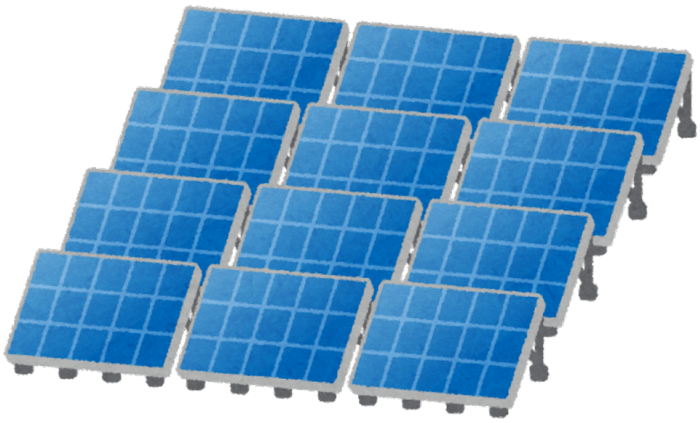
The City of Concord continues with the neighborhood street paving program plan, 2% of the tax rate in FY26.

FY26: $2.8 Million

Annual transfer from the General Fund to the Highway Reserve:

- FY25: $1.5 Million
- FY26: $1.6 Million

SUSTAINABILITY INITIATIVES



Solar Array Installations
Completed at Wastewater Treatment Plant and Planned for Old Turnpike Road Landfill & Golf Course Building Project.

Trails Ranger Position
(continued in 2026)

FUND BALANCE LIFE CYCLE

Funds are typically assigned for:

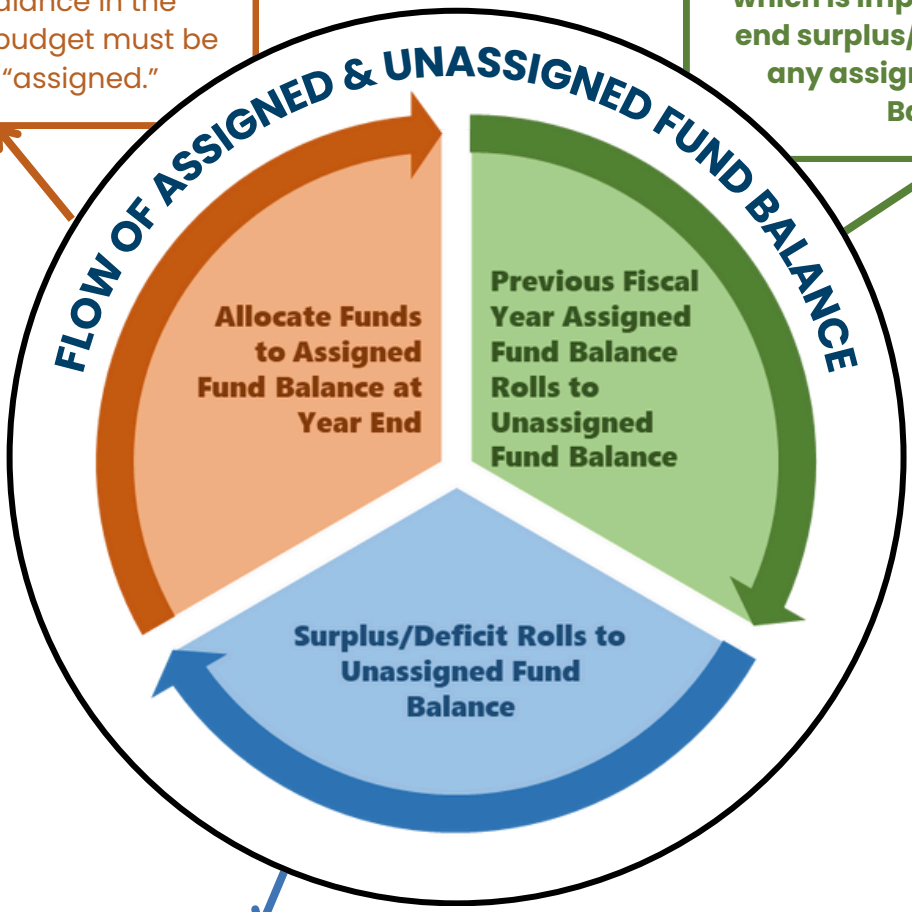
Reserves:
Can be used in future years to help budgetary needs.

Overlay:
To offset uncollectible taxes.

Budgetary Use of Fund Balance:
Use of fund balance in the following year's budget must be set aside as "assigned."

Fund Balance Assigned in the previous fiscal year is rolled into the Unassigned Fund Balance in the current fiscal year. This results in a temporary increase in the Unassigned Fund Balance, which is impacted by the year end surplus/deficit, as well as any assignments of Fund Balance.

Additionally, the City also sets aside fund balance as non-spendable to cover the value of inventory & prepaid expenses at the end of the year.



For Fiscal Year 2024, the surplus was $1,412,700, which rolled into the Unassigned Fund Balance at the end of FY2024.

What value does Fund Balance provide?

Maintaining a healthy fund balance is vital to the City's ability to fulfill payroll and vendor payment obligations and ensure continued operations. The City's largest source of revenue is property taxes, which are due quarterly. Cash on hand fluctuates throughout the year as tax deadlines approach, and a healthy fund balance helps the City weather these ebbs and flows. Fund balance can also aid in stabilizing the tax rate, particularly in unpredictable economic climates.

FUND BALANCE LIFE CYCLE

What does this look like in practice?
Here's a closer look at Fiscal Year 2024 and how the Assigned, Unassigned, & Non-Spendable Fund Balance amounts shifted as a result of the actions outlined on the prior page:

	Assigned Fund Balance	Unassigned Fund Balance	Non-Spendable Fund Balance
6/30/23 Balance	**$2,979,500.00**	**$15,570,779.13**	**$414,811.01**
Roll FY23 Assigned Fund Balance to Unassigned	**$(2,979,500.00)**	**$2,979,500.00**	
Allocate Non-Spendable Fund Balance for Inventory/Prepaid		**$(607,684.29)**	**$607,684.29**
Assign Fund Balance at 6/30/24 to Transfer Reserves	**$3,049,000.00**	**$(3,049,000.00)**	
Assign Fund Balance at 6/30/24 to FY25 Budgetary Use	**$560,760.00**	**$(560,760.00)**	
Assign Fund Balance at 6/30/24 for Overlay	**$100,000.00**	**$(100,000.00)**	
Fiscal Year 2024 Surplus		**$1,412,702.40**	
6/30/24 Balance	**$3,709,760.00**	**$15,645,537.24**	**$1,022,495.30**

The amount of Assigned Fund Balance that is assigned to be transferred to reserves often represents the largest portion of the account balance at year end. Of the $3,709,760 Assigned Fund Balance as of 6/30/24, $3,049,000 of that was assigned to be transferred to reserves in Fiscal Year 2025. The $3,049,000 transfer to reserves that was approved by the City Council in January 2025 will help to offset items in the Fiscal 2026 and future capital and operating budgets. The $3,049,000 is detailed below:

Transfer to Reserves for Fiscal Year 2024 Assigned Fund Balance Allocation		
Highway Reserve (Paving)	**$1,500,000.00**	**To help offset costs in the Annual Highway Improvement Program or other Highway projects.**
Technology Infrastructure Reserve	**$50,000.00**	**To help offset costs in technology projects.**
Equipment Reserve	**$299,000.00**	**To help offset costs in vehicle and equipment related efforts.**
Recreation Reserve	**$400,000.00**	**To help offset costs in Recreation related projects and programs.**
Human Resources Reserve	**$500,000.00**	**To help offset Class and Comp Study impact.**
Economic Development Reserve	**$300,000.00**	**To help offset Economic Development related expenses.**
	$3,049,000.00	

LOOKING FORWARD

The Proposed Fiscal Year 2026 Budget reflects moderate growth estimates that will enable us to maintain existing levels of service for all programs throughout the organization while providing enhanced services in public safety.

The City has continued to experience revenue growth through smart economic development while preparing for shifts in value of real estate through the scheduled revaluation. This budget again, prioritizes sustainable investments that position the City for continued stability and growth. This proposal supports the City workforce through competitive pay, enhanced training opportunities, and other employee recognition programs.

City Administration has prioritized adherence to comprehensive financial policies, fiscal discipline, and long-range strategies that preserve budgetary balance while enhancing essential services. The commitment to fiscal responsibility over the last two decades continues to yield tangible results. The City continues to strive to be more efficient, effective, and responsive to community needs than ever before.

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

Budget Summary

Revenue by Function	**2024 Actual**	**2025 Adopted**	**2025 Revised**	**2025 Projected**	**2026 Budget**
General Fund					
General Government	$73,567,172	$73,874,035	$79,285,082	$75,626,189	$77,329,746
Public Safety	$4,897,573	$5,022,768	$5,065,831	$4,783,878	$5,081,522
General Services	$968,560	$1,086,083	$1,086,083	$1,086,083	$1,142,953
Community Development	$2,280,997	$1,889,767	$1,919,017	$2,025,765	$1,849,702
Leisure and Information Servic	$1,440,928	$1,496,848	$1,516,848	$1,532,840	$1,562,190
Health	$9,340	$10,000	$10,000	$6,000	$10,000
Sub Total	**$83,164,571**	**$83,379,501**	**$88,882,860**	**$85,060,755**	**$86,976,113**
Special Revenue Funds					
Parking	$3,255,322	$3,075,607	$3,075,607	$3,600,276	$3,094,848
Airport	$483,697	$493,583	$506,083	$539,583	$512,196
Conservation Property	$92,878	$152,565	$152,565	$89,565	$145,688
Revolving Loan	$364,176	$319,837	$319,837	$82,008	$629,100
Golf	$1,907,109	$1,905,712	$1,905,712	$2,104,372	$2,023,085
Arena	$826,807	$813,240	$813,240	$761,618	$772,480
Solid Waste	$5,288,148	$4,123,245	$4,123,245	$4,124,467	$4,172,010
Sub Total	**$12,218,138**	**$10,883,789**	**$10,896,289**	**$11,301,889**	**$11,349,407**
Enterprise Funds					
Water	$6,692,713	$7,387,578	$7,387,578	$7,228,640	$7,916,290
Wastewater	$11,097,546	$11,244,102	$11,244,102	$10,500,332	$11,531,051
Sub Total	**$17,790,260**	**$18,631,680**	**$18,631,680**	**$17,728,972**	**$19,447,341**
Capital and Other Funds					
Capital Projects	$21,282,576	$52,991,745	$54,163,821	$33,235,153	$30,940,250
North End Opp Cor TIF District	$580,868	$509,201	$509,201	$564,323	$564,300
Sears Block TIF District	$1,188,968	$1,138,575	$1,138,575	$1,117,705	$1,225,400
Penacook Village TIF District	$626,149	$670,983	$670,983	$669,139	$949,369
Sub Total	**$23,678,560**	**$55,310,504**	**$56,482,580**	**$35,586,320**	**$33,679,319**
Total Revenue	**$136,851,529**	**$168,205,474**	**$174,893,409**	**$149,677,936**	**$151,452,180**

Budget Summary

Expense by Function	**2024 Actual**	**2025 Adopted**	**2025 Revised**	**2025 Projected**	**2026 Budget**
General Fund					
General Government	$26,139,299	$24,791,561	$28,817,870	$27,364,489	$25,373,579
Public Safety	$33,191,431	$33,808,301	$34,635,259	$34,000,205	$35,974,937
General Services	$11,444,892	$12,192,155	$12,680,278	$12,440,144	$12,636,684
Community Development	$4,103,963	$4,974,643	$5,043,536	$4,361,774	$4,862,936
Leisure and Information Servic	$5,928,376	$6,560,613	$6,642,208	$6,403,741	$7,053,221
Health	$943,908	$1,052,228	$1,063,709	$1,046,222	$1,074,757
Sub Total	**$81,751,868**	**$83,379,501**	**$88,882,860**	**$85,616,574**	**$86,976,113**
Special Revenue Funds					
Parking	$2,943,871	$3,426,360	$3,426,360	$3,246,983	$3,446,812
Airport	$450,247	$567,603	$580,103	$552,009	$532,567
Conservation Property	$92,878	$152,565	$152,565	$152,565	$145,688
Revolving Loan	$363,864	$319,837	$319,837	$37,000	$622,600
Golf	$1,805,150	$1,782,057	$1,782,057	$1,873,811	$1,823,353
Arena	$847,215	$897,880	$897,880	$918,044	$887,178
Solid Waste	$4,634,402	$4,958,014	$4,958,014	$4,926,754	$5,189,528
Sub Total	**$11,137,626**	**$12,104,315**	**$12,116,815**	**$11,707,166**	**$12,647,726**
Enterprise Funds					
Water	$7,181,036	$7,886,680	$7,886,680	$7,809,360	$8,066,230
Wastewater	$11,122,664	$11,688,396	$11,688,396	$11,402,956	$13,483,116
Sub Total	**$18,303,700**	**$19,575,076**	**$19,575,076**	**$19,212,316**	**$21,549,346**
Capital and Other Funds					
Capital Projects	$22,162,115	$52,991,745	$54,163,821	$15,065,362	$30,940,250
North End Opp Cor TIF District	$237,864	$250,240	$250,240	$250,240	$251,088
Sears Block TIF District	$1,251,764	$1,246,283	$1,246,283	$1,246,283	$1,228,721
Penacook Village TIF District	$434,470	$506,175	$506,175	$502,718	$687,370
Sub Total	**$24,086,213**	**$54,994,443**	**$56,166,519**	**$17,064,603**	**$33,107,429**
Total Expense	**$135,279,407**	**$170,053,336**	**$176,741,271**	**$133,600,659**	**$154,280,615**

Budget Summary

Revenue by Classification		2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
General Fund						
Property Taxes		$49,136,264	$51,287,100	$51,523,780	$51,750,000	$53,497,167
Other Taxes		$818,867	$786,796	$786,796	$874,040	$855,110
Intergov Revenue		$6,880,730	$6,056,955	$6,264,171	$6,192,374	$6,157,842
Rental Income		$256,742	$277,773	$277,773	$248,689	$315,856
Fines and Penalties		$417,926	$406,050	$406,050	$412,999	$423,100
Licenses and Permits		$2,158,295	$1,754,865	$1,754,865	$1,906,555	$1,734,544
Investment Income		$2,704,198	$2,355,975	$2,355,975	$2,448,564	$2,294,980
Donations		$50,230	$38,700	$38,700	$37,572	$40,200
Transfer In		$5,128,536	$4,413,342	$4,577,342	$4,477,710	$4,998,212
Use of Fund Bal/RE		$0	$560,760	$4,214,000	$0	$550,000
Motor Vehicle Reg		$7,840,577	$7,889,000	$7,889,000	$8,297,361	$8,525,000
Dept Service Charges		$4,926,629	$4,925,885	$4,925,885	$4,875,985	$5,227,192
Retiree Health Reimb		$1,441,986	$1,504,560	$1,504,560	$1,396,970	$1,395,450
Other Revenue		$1,403,591	$1,121,740	$2,363,964	$2,141,936	$961,460
	Sub Total	**$83,164,571**	**$83,379,501**	**$88,882,860**	**$85,060,755**	**$86,976,113**
Special Revenue Funds						
Intergov Revenue		$94,551	$94,474	$94,474	$95,696	$93,759
Rental Income		$1,957,067	$2,044,595	$2,044,595	$2,107,687	$2,043,862
Fines and Penalties		$447,214	$430,000	$430,000	$550,000	$431,000
Licenses and Permits		$96,180	$0	$0	$0	$0
Investment Income		$122,537	$51,720	$51,720	$97,000	$93,000
Transfer In		$1,565,993	$1,871,805	$1,871,805	$1,871,805	$1,826,426
Use of Fund Bal/RE		$0	$284,353	$296,853	$0	$605,940
Dept Service Charges		$662,892	$407,134	$407,134	$377,648	$375,250
Parking-Metered		$1,485,810	$1,370,000	$1,370,000	$1,542,700	$1,351,630
SW Commercial Sales		$1,565,371	$310,440	$310,440	$310,440	$326,505
SW Residential Sales		$2,188,741	$2,135,090	$2,135,090	$2,135,090	$2,212,590
Golf Permit and Fees		$985,191	$1,072,653	$1,072,653	$1,063,959	$1,063,475
Pro Shop Sales		$839,324	$749,249	$749,249	$950,173	$864,710
Other Revenue		$207,268	$62,275	$62,275	$199,690	$61,260
	Sub Total	**$12,218,138**	**$10,883,789**	**$10,896,289**	**$11,301,889**	**$11,349,407**

Budget Summary

Revenue by Classification (continued)	**2024 Actual**	**2025 Adopted**	**2025 Revised**	**2025 Projected**	**2026 Budget**
Enterprise Funds					
Intergov Revenue	$86,711	$326,877	$326,877	$326,877	$342,140
Rental Income	$1,625	$1,625	$1,625	$1,625	$1,625
Fines and Penalties	$55,911	$58,000	$58,000	$58,000	$58,000
Licenses and Permits	$1,050	$1,500	$1,500	$1,500	$1,500
Investment Income	$631,740	$344,260	$344,260	$500,000	$400,000
Capital Contribution	$136,498	$40,000	$40,000	$170,000	$80,000
Dept Service Charges	$399,890	$328,100	$328,100	$347,000	$356,100
Water Sales	$6,059,371	$6,858,048	$6,858,048	$6,651,970	$7,357,280
Wastewater Sales	$10,142,565	$10,523,140	$10,523,140	$9,540,710	$10,663,563
Retiree Health Reimb	$66,509	$66,740	$66,740	$66,740	$82,020
Other Revenue	$208,389	$83,390	$83,390	$64,550	$105,113
Sub Total	**$17,790,260**	**$18,631,680**	**$18,631,680**	**$17,728,972**	**$19,447,341**
Capital and Other Funds					
Capital Projects	$21,282,576	$52,991,745	$54,163,821	$33,235,153	$30,940,250
Property Taxes	$2,234,554	$2,261,365	$2,261,365	$2,235,273	$2,336,200
Investment Income	$161,317	$55,000	$55,000	$113,500	$95,000
Other Revenue	$114	$2,394	$2,394	$2,394	$307,869
Sub Total	**$23,678,560**	**$55,310,504**	**$56,482,580**	**$35,586,320**	**$33,679,319**
Total Revenue	**$136,851,529**	**$168,205,474**	**$174,893,409**	**$149,677,936**	**$151,452,180**

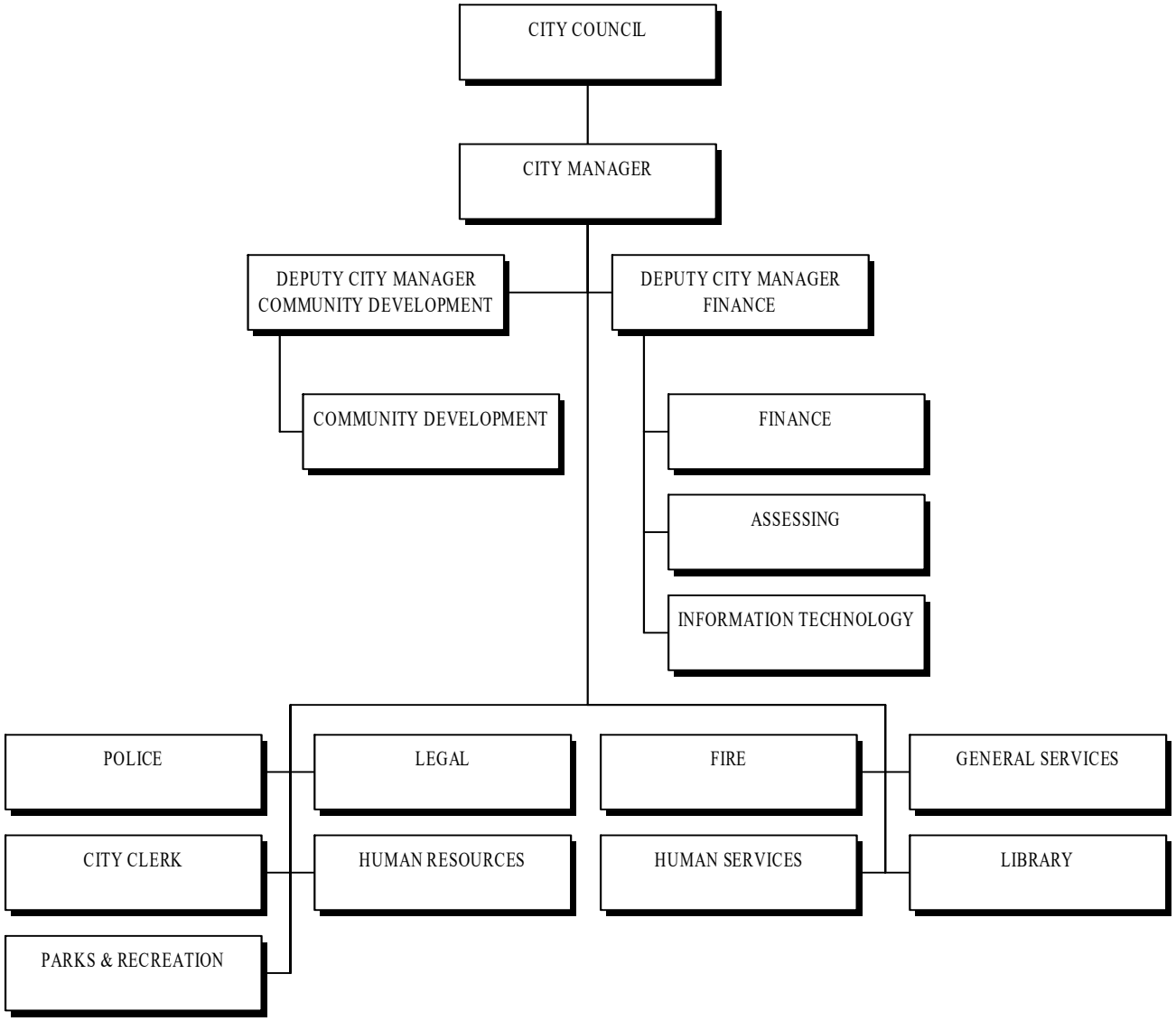
Budget Summary

Expense by Classification		2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
General Fund						
Compensation		$36,364,081	$38,033,602	$38,699,905	$37,142,882	$40,328,140
Fringe Benefits		$20,867,649	$22,906,213	$23,102,973	$22,006,838	$23,029,415
Outside Services		$3,493,136	$3,985,381	$4,131,631	$4,031,178	$4,686,692
Supplies		$3,234,433	$3,258,884	$3,282,384	$3,218,791	$3,384,535
Utilities		$1,116,506	$1,492,422	$1,492,422	$1,266,992	$1,234,865
Insurance		$546,679	$571,909	$571,909	$571,202	$606,520
Capital Outlay		$97,209	$26,600	$52,100	$29,500	$24,900
Debt Service		$7,561,570	$8,161,000	$8,161,000	$8,161,000	$8,750,492
Miscellaneous		$1,049,080	$1,175,768	$1,175,768	$1,068,468	$1,196,768
Transfer Out		$7,421,526	$3,767,723	$8,212,770	$8,119,723	$3,733,785
	Sub Total	**$81,751,868**	**$83,379,501**	**$88,882,860**	**$85,616,574**	**$86,976,113**
Special Revenue Funds						
Compensation		$1,738,674	$1,908,496	$1,908,496	$1,800,876	$2,027,203
Fringe Benefits		$764,393	$892,041	$892,041	$780,578	$862,149
Outside Services		$5,043,290	$5,562,071	$5,562,071	$5,609,130	$5,777,981
Supplies		$525,169	$601,129	$601,129	$650,906	$551,794
Utilities		$254,684	$290,600	$290,600	$289,510	$294,690
Insurance		$41,761	$44,390	$44,390	$44,041	$46,060
Debt Service		$1,586,734	$1,561,290	$1,561,290	$1,561,280	$1,589,367
Miscellaneous		$568,081	$538,537	$538,537	$251,138	$851,960
Transfer Out		$614,840	$705,760	$718,260	$719,706	$646,522
	Sub Total	**$11,137,626**	**$12,104,315**	**$12,116,815**	**$11,707,166**	**$12,647,726**

Budget Summary

Expense by Classification (continued)	**2024 Actual**	**2025 Adopted**	**2025 Revised**	**2025 Projected**	**2026 Budget**
Enterprise Funds					
Compensation	$3,361,357	$3,554,157	$3,554,157	$3,622,063	$3,862,365
Fringe Benefits	$2,083,592	$2,246,823	$2,246,823	$2,215,116	$2,317,138
Outside Services	$2,343,774	$2,297,388	$2,297,388	$1,948,389	$2,374,494
Supplies	$1,062,293	$1,348,396	$1,348,396	$1,246,684	$1,362,170
Utilities	$998,916	$1,179,080	$1,179,080	$1,210,020	$1,220,110
Insurance	$116,400	$133,820	$133,820	$143,520	$133,330
Capital Outlay	$162,159	$187,800	$187,800	$199,000	$187,800
Debt Service	$5,328,485	$5,680,120	$5,680,120	$5,680,120	$7,084,965
Miscellaneous	$5,239	$6,000	$6,000	$6,000	$6,000
Transfer Out	$2,841,485	$2,941,492	$2,941,492	$2,941,404	$3,000,974
Sub Total	**$18,303,700**	**$19,575,076**	**$19,575,076**	**$19,212,316**	**$21,549,346**
Capital and Other Funds					
Capital Projects	$22,162,115	$52,991,745	$54,163,821	$15,065,362	$30,940,250
Outside Services	$48,507	$138,660	$138,660	$138,660	$185,867
Supplies	$0	$5,000	$5,000	$2,000	$5,125
Utilities	$994	$1,290	$1,290	$780	$810
Debt Service	$904,677	$891,390	$891,390	$891,443	$1,019,080
Transfer Out	$969,920	$966,358	$966,358	$966,358	$956,297
Sub Total	**$24,086,213**	**$54,994,443**	**$56,166,519**	**$17,064,603**	**$33,107,429**
Total Expense	**$135,279,407**	**$170,053,336**	**$176,741,271**	**$133,600,659**	**$154,280,615**

CITY OF CONCORD, NEW HAMPSHIRE
TABLE OF ORGANIZATION



Budget Summary

Staff Listing by Department

	FY24	FY25	FY26
City Manager			
Full Time			
City Manager	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Public Information Officer	1.00	1.00	1.00
City Manager Total	3.00	3.00	3.00
Legal			
Full Time			
Admininstrative Victim Witness Advocate	2.00	2.00	2.00
Assistant City Prosecutor	3.00	4.00	4.00
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	10.00	10.00
Part Time			
Assistant City Prosecutor	0.73	0.00	0.00
Legal Secretary	0.63	0.63	0.63
Part Time Total	1.36	0.63	0.63
Legal Total	10.36	10.63	10.63
Assessing			
Full Time			
Administrative Assistant	1.00	1.00	1.00
Appraisal Technician	1.00	1.00	1.00
Appraiser	2.00	2.00	2.00
Deputy Assessor	1.00	1.00	1.00
Director of Real Estate Assessment	1.00	1.00	1.00
Assessing Total	6.00	6.00	6.00
Human Resources			
Full Time			
Human Resources & Labor Relations Director	1.00	1.00	1.00
Human Resources Benefits Administrator	1.00	1.00	1.00
Human Resources Generalist	1.00	1.00	1.00
Safety and Training Coordinator	1.00	1.00	1.00
Human Resources Total	4.00	4.00	4.00
Finance			
Full Time			
Accountant	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00
City Treasurer	1.00	1.00	1.00
Deputy City Manager Finance	1.00	1.00	1.00

Finance (continued)		**FY24**	**FY25**	**FY26**
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		2.00	2.00	2.00
Management & Budget Analyst		1.00	1.00	1.00
Municipal Customer Service Representative		3.00	3.00	3.00
Payroll Coordinator		1.00	1.00	1.00
Purchasing Agent I		1.00	1.00	1.00
Purchasing Manager		1.00	1.00	1.00
Revenue Account Specialist		1.00	1.00	1.00
Senior Accountant		1.00	1.00	1.00
	Full Time Total	18.00	18.00	18.00
Part Time				
Municipal Customer Service Representative		0.70	0.70	0.70
	Part Time Total	0.70	0.70	0.70
Golf				
Full Time				
Assistant Golf Professional		1.00	1.00	1.00
Building & Grounds Supervisor		1.00	1.00	1.00
Course and Facilities Manager		1.00	1.00	1.00
Director of Operations And Head Golf Professional		1.00	1.00	1.00
Equipment Maintenance Mechanic		1.00	1.00	1.00
Laborer/Truck Driver - Shared w/GSD		0.67	0.67	0.67
	Full Time Total	5.67	5.67	5.67
Part Time				
Fiscal Technician II PPT		0.50	0.50	0.50
	Part Time Total	0.50	0.50	0.50
	Finance Total	24.87	24.87	24.87
Information Technology				
Full Time				
Assistant IT Director		1.00	1.00	1.00
Helpdesk Technician		1.00	1.00	1.00
Information Technology Director		1.00	1.00	1.00
Network Security Engineer		1.00	1.00	1.00
Systems Administrator I		1.00	1.00	1.00
Systems Administrator II		3.00	3.00	3.00
Systems Analyst I		1.00	1.00	1.00
	Information Technology Total	9.00	9.00	9.00

Budget Summary

City Clerk		FY24	FY25	FY26
Full Time				
Administrative Assistant		0.00	2.00	2.00
Administrative Technician II		2.00	0.00	0.00
City Clerk		1.00	1.00	1.00
Deputy City Clerk		1.00	1.00	1.00
	Full Time Total	4.00	4.00	4.00
Part Time				
Elections Specialist		0.00	0.60	0.60
	Part Time Total	0.00	0.60	0.60
	City Clerk Total	4.00	4.60	4.60

Police		FY24	FY25	FY26
Full Time				
Administrative Assistant		1.00	1.00	1.00
Administrative Technician II		2.00	2.00	2.00
Administrative Technician III		1.00	1.00	1.00
Deputy Police Chief		3.00	3.00	3.00
Fiscal Supervisor		1.00	1.00	1.00
Fiscal Technician III		1.00	1.00	1.00
Outreach Social Worker		1.00	1.00	2.00
Parking Officer and Equipment Technician		7.00	7.00	7.00
Parking Supervisor		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		5.00	5.00	5.00
Police Dispatcher II		2.00	2.00	2.00
Police Lieutenant		8.00	8.00	8.00
Police Officer		69.00	69.00	69.00
Police Sergeant		9.00	9.00	9.00
Records Supervisor		1.00	1.00	1.00
Social Worker - MSW		1.00	1.00	1.00
	Full Time Total	115.00	115.00	116.00
Part Time				
Administrative Technician I		0.60	0.60	0.60
Administrative Technician II		0.79	0.79	0.79
Community Services Aide		0.70	0.70	0.70
Property Room Technician		1.10	1.10	1.10
	Part Time Total	3.19	3.19	3.19
	Police Total	118.19	118.19	119.19

Fire	FY24	FY25	FY26
Full Time			
Administrative Specialist II	1.00	1.00	1.00
Assistant Fire Marshal	1.00	1.00	2.00
Battalion Chief	4.00	4.00	4.00
Deputy Fire Chief	2.00	2.00	2.00
Fire Alarm and Traffic Superintendent	1.00	1.00	1.00
Fire Alarm Operator	4.00	4.00	4.00
Fire Captain	4.00	4.00	4.00
Fire Captain Communications Supervisor	1.00	1.00	1.00
Fire Captain EMS	1.00	1.00	1.00
Fire Captain Training	1.00	1.00	1.00
Fire Chief	1.00	1.00	1.00
Fire Lieutenant	12.00	12.00	12.00
Fire Lieutenant - Paramedic	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00
Firefighter Advanced EMT	18.00	22.00	22.00
Firefighter/EMT	26.00	22.00	22.00
Firefighter Paramedic	20.00	20.00	20.00
Fiscal Supervisor	1.00	1.00	1.00
Lead Fire Alarm Operator	4.00	4.00	4.00
Fire Total	104.00	104.00	105.00

General Services			
Full Time			
Administration Division Manager	1.00	1.00	1.00
Administrative Support Specialist	2.00	2.00	2.00
Arena Properties Manager	1.00	1.00	1.00
Arena Supervisor	1.00	1.00	1.00
Assistant Highway & Utility Superintendent	1.00	2.00	2.00
Automotive Parts Technician	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	4.00	4.00	4.00
Deputy General Services Director	1.00	1.00	1.00
Engineering Technician I	0.00	1.00	1.00
Engineering Technician II	1.00	0.00	0.00
Environmental Compliance Manager	2.00	1.00	1.00
Equipment Operator II	4.00	4.00	4.00
Equipment Operator III	3.00	3.00	3.00
Facilities Maintenance Supervisor	1.00	1.00	1.00
Field Technician	2.00	2.00	2.00
Fiscal Supervisor	1.00	1.00	1.00
Fiscal Technician III	1.00	1.00	1.00
Fleet Body and Maintenance Technician	2.00	2.00	2.00
Fleet Maintenance Technician	3.00	3.00	3.00

General Services (continued)	**FY24**	**FY25**	**FY26**
Full Time			
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
HVAC Technician	1.00	1.00	1.00
Ice Maintenance Technician	1.00	1.00	1.00
Laboratory Operations Assistant Supervisor	0.00	1.00	1.00
Laboratory Operations Manager	0.00	1.00	1.00
Laborer/Truck Driver	15.00	15.00	15.00
Maintenance-Operations Flex Tech	1.00	1.00	1.00
Maintenance Aide	3.00	3.00	3.00
Maintenance Technician	4.00	4.00	4.00
Meter Technician	3.00	3.00	3.00
Office Manager	1.00	1.00	1.00
Painter	1.00	1.00	1.00
Pavement Marking Signage Technician	1.00	1.00	1.00
Police Mechanic Equipment Technician	1.00	1.00	1.00
Public Properties Crew Leader	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	2.00	2.00
Senior Engineering Technician	0.00	1.00	1.00
Senior Maintenance Aide	4.00	4.00	4.00
Senior Road Crew Supervisor	0.00	1.00	1.00
Sewer Maintenance Supervisor	1.00	1.00	1.00
Sewer System Supervisor	1.00	0.00	0.00
Shop Supervisor	1.00	1.00	1.00
Sign Pavement Marking Crew Leader	0.00	1.00	1.00
Sign Pavement Marking Supervisor	1.00	0.00	0.00
Tree Maintenance Specialist	1.00	1.00	1.00
Tree Supervisor	1.00	1.00	1.00
Utility Billing Program Manager	1.00	1.00	1.00
Utility Customer Service Representative	1.00	1.00	1.00
Utility Electrician	1.00	1.00	1.00
Utility Technician	4.00	4.00	4.00
Wastewater Crew Leader	1.00	0.00	0.00
Wastewater Maintenance Manager	0.00	1.00	1.00
Wastewater Maintenance Supervisor	1.00	1.00	1.00
Wastewater Maintenance Lead	0.00	1.00	1.00
Wastewater Operations Supervisor	1.00	0.00	0.00
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 Operations Lead	1.00	1.00	1.00
Water Systems Supervisor	1.00	0.00	0.00

General Services (continued)	**FY24**	**FY25**	**FY26**
Full Time			
Water Treatment Plant Operator	4.00	3.00	3.00
Water Treatment Plant Lead Operator	0.00	1.00	1.00
Water Treatment Plant Superintendent	1.00	1.00	1.00
Water Treatment Plant Operations Supervisor	1.00	1.00	1.00
Welder Mechanic	1.00	1.00	1.00
Full Time Total	112.00	113.00	113.00
Part Time			
Custodian	1.50	1.50	1.50
Equipment Operator III	0.20	0.20	0.20
Part Time Total	1.70	1.70	1.70
Shared Laborer/Truck Driver	1.83	1.83	1.83
General Services Total	115.53	116.53	116.53
Community Development			
Full Time			
Administrative Specialist II	1.00	1.00	1.00
Administrative Coordinator	0.00	1.00	1.00
Administrative Technician III	0.00	1.00	1.00
Assistant City Planner Community Planning	0.00	1.00	1.00
Assistant City Planner Zoning	0.00	1.00	1.00
Assistant City Planner	1.00	0.00	0.00
Assistant Community Development Director	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	2.00	2.00
Code Administrator	1.00	0.00	0.00
Community Development Specialist	1.00	0.00	0.00
Deputy City Manager Development	1.00	1.00	1.00
Director of Special Projects And Strategic Initiatives	1.00	1.00	1.00
Electrical Inspector	1.00	1.00	1.00
Engineering Technician I	2.00	2.00	2.00
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
Health Services Inspector	1.00	1.00	1.00
Housing Inspector	1.00	1.00	1.00
Permit Technician	1.00	1.00	1.00
Permitting System Coordinator	1.00	0.00	0.00

Community Development (continued)	**FY24**	**FY25**	**FY26**
Full Time			
Plumbing/Fire/Mechanical Inspector	1.00	1.00	1.00
Senior Engineering Technician	2.00	2.00	2.00
Senior Planner	1.00	1.00	1.00
Transportation Engineer	1.00	1.00	1.00
Zoning Administrator	1.00	0.00	0.00
Full Time Total	36.00	36.00	36.00
Part Time			
Planning and Zoning Inspector	0.50	0.50	0.50
Part Time Total	0.50	0.50	0.50
Community Development Total	36.50	36.50	36.50

Library			
Full Time			
Administrative Library Technician	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
Circulation Supervisor	1.00	1.00	1.00
Library Director	1.00	1.00	1.00
Library Technician	4.00	5.00	5.00
Reference Librarian	2.00	2.00	2.00
Youth Services Manager	1.00	1.00	1.00
Full Time Total	12.00	13.00	13.00
Part Time			
Library Assistant II	1.21	1.21	1.21
Library Page	3.85	3.85	3.85
Library Technician	4.10	4.13	4.13
Part Time Total	9.16	9.19	9.19
Library Total	21.16	22.19	22.19

Parks and Recreation			
Full Time			
Administrative Technician III	1.00	1.00	1.00
Assistant Parks and Recreation Director	1.00	1.00	1.00
Cemetery Administrator	1.00	1.00	1.00
Cemetery Crew Leader	1.00	1.00	1.00
Cemetery Maintenance Specialist	2.00	2.00	2.00
Equipment Maintenance Mechanic II	1.00	1.00	1.00
Equipment Operator III	1.00	1.00	1.00
Field Maintenance Specialist	1.00	1.00	1.00
Fiscal Supervisor	1.00	1.00	1.00
Laborer/Truck Driver	4.00	4.00	4.00
Shared with G.S.D. Laborer/Truck Driver	2.50	2.50	2.50
Maintenance Technician	1.00	1.00	1.00
Parks & Recreation Director	1.00	1.00	1.00

Parks and Recreation (continued)		**FY24**	**FY25**	**FY26**
Full Time				
Parks Supervisor		1.00	1.00	1.00
Recreation and Permitting Manager		1.00	1.00	1.00
Recreation Assistant		1.00	1.00	1.00
Recreation Supervisor		1.00	1.00	1.00
Senior Maintenance Aide		2.00	2.00	2.00
	Full Time Total	24.50	24.50	24.50
Part Time				
Custodian		1.25	1.20	1.20
Guest Services Associates		2.56	3.06	3.06
Recreation Specialist		1.25	1.95	1.95
Senior Citizen Coordinator		0.38	0.38	0.38
	Part Time Total	5.44	6.59	6.59
	Parks and Recreation Total	29.94	31.09	31.09
Human Services				
Full Time				
Administrative Specialist II		0.00	1.00	1.00
Human Services Director		1.00	1.00	1.00
Welfare Case Technician		3.00	3.00	3.00
	Full Time Total	4.00	5.00	5.00
Part Time				
Administrative Specialist II		0.60	0.00	0.00
	Part Time Total	0.60	0.00	0.00
	Human Services Total	4.60	5.00	5.00
	Grand Total			497.6

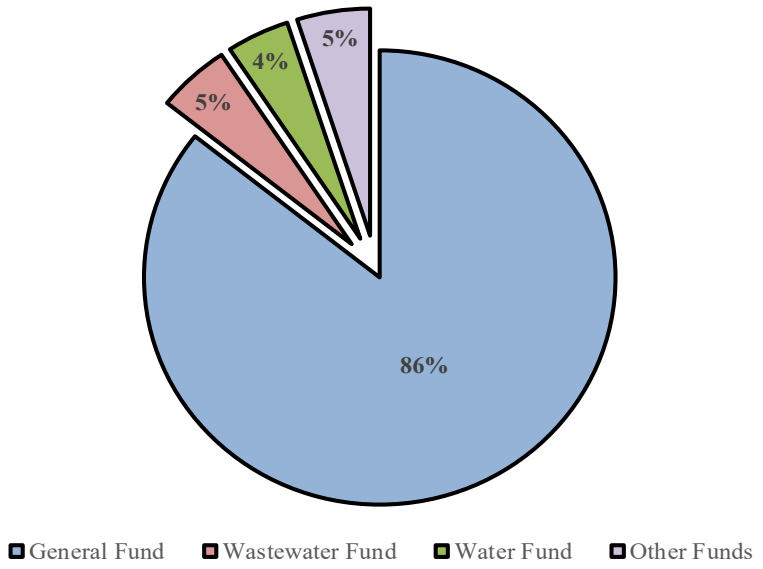
The total number of unique full time and part time positions is 522.

Position Changes for Fiscal Year 2026

Police	Addition of one Outreach Social Worker
Fire	Addition of one Assistant Fire Marshall

Budget Summary

Percentage of Full Time Equivalents by Fund



Budgeted Temporary/Seasonal FTEs by Department

Department - Fund	FY24	FY25	FY26
Assessing - General Fund	0.05	0.05	0.05
City Clerk - General Fund	4.00	4.00	4.00
Police - General Fund	0.34	0.34	0.34
Community Development - General Fund	2.17	2.17	2.17
Parks & Recreation - General Fund	13.00	13.00	13.00
Golf Fund	5.49	5.53	5.53
General Services – General Fund	5.04	5.04	5.04
General Services - Arena Fund	3.52	3.52	3.52
General Services - Water Fund	0.69	0.69	0.69
General Services - Wastewater Fund	0.31	0.31	0.31
Police - Parking Fund	0.34	0.34	0.34
Total Temporary/Seasonal FTEs	34.95	34.99	34.99

Planned Temporary Staff Levels by Department

Department	FY24	FY25	FY26
Assessing	1	1	1
City Clerk	148	148	148
Police	3	3	3
General Services	31	31	31
Community Development	6	5	5
Parks & Recreation	67	67	67
Golf	15	15	15
Total Temporary Employee Count	271	270	270

Resolutions

	Fiscal Year 2025 Adopted	Fiscal Year 2026 Adopted
Use of Funds		
Budget Appropriations	$83,379,501	$86,976,113
War Credits	$267,400	$431,250
Overlay	$200,000	$200,000
Total Use of Funds	$83,846,901	$87,607,363
Sources of Funds		
Miscellaneous Revenues	$32,092,401	$33,478,946
Amount to be Raised by Property Taxes	$51,754,500	$54,128,417
Total Sources of Funds	$83,846,901	$87,607,363
Tax Rate Determination		
Assessed Value (A.V.) in Thousands of Dollars *	$5,259,602	$5,345,938
Amount to be Raised	$51,754,500	$54,128,417
Current Year Recommended Tax Rate / $1,000 A.V.	9.84	10.13 **
Prior Year Tax Rate / $1,000 A.V.	9.84	9.84 *
Difference	-	0.29
Percentage Change	0.00 %	2.95 %

* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of $5,298,937,571 for municipal purposes and a tax rate of $9.84 per $1,000 of assessed value.

** Portion of the Recommended Tax Rate Allocated to Debt Service	1.64
Portion of the Prior Year Tax Rate Allocated to Debt Service	1.55
Increase/(Decrease) over Prior Year	0.09
Percentage Change	5.81 %
** Portion of the Recommended Tax Rate Allocated to All Other Costs	8.49
Portion of the Prior Year Tax Rate Allocated to All Other Costs	8.29
Increase/(Decrease) over Prior Year	0.20
Percentage Change	2.41 %

CITY OF CONCORD

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

RESOLUTION FIXING AND DETERMINING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2026 ENDING JUNE 30, 2026 FOR THE GENERAL FUND, SPECIAL REVENUE FUNDS, ENTERPRISE FUNDS, DEBT SERVICE FUNDS AND DE MINIMIS ACCOUNTS

WHEREAS, the fiscal year 2026 budget as provided and summarized below; and

WHEREAS, the fiscal year 2026 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 budget to the City Council at least forty-five (45) days before the start of the fiscal year of the budget;

The City of Concord resolves as follows:

That there shall be appropriated the sums of:

Section 1:	**General Fund**	$86,976,113
Section 2:	**Special Revenue Funds**	
	Parking Fund	$3,446,812
	Airport Fund	$532,567
	Conservation Property Fund	$145,688
	Housing Revolving Loan Fund	$622,600
	Golf Fund	$1,823,353
	Arena Fund	$887,178
	Solid Waste Fund	$5,189,528
Section 3:	**Enterprise Funds**	
	Water Fund	$8,066,230
	Wastewater Fund	$13,483,116
Section 4:	**Debt Service Funds**	
	North End Opportunity Corrider Tax Increment Financing District	$251,088
	Sears Block Tax Increment Financing District	$1,228,721
	Penacook Village Tax Increment Financing District	$687,370
Section 5:	De minimis gifts and donations	$150,000

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

CITY OF CONCORD

RESOLUTION APPROPRIATING FOR FISCAL YEAR 2026 (JULY 1, 2025 TO JUNE 30, 2026) THE SUM OF THIRTY MILLION NINE HUNDRED FORTY THOUSAND TWO HUNDRED FIFTY DOLLARS ($30,940,250) FOR CAPITAL PROJECTS, AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE SUM OF TWENTY-FIVE MILLION SEVEN HUNDRED THIRTY-FIVE THOUSAND DOLLARS ($25,735,000), AUTHORIZING THE USE OF THREE MILLION FIVE HUNDRED EIGHTY-FIVE THOUSAND DOLLARS ($3,585,000) IN RESERVE AND IMPACT FEES, ACCEPTING THE SUM OF FOUR HUNDRED EIGHTY THOUSAND DOLLARS ($480,000) IN FEDERAL GRANT FUNDS, AND ACCEPTING THE SUM OF TWO HUNDRED FIFTY THOUSAND DOLLARS ($250,000) IN DONATIONS FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT

The City of Concord resolves as follows:

WHEREAS, the 2026-2035 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 2026 Operating Budget and Capital Improvement Program (the "Budget Document") lists all Fiscal Year 2026 capital projects by CIP project number, title and funding source; and

WHEREAS, this resolution authorizes the expenditure of funds for the Fiscal Year 2026 capital projects listed in the Budget Document and related capital improvements within the same CIP project number; and

WHEREAS, in connection with the adoption of the Fiscal Year 2026 budget, the amount appropriated for certain capital projects is reduced by amounts repurposed through the Closeout process and as more specifically set forth in the Department of Finance Operating Policy and Procedure for Repurposing Bond Funds, Unissued Bonds and Other Funds/Capital Projects; 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 $30,940,250
be and is hereby appropriated as follows:

Capital Project Funds	
General Capital Fund(s)	$19,010,500
Parking Capital Fund(s)	$1,240,000
Airport Capital Fund(s)	$278,750
Golf Capital Fund(s)	$150,000
Water Capital Fund(s)	$3,382,500
Sewer Capital Fund(s)	$6,878,500

CITY OF CONCORD

RESOLUTION APPROPRIATING FOR FISCAL YEAR 2026 (JULY 1, 2025 TO JUNE 30, 2026) THE SUM OF THIRTY MILLION NINE HUNDRED FORTY THOUSAND TWO HUNDRED FIFTY DOLLARS ($30,940,250) FOR CAPITAL PROJECTS, AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE SUM OF TWENTY-FIVE MILLION SEVEN HUNDRED THIRTY-FIVE THOUSAND DOLLARS ($25,735,000), AUTHORIZING THE USE OF THREE MILLION FIVE HUNDRED EIGHTY-FIVE THOUSAND DOLLARS ($3,585,000) IN RESERVE AND IMPACT FEES, ACCEPTING THE SUM OF FOUR HUNDRED EIGHTY THOUSAND DOLLARS ($480,000) IN FEDERAL GRANT FUNDS, AND ACCEPTING THE SUM OF TWO HUNDRED FIFTY THOUSAND DOLLARS ($250,000) IN DONATIONS FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT

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

Capital Project Funds		
General Capital Fund(s) G.O. Bonds	$14,299,000	
Parking Capital Fund(s) G.O. Bonds	$1,190,000	
Airport Capital Fund(s) G.O. Bonds	$269,000	
Golf Capital Fund(s) G.O. Bonds	$150,000	
Water Capital Fund(s) G.O. Bonds	$3,178,000	
Sewer Capital Fund(s) G.O. Bonds	$6,649,000	
	Sub-Total Bonds	$25,735,000
General Capital Transfer	$546,500	
Parking Capital Transfer	$50,000	
Airport Capital Transfer	$9,750	
Water Capital Transfer	$204,500	
Sewer Capital Transfer	$79,500	
	Sub-Total Transfers	$890,250
Transfer from Highway Reserve	$2,995,000	
Transfer from Bridge Reserve	$175,000	
Sewer Investment Fee Reserve	$150,000	
General Impact Fees Traffic District 3	$115,000	
General Impact Fees Traffic District 4	$10,000	
General Impact Fee Recreation Dist. 3	$140,000	
	Sub-Total Reserves	$3,585,000
Federal Grant	$480,000	
	Sub-Total Grants	$480,000
General Capital Donations	$250,000	
	Sub-Total Donations	$250,000
	Total All Sources	$30,940,250

CITY OF CONCORD

RESOLUTION APPROPRIATING FOR FISCAL YEAR 2026 (JULY 1, 2025 TO JUNE 30, 2026) THE SUM OF THIRTY MILLION NINE HUNDRED FORTY THOUSAND TWO HUNDRED FIFTY DOLLARS ($30,940,250) FOR CAPITAL PROJECTS, AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE SUM OF TWENTY-FIVE MILLION SEVEN HUNDRED THIRTY-FIVE THOUSAND DOLLARS ($25,735,000), AUTHORIZING THE USE OF THREE MILLION FIVE HUNDRED EIGHTY-FIVE THOUSAND DOLLARS ($3,585,000) IN RESERVE AND IMPACT FEES, ACCEPTING THE SUM OF FOUR HUNDRED EIGHTY THOUSAND DOLLARS ($480,000) IN FEDERAL GRANT FUNDS, AND ACCEPTING THE SUM OF TWO HUNDRED FIFTY THOUSAND DOLLARS ($250,000) IN DONATIONS FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT

3. In order to meet said expenditures, the City Treasurer, with approval of the City Manager, is authorized to issue up to $25,735,000 in bonds and notes for the City of Concord under RSA 162-K:8, Chapter 280 of the Acts of 2000 and/or the Municipal Finance Act.

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

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

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

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

8. This resolution shall take effect upon its passage.

General Fund Revenue

Summary	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Property Taxes	$49,136,264	$51,287,100	$51,523,780	$51,750,000	$53,497,167
Other Taxes	$818,867	$786,796	$786,796	$874,040	$855,110
Intergov Revenue	$6,880,730	$6,056,955	$6,264,171	$6,192,374	$6,157,842
Rental Income	$256,742	$277,773	$277,773	$248,689	$315,856
Fines and Penalties	$417,926	$406,050	$406,050	$412,999	$423,100
Licenses and Permits	$2,158,295	$1,754,865	$1,754,865	$1,906,555	$1,734,544
Investment Income	$2,704,198	$2,355,975	$2,355,975	$2,448,564	$2,294,980
Donations	$50,230	$38,700	$38,700	$37,572	$40,200
Transfer In	$5,128,536	$4,413,342	$4,577,342	$4,477,710	$4,998,212
Use of Fund Bal/RE	$0	$560,760	$4,214,000	$0	$550,000
Motor Vehicle Reg	$7,840,577	$7,889,000	$7,889,000	$8,297,361	$8,525,000
Dept Service Charges	$4,926,629	$4,925,885	$4,925,885	$4,875,985	$5,227,192
Retiree Health Reimb	$1,441,986	$1,504,560	$1,504,560	$1,396,970	$1,395,450
Other Revenue	$1,403,591	$1,121,740	$2,363,964	$2,141,936	$961,460
Total Revenue	**$83,164,571**	**$83,379,501**	**$88,882,860**	**$85,060,755**	**$86,976,113**

General Fund Revenue

Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Property Taxes					
Property Taxes	$49,136,264	$51,287,100	$51,523,780	$51,750,000	$53,497,167
Subtotal	**$49,136,264**	**$51,287,100**	**$51,523,780**	**$51,750,000**	**$53,497,167**
Other Taxes					
Timber Tax	$12,082	$15,000	$15,000	$15,000	$15,000
Payment-In-Lieu-of-Tax (PILOT)	$806,785	$771,696	$771,696	$854,230	$840,010
Excavation Activity Tax	$0	$100	$100	$4,810	$100
Subtotal	**$818,867**	**$786,796**	**$786,796**	**$874,040**	**$855,110**
Intergov Revenue					
Other Gov Agencies - Federal	$21,702	$0	$43,063	$43,063	$0
Other Gov Agencies - State	$679,665	$128,000	$128,000	$129,046	$128,000
Drug Forfeiture or Restitution	$5,171	$5,000	$5,000	$3,000	$5,000
Rooms and Meals Tax	$4,138,799	$4,138,797	$4,280,552	$4,297,057	$4,297,057
Highway Block Grant	$1,125,096	$876,890	$901,139	$901,139	$901,140
Railroad Tax	$1,957	$2,000	$149	$0	$0
Other Gov Agencies - Local	$624,129	$610,893	$610,893	$615,995	$618,345
School District Payments	$284,210	$295,375	$295,375	$203,075	$208,300
Subtotal	**$6,880,730**	**$6,056,955**	**$6,264,171**	**$6,192,374**	**$6,157,842**
Rental Income					
Rental Income	$256,742	$277,773	$277,773	$248,689	$315,856
Subtotal	**$256,742**	**$277,773**	**$277,773**	**$248,689**	**$315,856**
Fines and Penalties					
Fines and Penalties	$365,176	$350,000	$350,000	$351,714	$370,000
False Alarm Penalties	$32,876	$37,800	$37,800	$41,400	$36,000
Fines for Overdue Items	$16,554	$18,000	$18,000	$18,000	$17,000
Fines for Code Prosecution	$1,914	$0	$0	$325	$0
Court Ordered Payments	$1,406	$250	$250	$1,560	$100
Subtotal	**$417,926**	**$406,050**	**$406,050**	**$412,999**	**$423,100**

General Fund Revenue

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Licenses and Permits					
Fire Prevention Permits	$80,866	$89,365	$89,365	$89,365	$52,094
Construction Permits	$1,371,367	$1,141,000	$1,141,000	$1,217,000	$1,167,000
Other Permits	$421,552	$252,900	$252,900	$352,000	$251,650
Licenses	$185,271	$191,600	$191,600	$188,190	$188,800
Street Damage Fees	$99,239	$80,000	$80,000	$60,000	$75,000
Subtotal	**$2,158,295**	**$1,754,865**	**$1,754,865**	**$1,906,555**	**$1,734,544**
Investment Income					
Investment Income	$2,704,198	$2,355,975	$2,355,975	$2,448,564	$2,294,980
Subtotal	**$2,704,198**	**$2,355,975**	**$2,355,975**	**$2,448,564**	**$2,294,980**
Donations					
Donations	$50,230	$38,700	$38,700	$37,572	$40,200
Subtotal	**$50,230**	**$38,700**	**$38,700**	**$37,572**	**$40,200**
Transfer In					
Transfer In - Trust	$1,114,470	$1,129,497	$1,293,497	$1,193,865	$1,535,122
Transfer In - Parking	$169,928	$170,855	$170,855	$170,855	$170,408
Transfer In - Airport	$75,641	$81,423	$81,423	$81,423	$80,692
Transfer In - Conserv Prop	$63,650	$71,940	$71,940	$71,940	$65,600
Transfer In - Impact Fee	$0	$0	$0	$0	$20,000
Transfer In - Grts & Donations	$899,989	$0	$0	$0	$0
Transfer In - Golf	$120,762	$132,634	$132,634	$132,634	$134,085
Transfer In - Arena	$85,518	$89,920	$89,920	$89,920	$88,406
Transfer In - Solid Waste	$3,600	$3,600	$3,600	$3,600	$3,600
Transfer In - NEOCTIF	$182,490	$184,320	$184,320	$184,320	$184,781
Transfer In - Sears Block TIF	$428,960	$415,721	$415,721	$415,721	$408,810
Transfer In - Penacook TIF	$14,660	$14,810	$14,810	$14,810	$15,104
Transfer In - Water	$840,208	$864,218	$864,218	$864,218	$847,988
Transfer In - Wastewater	$1,128,660	$1,254,404	$1,254,404	$1,254,404	$1,443,616
	$5,128,536	**$4,413,342**	**$4,577,342**	**$4,477,710**	**$4,998,212**
Use of Fund Bal/RE					
Use of Fund Balance	$0	$560,760	$4,214,000	$0	$550,000
Subtotal	**$0**	**$560,760**	**$4,214,000**	**$0**	**$550,000**

General Fund Revenue

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Motor Vehicle Reg					
Motor Vehicle Registrations	$7,840,577	$7,889,000	$7,889,000	$8,297,361	$8,525,000
Subtotal	**$7,840,577**	**$7,889,000**	**$7,889,000**	**$8,297,361**	**$8,525,000**
Dept Service Charges					
MV Transportation Surcharge	$186,277	$185,000	$185,000	$187,511	$193,000
MV Transportation Admin	$20,608	$20,500	$20,500	$21,085	$21,500
MV Waste Disposal	$20,911	$20,600	$20,600	$21,212	$21,500
MV State Agent Admin	$136,364	$131,000	$131,000	$134,516	$137,000
Reports, Prints, and Copies	$2,166	$1,350	$1,350	$650	$850
Recording Fees	$10,225	$10,000	$10,000	$10,000	$10,000
Application Fees	$74,437	$62,732	$62,732	$51,605	$54,057
Review Fees	$92,875	$150,000	$150,000	$114,800	$94,800
Inspection Fees	$17,113	$0	$0	$0	$0
Camps	$196,164	$196,073	$196,073	$196,400	$201,990
Aquatics Programs	$50,799	$41,090	$41,090	$50,000	$54,010
Program Fees	$258,848	$227,810	$227,810	$265,130	$244,930
Salt Sales	$9,626	$30,000	$30,000	$30,000	$30,000
Tree Sales	$6,488	$9,000	$9,000	$9,000	$9,000
Timber Sales	$14,904	$5,000	$5,000	$44,920	$5,000
Mark-up	$3,443	$15,000	$15,000	$15,000	$15,000
Non-Resident Library Fees	$6,610	$8,000	$8,000	$8,000	$8,000
Sundry Services	$58,835	$51,450	$51,450	$55,000	$53,550
Special Duty Services	$185,610	$265,000	$265,000	$169,021	$207,127
Police Patrol Servics	$1,425	$3,600	$3,600	$1,200	$3,600
Cruiser Rental Fee	$17,461	$26,500	$26,500	$20,000	$26,500
Ambulance Charges	$3,192,244	$3,100,000	$3,100,000	$3,100,000	$3,485,000
Alarm Boxes	$232,560	$245,780	$245,780	$251,935	$227,378
Other Service Charges	$130,638	$120,400	$120,400	$119,000	$123,400
Subtotal	**$4,926,629**	**$4,925,885**	**$4,925,885**	**$4,875,985**	**$5,227,192**
Retiree Health Reimb					
Retiree Health Insurance	$1,441,986	$1,504,560	$1,504,560	$1,396,970	$1,395,450
Subtotal	**$1,441,986**	**$1,504,560**	**$1,504,560**	**$1,396,970**	**$1,395,450**

General Fund Revenue

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Other Revenue					
Sales of Lots and Niches	$25,484	$29,000	$29,000	$28,000	$30,000
Sale of Assets	$106,899	$30,000	$30,000	$44,000	$30,000
Advertising	$1,200	$8,000	$8,000	$8,000	$7,900
Cable TV Franchise	$873,841	$738,160	$738,160	$698,900	$715,900
Finance Charges	$5,088	$3,000	$3,000	$3,000	$3,000
Forest Loss Reimbursement	$417	$490	$417	$420	$420
Reimbursements	$9,340	$10,000	$10,000	$6,000	$10,000
Other Revenue	$381,324	$303,090	$1,545,387	$1,353,616	$164,240
Subtotal	**$1,403,591**	**$1,121,740**	**$2,363,964**	**$2,141,936**	**$961,460**
Total Revenue	**$83,164,571**	**$83,379,501**	**$88,882,860**	**$85,060,755**	**$86,976,113**

General Fund Revenue

Description of Revenue Detail

The following items represent 85.9% of all General Fund revenues:

Property Taxes	$53,497,167	61.5%
Motor Vehicle Reg	$8,525,000	9.8%
Transfer In	$4,998,212	5.7%
Intergov Revenue - Rooms and Meals Tax	$4,297,057	4.9%
Dept Service Charges - Ambulance Charges	$3,485,000	4.0%
Total	**$74,802,436**	**85.9%**

Property Taxes

Fiscal Year 2026 property taxes account for approximately 61.5% of General Fund revenues. This represents a 2.95% tax rate increase over Fiscal Year 2025. 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 Fiscal Year 2026, but 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, $631,250 of tax revenue is estimated to be raised for tax abatements or overlay ($200,000) and war service credits ($431,250). Including overlay and war service credits, the Fiscal Year 2026 total tax revenue is $54,128,417 up from $51,754,500 for Fiscal Year 2025. The actual amount to raise in taxes is $2,373,917 higher than the Fiscal Year 2025 budget and is due, in part, to the additional real growth value in property assessments. The City portion of the tax rate increases to $10.13. Please refer to the Resolution section for a comparison of Fiscal Year 2025 versus Fiscal Year 2026 budgetary tax rates.

Motor Vehicle Registrations

Revenue from motor vehicle registrations represents 9.8% of all General Fund revenue and is the second largest source of revenue for the Fund. This revenue is budgeted by using the current fiscal year's actual year-to-date receipts and estimating the remainder of the year, analyzing the local and national economy for automobile purchases, and considering forecasts of new car sales for the next 12-18 months. For Fiscal Year 2026 it is anticipated that new and more expensive vehicles will continue to be available for purchase, which will help increase motor vehicle registrations and revenue.

Transfer-In

The Transfer-In portion of revenue represents 5.7% 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; and Information Technology (IT) 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.

In addition to overhead transfers, the City also recognizes revenues as transfers in from trusts, including cemetery, library, 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 Revenue—Rooms and Meals Tax

Rooms and Meals taxes represent 4.9% of all General Fund revenue. The Council adopted budget represents a level budget to the amount provided by the State (revised) when the tax rate setting occurred in November 2024.

Department Service Charges—Ambulance Charges

Ambulance Service charges represent 4.0% 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

The Fiscal Year 2026 budget includes $550,000 of fund balance.

Fiscal Year	Total Fund Balance	Unassigned Fund Balance
2015	$14,549,738	$10,171,068
2016	$15,939,783	$10,735,579
2017	$17,474,214	$11,015,079
2018	$17,514,013	$11,371,395
2019	$18,904,212	$11,769,490
2020	$19,721,024	$12,525,950
2021	$20,718,046	$12,067,362
2022	$20,324,190	$13,219,990
2023	$25,984,004	$15,570,778
2024	$27,810,712	$15,645,535

Source: 2015-2024 Annual Comprehensive Financial Reports

General Fund Expense

Summary		2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense						
Compensation		$36,364,081	$38,033,602	$38,699,905	$37,142,882	$40,328,140
Fringe Benefits		$20,867,649	$22,906,213	$23,102,973	$22,006,838	$23,029,415
Outside Services		$3,493,136	$3,985,381	$4,131,631	$4,031,178	$4,686,692
Supplies		$3,234,433	$3,258,884	$3,282,384	$3,218,791	$3,384,535
Utilities		$1,116,506	$1,492,422	$1,492,422	$1,266,992	$1,234,865
Insurance		$546,679	$571,909	$571,909	$571,202	$606,520
Capital Outlay		$97,209	$26,600	$52,100	$29,500	$24,900
Debt Service		$7,561,570	$8,161,000	$8,161,000	$8,161,000	$8,750,492
Miscellaneous		$1,049,080	$1,175,768	$1,175,768	$1,068,468	$1,196,768
Transfer Out		$7,421,526	$3,767,723	$8,212,770	$8,119,723	$3,733,785
	Total Expense	**$81,751,868**	**$83,379,501**	**$88,882,860**	**$85,616,574**	**$86,976,113**

General Fund Expense

Detail		2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Compensation						
Full Time		$28,782,833	$32,423,643	$32,570,681	$29,738,758	$34,079,785
Part Time		$843,957	$1,200,403	$1,216,077	$939,621	$1,195,243
Temporary		$634,247	$721,726	$735,661	$766,117	$758,096
Overtime		$5,145,069	$3,007,026	$3,117,456	$4,665,666	$3,588,076
Holiday		$513,630	$614,384	$622,035	$595,620	$637,120
Allowance		$444,345	$66,420	$437,995	$437,100	$69,820
	Subtotal	**$36,364,081**	**$38,033,602**	**$38,699,905**	**$37,142,882**	**$40,328,140**
Fringe Benefits						
Retirement		$7,631,381	$7,759,873	$7,885,890	$7,681,902	$7,985,763
FICA		$1,634,940	$1,738,057	$1,808,800	$1,689,180	$1,807,143
Beneflex		$8,301,861	$9,982,647	$9,982,647	$9,282,872	$9,842,533
Retiree Health		$2,573,502	$2,638,700	$2,638,700	$2,566,260	$2,563,690
Worker's Compensation		$709,779	$769,714	$769,714	$769,400	$810,316
Unemployment Insurance		$16,186	$17,221	$17,221	$17,224	$19,970
	Subtotal	**$20,867,649**	**$22,906,213**	**$23,102,973**	**$22,006,838**	**$23,029,415**
Outside Services						
Professional Development		$446,524	$416,586	$466,586	$417,131	$524,341
Business Expense		$57,636	$64,984	$64,984	$65,654	$74,297
Dues & Memberships		$59,688	$60,010	$60,010	$62,311	$62,410
Repairs and Maintenance		$350,837	$447,811	$447,811	$449,116	$418,670
Professional Services		$1,476,458	$1,719,052	$1,815,302	$1,837,598	$2,027,953
Software/Hardware Maintenance		$608,543	$764,157	$764,157	$694,557	$987,856
Advertising		$31,191	$24,580	$24,580	$24,505	$25,420
Rent		$164,817	$178,372	$178,372	$180,122	$176,535
Communications		$150,722	$160,109	$160,109	$155,035	$220,829
Postage		$89,834	$89,719	$89,719	$85,150	$88,381
Bond Costs		$56,888	$60,000	$60,000	$60,000	$80,000
	Subtotal	**$3,493,136**	**$3,985,381**	**$4,131,631**	**$4,031,178**	**$4,686,692**

General Fund Expense

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Supplies					
Office Supplies	$166,100	$226,388	$240,888	$236,302	$225,715
Library Books and Materials	$207,898	$213,805	$213,805	$211,597	$219,981
Departmental Supplies	$547,018	$527,348	$532,348	$499,054	$580,840
Auto Parts	$508,739	$514,010	$514,010	$514,010	$514,010
Grounds and Horticultural	$71,420	$72,280	$72,280	$79,680	$73,080
Building Supplies	$169,637	$135,720	$135,720	$135,720	$119,960
Uniforms	$307,684	$330,118	$334,118	$306,899	$345,866
Chemicals	$23,055	$36,030	$36,030	$33,030	$36,030
Vehicle Fuel	$432,158	$478,175	$478,175	$477,489	$497,113
Winter Treatment Supplies	$800,724	$725,010	$725,010	$725,010	$771,940
Subtotal	**$3,234,433**	**$3,258,884**	**$3,282,384**	**$3,218,791**	**$3,384,535**
Utilities					
Electricity	$830,572	$1,152,960	$1,152,960	$931,770	$886,220
Natural Gas and Propane	$182,892	$226,770	$226,770	$230,800	$237,390
Heating Oil and Kerosene	$4,901	$6,472	$6,472	$6,472	$4,695
Water and Wastewater	$98,142	$106,220	$106,220	$97,950	$106,560
Subtotal	**$1,116,506**	**$1,492,422**	**$1,492,422**	**$1,266,992**	**$1,234,865**
Insurance					
Insurance Deductible	$5,205	$15,000	$15,000	$14,000	$15,000
Property and Auto Insurance	$174,210	$182,250	$182,250	$182,560	$201,990
Liability Insurance	$367,264	$374,659	$374,659	$374,642	$389,530
Subtotal	**$546,679**	**$571,909**	**$571,909**	**$571,202**	**$606,520**
Capital Outlay					
Capital Outlay - GL	$97,209	$26,600	$52,100	$29,500	$24,900
Subtotal	**$97,209**	**$26,600**	**$52,100**	**$29,500**	**$24,900**
Debt Service					
Principal	$5,819,762	$6,266,000	$6,266,000	$6,266,000	$6,604,722
Interest	$1,741,808	$1,895,000	$1,895,000	$1,895,000	$2,145,770
Subtotal	**$7,561,570**	**$8,161,000**	**$8,161,000**	**$8,161,000**	**$8,750,492**

General Fund Expense

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Miscellaneous					
Other	$10,633	$0	$0	$0	$0
Special Programs	$1,038,448	$1,075,768	$1,075,768	$1,068,468	$1,096,768
Contingency	$0	$100,000	$100,000	$0	$100,000
Subtotal	**$1,049,080**	**$1,175,768**	**$1,175,768**	**$1,068,468**	**$1,196,768**
Transfer Out					
Transfer Out - Trust	$5,212,383	$1,656,735	$5,941,782	$5,848,735	$1,704,260
Transfer Out - Parking	$56,643	$56,643	$56,643	$56,643	$59,980
Transfer Out - Solid Waste	$1,161,500	$1,467,845	$1,467,845	$1,467,845	$1,423,045
Transfer Out - Gen Cap Proj	$991,000	$586,500	$746,500	$746,500	$546,500
Subtotal	**$7,421,526**	**$3,767,723**	**$8,212,770**	**$8,119,723**	**$3,733,785**
Total Expense	**$81,751,868**	**$83,379,501**	**$88,882,860**	**$85,616,574**	**$86,976,113**

General Fund Expense

Ratio of Expense Detail

Compensation	$40,328,140	46.3%
Fringe Benefits	$23,029,415	26.5%
Debt Service	$8,750,492	10.1%
Outside Services	$4,686,692	5.4%
Transfer Out	$3,733,785	4.3%
Supplies	$3,384,535	3.9%
Utilities	$1,234,865	1.4%
Miscellaneous	$1,196,768	1.4%
Insurance	$606,520	0.7%
Capital Outlay	$24,900	0.0%
Total	**$86,976,113**	**100.0%**

General Government

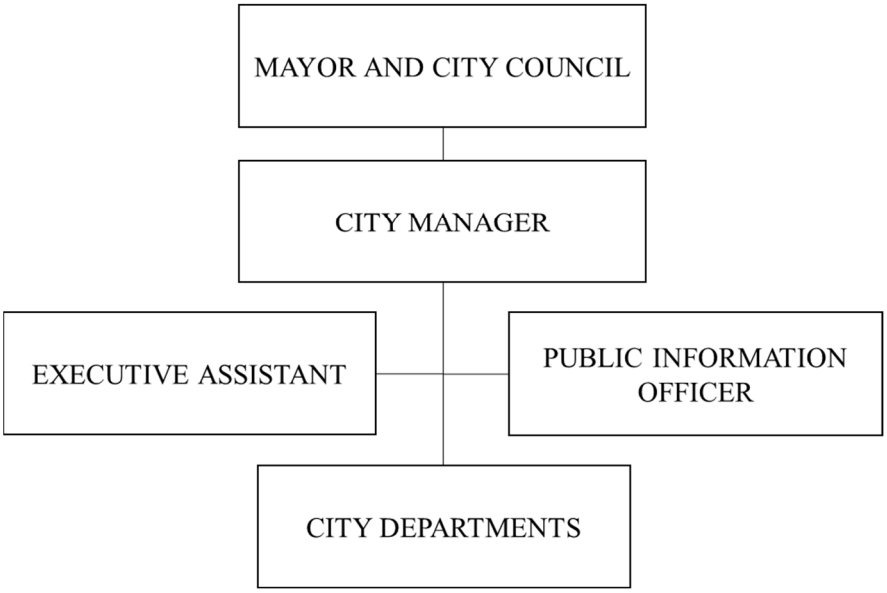
	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
City Manager	$169,892	$0	$1,213,047	$1,140,000	$0
Legal	$78,175	$78,550	$78,550	$79,775	$80,350
Assessing	$819,346	$787,356	$787,283	$874,530	$855,600
Human Resources	$35,930	$37,400	$37,400	$38,192	$36,200
Finance	$66,405,984	$67,911,692	$71,965,765	$68,487,659	$70,891,844
City Clerk	$104,306	$103,400	$103,400	$107,246	$100,300
General Overhead	$5,953,538	$4,955,637	$5,099,637	$4,898,787	$5,365,452
Total Revenue	**$73,567,172**	**$73,874,035**	**$79,285,082**	**$75,626,189**	**$77,329,746**
Expense					
City Manager	$781,607	$803,833	$816,834	$804,956	$781,992
Legal	$1,561,345	$1,733,881	$1,761,321	$1,623,348	$1,720,967
Assessing	$771,006	$863,249	$872,381	$875,890	$901,544
Human Resources	$839,093	$847,305	$944,604	$944,524	$941,865
Finance	$2,789,685	$2,813,558	$2,859,020	$2,524,120	$2,763,524
Information Technology	$1,364,982	$1,502,518	$1,517,272	$1,391,610	$1,755,305
City Council	$41,170	$42,601	$82,601	$43,151	$42,531
City Clerk	$584,748	$664,071	$670,245	$626,235	$646,420
General Overhead	$17,405,662	$15,520,546	$19,293,593	$18,530,656	$15,819,430
Total Expense	**$26,139,299**	**$24,791,561**	**$28,817,870**	**$27,364,489**	**$25,373,579**

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.

City Manager

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Other Revenue	$169,892	$0	$1,213,047	$1,140,000	$0
Total Revenue	**$169,892**	**$0**	**$1,213,047**	**$1,140,000**	**$0**
Expense					
Full Time	$399,231	$398,611	$401,087	$398,611	$414,544
Overtime	$198	$0	$0	$0	$0
Allowance	$1,200	$1,200	$1,200	$1,200	$1,200
Retirement	$51,947	$51,118	$51,453	$51,118	$50,097
FICA	$26,930	$26,583	$26,773	$26,583	$28,330
Beneflex	$56,587	$45,644	$45,644	$45,644	$47,914
Worker's Compensation	$759	$630	$630	$630	$540
Unemployment Insurance	$94	$107	$107	$107	$120
Professional Development	$24,703	$5,200	$15,200	$5,200	$5,445
Business Expense	$185	$2,500	$2,500	$2,500	$2,500
Dues & Memberships	$59,358	$59,350	$59,350	$61,811	$61,800
Professional Services	$154,455	$205,800	$205,800	$205,800	$162,000
Communications	$336	$210	$210	$230	$852
Postage	$109	$550	$550	$200	$550
Office Supplies	$277	$1,600	$1,600	$1,000	$1,600
Departmental Supplies	$595	$1,200	$1,200	$800	$1,200
Liability Insurance	$4,644	$3,530	$3,530	$3,522	$3,300
Total Expense	**$781,607**	**$803,833**	**$816,834**	**$804,956**	**$781,992**

2026 Goals

1. Advance work on the City Council's 2024 –2025 priorities.
2. Work with all departments to achieve higher percentage staffing levels.
3. Work with the Community Development Department regarding interim zoning amendments and the master plan initiative, if approved for funding.
4. Working with Human Resources Department, roll out new applicant screening guidelines and interview training.
5. Work with City Council to implement compensation study findings as determined by City Council.
6. Advance capital projects, as approved by City Council, in all areas.

City Manager

2025 Goals Status

1. Continue efforts to work collaboratively with community partners and build new partnerships for important initiatives.
   9-Month Status: Cooperative contracts are in place for technology, fleet vehicles (including police and fire), and equipment. Cooperative initiatives regarding increasing the housing stock have occurred in many areas of the community at different price points; using grants, tax relief, revolving loans, zoning amendments and partnerships with the State of New Hampshire. The solar array at the Hall Street Waste Water Treatment Plant has been completed, as well as the solar array at the Old Turnpike Road Landfill.

2. Seek to fully staff all funded positions within the organization, with a particular focus on public safety, community development and direct service delivery.
   9-Month Status: Staffing in Community Development is occurring at a good pace with focus particularly on the Engineering Division. The Police Department has made great strides with staff, hiring seven new officers; however, significant vacancies still exist. Both Social Worker positions have been filled and a position in the Records Unit and in Dispatch have been filled. In the Fire Department, the number of vacancies has grown, resulting in Fire Administration seeking alternative approaches for recruitment and retaining of employees.

3. Work with Human Resources on the Class and Compensation Study and find achievable outcomes.
   9-Month Status: PaypointHR has delivered a draft compensation and benefit report to the project team for review. We are updating the data to be inclusive of COLA's that were awarded during the labor negotiation process. The next steps will be to review with PaypointHR, present to City Council, determine an implementation plan based on findings, and review/collaborate with employees and respective unions.

4. Work with the City Solicitor and the Legal Department regarding new staffing and case management software.
   9-Month Status: A new case management software has been implemented and the Prosecutor's Office has transitioned to being paperless.

5. Work with Core Team and Employee Resource Groups to develop internal equity plans and employee development.
   9-Month Status: In Spring 2025, Human Resources launched Employee Resource Groups to offer participants opportunities for professional development, networking, mentorship and community engagement.

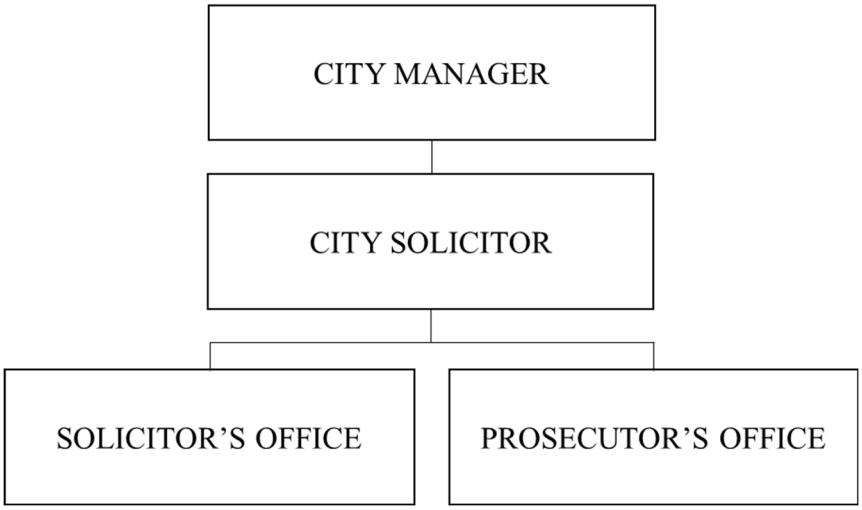
6. Advance capital projects, as approved by the City Council, in all areas.
   9-Month Status: The new Canal Street Riverfront Park was substantially completed in Fall 2024. Punch list items will be completed in Spring 2025. The new Penacook Library & Activity Center was completed in Fall 2024 and began operations in December 2024. In September 2024, the City completed a 0.75 mile section of the Merrimack River Greenway Trail at the City's Gully Hill Sunflower Field. Weatherization of the 4 Boutin Street property was completed in Fall 2024 and design of a new Police Station is underway. Preliminary designs of the Heights Sewer Collection Improvements project are at 30%, with final design scheduled for Summer 2025. The Loudon Road Bridge, McKee Square, and Manchester Street projects are all proceeding according to funding schedule.

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 for filing in the 6th Circuit– District Court, as well as the Juvenile Court, for the Concord Police Department, and by contract with the Towns of Loudon, Bow and Dunbarton. The office handles court proceedings, which includes making recommendations to the Court on the disposition of cases, interviewing witnesses and providing counsel to the police on the gathering of evidence, filing of charges, and other legal matters.

Legal

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Fines for Code Prosecution	$1,914	$0	$0	$325	$0
Court Ordered Payments	$1,260	$0	$0	$1,450	$0
Other Gov Agencies - Local	$75,002	$78,550	$78,550	$78,000	$80,350
Total Revenue	**$78,175**	**$78,550**	**$78,550**	**$79,775**	**$80,350**
Expense					
Full Time	$909,722	$954,428	$968,347	$935,850	$1,025,281
Part Time	$45,298	$112,430	$114,070	$67,530	$54,555
Temporary	$33,343	$0	$0	$12,540	$0
Overtime	$7,896	$970	$1,040	$2,710	$1,010
Allowance	$1,650	$4,200	$4,200	$4,200	$4,800
Retirement	$113,354	$129,264	$131,379	$125,960	$130,855
FICA	$74,830	$80,657	$81,853	$76,710	$81,232
Beneflex	$223,382	$283,643	$283,643	$229,600	$246,510
Worker's Compensation	$1,180	$920	$920	$920	$1,190
Unemployment Insurance	$446	$391	$391	$390	$480
Professional Development	$17,230	$22,241	$22,241	$22,241	$22,261
Business Expense	$4,370	$4,500	$4,500	$4,500	$4,500
Professional Services	$41,855	$55,575	$55,575	$55,575	$55,575
Software/Hardware Maintenance	$10,651	$3,972	$3,972	$3,972	$8,152
Rent	$61,120	$66,200	$66,200	$66,200	$67,380
Communications	$1,736	$1,940	$1,940	$1,900	$3,976
Postage	$310	$1,000	$1,000	$1,000	$1,000
Office Supplies	$3,503	$4,000	$4,000	$4,000	$4,000
Liability Insurance	$6,990	$7,550	$7,550	$7,550	$8,210
Capital Outlay - GL	$2,478	$0	$8,500	$0	$0
Total Expense	**$1,561,345**	**$1,733,881**	**$1,761,321**	**$1,623,348**	**$1,720,967**

Legal

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Civil Litigation Cases*	19	25	30	30
2. Tax Abatement Cases*	19	18	18	18
3. Tax Lien Mortgages (Research at Registry)	350	315	315	315
4. Tax Deed Mortgages (Research at Registry)	75	66	60	50
5. Tax Title Searched for Properties to be Deeded	425	381	375	365
6. Ordinances, Reports and Resolutions	138	112	120	120
7. Negotiated Union Contracts (out of 6)	1	0	5	1
8. Licenses, Agreements and MOUs	65	79	75	75
9. Bankruptcy Matters (Claims Filed)	3	0	0	1
10. Financial Guarantees for City Projects/Developments**	40	98	145	140
11. Right-to-Know Requests***	79	100	115	115
12. Cases Screened for Filing****	N/A	2,757	3,553	3,750
13. Administrative License Suspensions	240	172	241	250
14. Concord Code Enforcement	7	11	15	12
15. Probable Cause Hearings*****	N/A	258	760	800

* Includes pending cases from prior years.
** Includes received and active financial guarantees. FY 2023 may not reflect totals due to change to Energov that occurred during that fiscal year.
*** Excludes requests handled exclusively by the Police and Fire Departments.
**** This indicator was modified this year to reference the number of complaints (rather than charges) screened for all adult misdemeanor, adult traffic, adult felony and juveniles cases. Beginning January 1, 2024, felony cases are now initiated in the Concord District Court due to the repeal of "Felonies First," which led to an increase in the total number of cases screened.
*****FY 2024 has less probable cause hearings because it includes only six months following the repeal of "Felonies First" (from January 1, 2024 through June 30, 2024).

2026 Goals

1. The City Solicitor's Office will continue to monitor legislation and case law related to New Hampshire's Right-to-Know Law and other municipal issues.
2. The City Solicitor's Office will continue to provide Right-to-Know Law and other training (such as ethics), as needed, for all City Departments, the City Council, Boards, Commissions and Committees.
3. The City Solicitor's Office and Prosecutor's Office will continue archiving paper files to electronic format.
4. The City Prosecutor's Office will work to implement new case management software to transition to an electronic filing system.
5. The City Prosecutor's Office will continue to work with the Police Departments and provide training as needed to integrate case management systems and to provide legal updates.

2025 Goals Status

1. The City Solicitor's Office will continue to monitor legislation and case law related to New Hampshire's Right-to-Know Law.
   9-Month Status: The City Solicitor's Office regularly tracks legislation and new cases being issued relative to the Right-to-Know Law.

2. The City Solicitor's Office will continue to provide Right-to-Know Law training, as needed, for all City Departments, the City Council, Boards, Commissions and Committees.
   9-Month Status: The City Solicitor's Office routinely provides Right-to-Know training to City public bodies, departments and staff members as needed.

Legal

2025 Goals Status (continued)

3. The City Solicitor's Office will archive remaining paper files to electronic format.
   9-Month Status: This project remains ongoing due to the large number of paper files that were archived and historically stored by the City Solicitor's Office.

4. The City Prosecutor's Office will work to implement new case management software to transition to an electronic filing system.
   9-Month Status: A new case management software has been implemented and the Prosecutor's Office has transitioned to being paperless.

5. The City Prosecutor's Office will work to fill vacancies that occurred in attorney positions during FY 2024. The Prosecutor's Office will work on adding legal training for the new attorneys in the office.
   9-Month Status: The City Prosecutor's office has filled all vacancies in its office, and legal training has been ongoing.

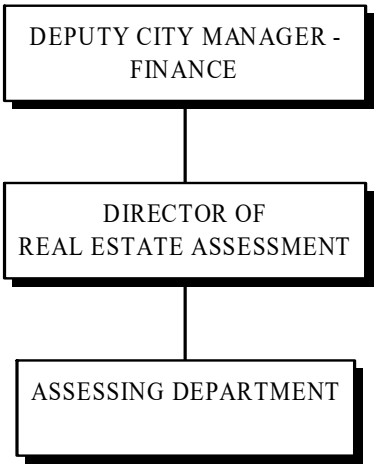
6. The City Prosecutor's Office will continue to work with the police departments and provide training as needed.
   9-Month Status: The City Prosecutor's office has been working with the Police Departments and provides ongoing training as needed.

Assessing

Mission

The Assessing Department's purpose is to administer the City's real property assessment program in a courteous and professional manner that assures impartiality, fairness, equity, and transparency, and to preserve a staff with the highest level of technical expertise necessary to maintain compliance with all New Hampshire State Statutes and Rules and City Ordinances pertaining to tax assessments, abatement's, exemptions, and credits.

ASSESSING DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

1. Conduct on-going property valuation services in compliance with the New Hampshire constitution and statutes governing assessments using internationally accepted mass appraisal practices.

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

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

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

Assessing

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Timber Tax	$12,082	$15,000	$15,000	$15,000	$15,000
Payment-In-Lieu-of-Tax (PILOT)	$806,785	$771,696	$771,696	$854,230	$840,010
Excavation Activity Tax	$0	$100	$100	$4,810	$100
Forest Loss Reimbursement	$417	$490	$417	$420	$420
Other Revenue	$63	$70	$70	$70	$70
Total Revenue	**$819,346**	**$787,356**	**$787,283**	**$874,530**	**$855,600**
Expense					
Full Time	$479,616	$516,664	$524,199	$527,500	$549,618
Part Time	$3,000	$3,000	$3,000	$3,000	$3,000
Temporary	$0	$1,610	$1,610	$0	$1,610
Overtime	$165	$400	$400	$400	$400
Allowance	$600	$600	$600	$600	$600
Retirement	$65,261	$70,105	$71,125	$71,610	$70,126
FICA	$35,457	$38,251	$38,828	$39,210	$40,594
Beneflex	$134,839	$149,133	$149,133	$150,090	$148,412
Worker's Compensation	$9,970	$7,660	$7,660	$7,650	$7,240
Unemployment Insurance	$228	$216	$216	$220	$240
Professional Development	$12,763	$20,850	$20,850	$20,850	$21,070
Business Expense	$3,474	$5,450	$5,450	$5,450	$5,450
Professional Services	$16,759	$38,480	$38,480	$38,480	$40,840
Software/Hardware Maintenance	$421	$370	$370	$400	$460
Communications	$458	$560	$560	$530	$1,704
Postage	$1,170	$2,000	$2,000	$2,000	$2,000
Office Supplies	$2,995	$4,050	$4,050	$4,050	$4,200
Liability Insurance	$3,830	$3,850	$3,850	$3,850	$3,980
Total Expense	**$771,006**	**$863,249**	**$872,381**	**$875,890**	**$901,544**

Assessing

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Building Permits Processed	705	747	637	700
2. Building Permits Inspected	544	662	203	600
3. New Homes Added	42	53	70	50
4. New Parcels Added	57	94	107	90
5. Deed Changes Processed	851	635	627	625
6. Sales Reviews Conducted	515	717	397	500
7. Appeals: BTLA & Superior Court	17	17	19	20

2026 Goals

1. Continue to encourage and sponsor Department staff to enhance professional growth through new education opportunities and continued education for our certified/licensed appraisers/assessors.
2. Conduct an ongoing review of exempt properties (2-4 properties per year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.
3. Hire and train a new Deputy Assessor to fill the position vacated by a long serving City staff member.
4. Continue oversight, training, and quality control to Vision staff in support of their measure and list field inspections during which 55% of the City parcels will be inspected.

2025 Goals Status

1. Continue to encourage and sponsor Department staff to enhance professional growth through new education opportunities and continued education for our certified/licensed appraisers/assessors.
   9-Month Status: Staff has taken advantage of the additional educational opportunities over the past nine months. A review of available educational opportunities is ongoing.

2. Conduct an ongoing review of exempt properties (2-4 properties per year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.
   9-Month Status: Riverbend Community Mental Health, Inc., 3 N. State Street, 6 N. State Street, and 278 Pleasant Street, were not used and occupied, taxable; Concord Hospital, Inc., 246 Pleasant Street, Units G-1, F1-A, and F2 -A, were not exempt; Dartmouth Hitchcock Clinic, 247-249 Pleasant Street and 253 Pleasant Street, not exempt; Word of Life Christian Fellowship, Inc., review of occupancy of 79 Old Concord Road, exempt; New Hampshire Charitable Foundation, review of exemption eligibility, exempt. Review of eligibility of all Charitable properties.

3. Execute a contract with Vision Government Solutions, Inc., to conduct a full measure and list revaluation to begin in the spring of 2024 and be completed in the fall of 2026 with a full statistical revaluation.
   9-Month Status: Completed, contract executed in spring 2024 and measure and list inspections began in July 2024.

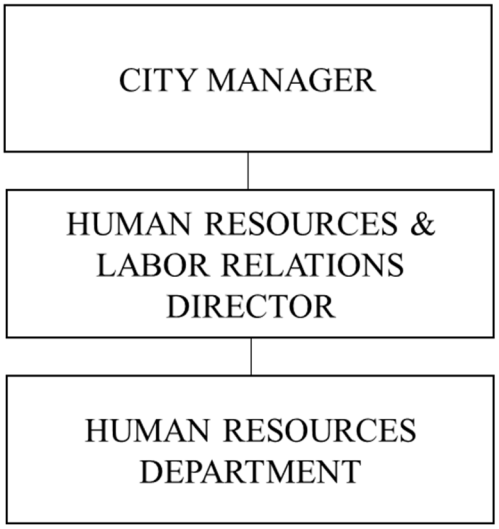
4. Provide oversight, training, and quality control to Vision staff in support of their measure and list field inspections during which 45% of the City parcels will be inspected.
   9-Month Status: Staff continues to provide oversight, training, and quality control to Vision's field staff. Support will remain ongoing for the duration of the inspection process.

Human Resources

Mission

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

HUMAN RESOURCES DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

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

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

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

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

Human Resources

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Donations	$35,930	$36,200	$36,200	$36,172	$36,200
Other Revenue	$0	$1,200	$1,200	$2,020	$0
Total Revenue	**$35,930**	**$37,400**	**$37,400**	**$38,192**	**$36,200**
Expense					
Full Time	$401,281	$413,026	$419,049	$428,824	$459,015
Allowance	$600	$600	$600	$600	$600
Retirement	$54,291	$55,882	$56,697	$58,025	$58,525
FICA	$34,094	$32,117	$32,578	$34,075	$36,092
Beneflex	$103,627	$111,632	$111,632	$110,652	$126,961
Worker's Compensation	$580	$480	$480	$480	$530
Unemployment Insurance	$146	$142	$142	$144	$176
Professional Development	$48,999	$27,238	$27,238	$25,819	$41,455
Business Expense	$506	$400	$400	$300	$850
Professional Services	$180,773	$187,905	$277,905	$268,000	$197,647
Software/Hardware Maintenance	$6,604	$6,930	$6,930	$6,930	$7,282
Communications	$369	$420	$420	$400	$1,278
Postage	$460	$1,443	$1,443	$744	$1,544
Office Supplies	$1,173	$1,900	$1,900	$1,400	$1,900
Departmental Supplies	$2,429	$3,900	$3,900	$4,840	$4,700
Liability Insurance	$3,160	$3,290	$3,290	$3,290	$3,310
Total Expense	**$839,093**	**$847,305**	**$944,604**	**$944,524**	**$941,865**

Human Resources

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Recruitments Conducted	117	107	120	105
2. Wellflex Enrollments	220	186	175	180
3. Wellflex Completions	115	82	75	80
4. New Hire Orientations	12	12	12	12
-Special Benefit Orientations*	-	30	35	24
5. Retirements Processed	10	12	17	10
6. Lost Time Injury Frequency	18	5	6	8

* In 2024, the Department moved to an on demand benefits orientation to accommodate changes in eligibility dates for benefit enrollment.

2026 Goals

1. Create a Benefit Administrator procedure manual as part of succession planning.
2. Roll out new applicant screening guidelines and interview training.
3. Streamline the Leave Management process.
4. Work on implementation of Paypoint HR's compensation study findings.

2025 Goals Status

1. Implement Class and Compensation Study outcomes, as approved by City Council.
   9-Month Status: PaypointHR has delivered a draft compensation and benefit report to the project team for review. We are updating the data to be inclusive of COLA's that were awarded during the labor negotiation process. The next steps will be to review with PaypointHR, present to City Council, determine an implementation plan based on findings, and review/collaborate with employees and respective unions.

2. Participate in labor negotiations for five unions.
   9-Month Status: We have settled contracts for UAW, AFSCME, CPPA, CPSA, and CFOA. We have just begun negotiations for IAFF. The contracts have resulted in a COLA to keep with the CPI, as well as adjustments to annual leave and other individualized items for each body.

3. Crosstrain on MUNIS functions and Benefit Administration functions to prepare for succession planning.
   9-Month Status: We have begun succession planning with our shared Administrative Coordinator, who works in Human Resources for 16 hours a week, and in Community Development for 24 hours a week. The focus has been on MUNIS and recruitment, and, in quarter four, will switch to benefits administration.

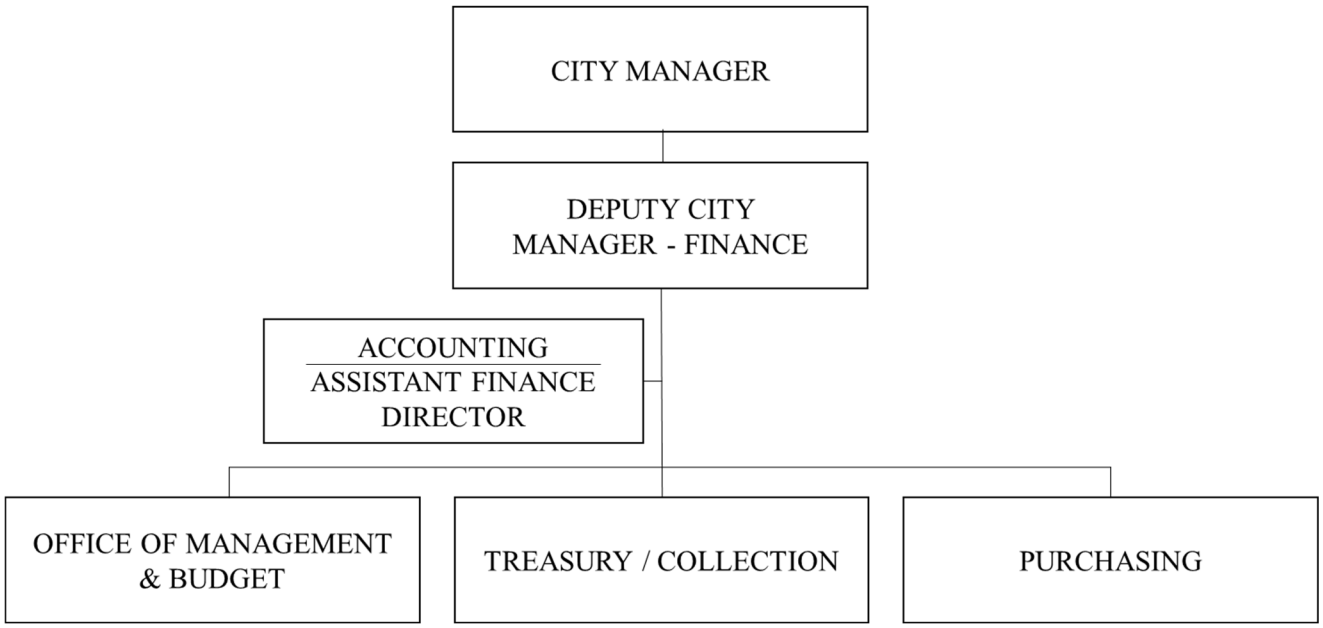
4. Streamline the new employee orientation process.
   9-Month Status: We have moved to an on demand benefits orientation to accommodate our change in eligibility dates for benefit enrollment. We have also gone to a virtual packet of documents. Future changes include more robust development of our tour of other City departments, an organizational chart, covering our language access policy, and include Information Technology (IT) in the orientation process as we leverage our technology strengths.

Finance

Mission

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

FINANCE DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

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

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

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

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

Finance

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Property Taxes	$49,136,264	$51,287,100	$51,523,780	$51,750,000	$53,497,167
Fines and Penalties	$365,176	$350,000	$350,000	$351,714	$370,000
Motor Vehicle Registrations	$7,840,577	$7,889,000	$7,889,000	$8,297,361	$8,525,000
MV Transportation Surcharge	$186,277	$185,000	$185,000	$187,511	$193,000
MV Transportation Admin	$20,608	$20,500	$20,500	$21,085	$21,500
MV Waste Disposal	$20,911	$20,600	$20,600	$21,212	$21,500
MV State Agent Admin	$136,364	$131,000	$131,000	$134,516	$137,000
Investment Income	$2,704,198	$2,355,975	$2,355,975	$2,448,564	$2,294,980
Sale of Assets	$106,899	$30,000	$30,000	$44,000	$30,000
Finance Charges	$5,088	$3,000	$3,000	$3,000	$3,000
Use of Fund Balance	$0	$560,760	$4,214,000	$0	$550,000
Other Revenue	$73,451	$61,070	$61,070	$30,500	$50,500
Other Gov Agencies - State	$544,319	$0	$0	$0	$0
Rooms and Meals Tax	$4,138,799	$4,138,797	$4,280,552	$4,297,057	$4,297,057
Highway Block Grant	$1,125,096	$876,890	$901,139	$901,139	$901,140
Railroad Tax	$1,957	$2,000	$149	$0	$0
Total Revenue	**$66,405,984**	**$67,911,692**	**$71,965,765**	**$68,487,659**	**$70,891,844**

Finance

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	$1,588,385	$1,582,319	$1,605,325	$1,425,870	$1,570,114
Part Time	$26,668	$30,372	$30,815	$26,920	$33,795
Temporary	$759	$0	$0	$600	$0
Overtime	$6,132	$14,810	$14,848	$8,500	$11,579
Allowance	$2,300	$2,400	$2,400	$2,400	$2,400
Retirement	$201,788	$216,093	$219,271	$194,420	$201,630
FICA	$122,101	$121,486	$123,283	$110,010	$121,312
Beneflex	$445,309	$491,039	$491,039	$393,270	$436,628
Worker's Compensation	$2,220	$1,800	$1,800	$1,800	$2,080
Unemployment Insurance	$668	$675	$675	$670	$760
Professional Development	$6,083	$7,420	$7,420	$6,710	$11,130
Business Expense	$1,559	$1,550	$1,550	$1,450	$1,450
Professional Services	$97,494	$83,085	$83,085	$82,085	$99,740
Software/Hardware Maintenance	$132,371	$138,020	$138,020	$136,359	$142,204
Advertising	$300	$50	$50	$575	$50
Rent	$4,040	$4,041	$4,041	$4,041	$4,041
Communications	$1,538	$1,890	$1,890	$1,500	$5,751
Postage	$60,783	$53,575	$53,575	$53,530	$54,550
Office Supplies	$42,638	$50,283	$50,283	$50,760	$50,950
Liability Insurance	$12,400	$12,650	$12,650	$12,650	$13,360
Other	$10,633	$0	$0	$0	$0
Capital Outlay - GL	$23,517	$0	$17,000	$10,000	$0
Total Expense	**$2,789,685**	**$2,813,558**	**$2,859,020**	**$2,524,120**	**$2,763,524**

Finance

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Collection Rate as a % of Current Levy	99.15%	98.82%	99.00%	99.00%
2. Total Number of Motor Vehicle Registrations	48,178	48,608	49,000	50,000
3. Bond Rating – Moody's/S&P	AA+	AA+	AA+	AA+
4. Number of Purchasing Transactions	6,603	5,904	4,600	5,000
5. Dollar Value of All Purchasing Transactions	$50,197,498	$52,279,213	$45,000,000	$45,000,000

2026 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.

2025 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 continued strong housing market contributes to a favorable tax collection rate for the City. Delinquent taxes are paid at time of ownership change. The strong housing market, mailing of "friendly" reminder notices, and the late summer lien, contribute to the decreased number of properties liened each year. Customer education of the collection process, as well as the available exemptions and credits promote a better customer service experience.

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

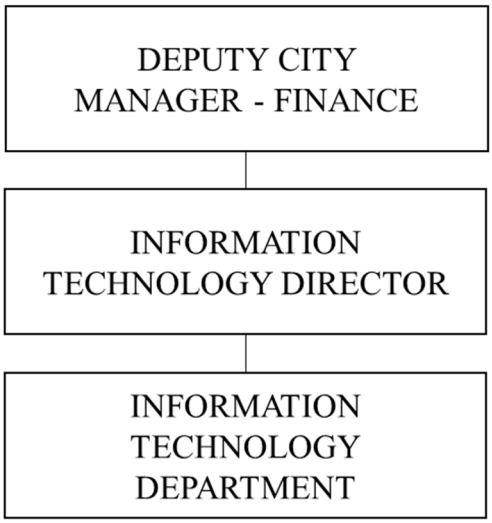
3. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.
   9-Month Status: Fixed-price electricity, gasoline and diesel fuel supply contracts were signed in December 2024 and February 2025, respectively. The electricity supply contract is 100% green-e for a three-year term through December 4, 2028. Gasoline and diesel fuel supply contracts are two contracts (July 1, 2025 - June 30, 2026 and July 1, 2026 - June 30, 2027, respectively). Cooperative contracts are in place for the purchase of multi-function copiers (Sourcewell); fleet vehicles, including fire and police (State of NH and HGAC); equipment (State of Massachusetts), and Information Technology (State of NH and Equalis Group).

Information Technology

Mission

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

INFORMATION TECHNOLOGY
DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

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

Information Technology

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	$781,864	$833,207	$845,358	$783,590	$874,390
Overtime	$3,470	$5,050	$5,075	$5,050	$5,250
Allowance	$4,150	$4,200	$4,200	$4,200	$4,200
Retirement	$107,596	$113,417	$115,064	$106,580	$112,156
FICA	$59,616	$63,208	$64,139	$59,600	$66,083
Beneflex	$175,077	$192,455	$192,455	$187,860	$219,578
Worker's Compensation	$1,020	$900	$900	$900	$990
Unemployment Insurance	$327	$320	$320	$320	$360
Professional Development	$6,270	$16,200	$16,200	$16,400	$16,400
Business Expense	$535	$1,000	$1,000	$1,300	$1,300
Professional Services	$489	$0	$0	$0	$0
Software/Hardware Maintenance	$213,822	$261,750	$261,750	$215,000	$440,601
Communications	$2,484	$2,662	$2,662	$2,660	$5,207
Postage	$18	$200	$200	$200	$200
Office Supplies	$2,003	$2,000	$2,000	$2,000	$2,100
Liability Insurance	$6,240	$5,950	$5,950	$5,950	$6,490
Total Expense	**$1,364,982**	**$1,502,518**	**$1,517,272**	**$1,391,610**	**$1,755,305**

Information Technology

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Number of Support Calls	3,716	3,595	3,600	3,700
2. Network Availability - Estimated Percentage	99.20%	99.50%	99.50%	99.56%
3. Average Website Visitors per Month*	39,000	44,000	39,000	40,000
4. Number of Employee Systems Supported	540	629	635	641
5. Average Age of Hardware Systems	4	4	4	4

* Website only July to June.

2026 Goals

1. Complete implementation of phone system.
2. Complete EPA recommendations and improve the security of the City's Water and Wastewater infrastructure.
3. Complete Two-Factor authentication for First Responders, the IT Department, and the remainder of the City organization.
4. Replace Microsoft Exchange Server.
5. Replace Microsoft Office 2019.

2025 Goals Status

1. Implementation of new phone system.
   9-Month Status: This project was delayed due to multiple issues, including contract issues. The kickoff meeting is scheduled for mid-March.

2. Replace remaining 40% of department access network switches.
   9-Month Status: Completed.

3. Replace 40% of wireless access points.
   9-Month Status: All access points have been replaced ahead of schedule due to technical issues in the old system.

4. Implement EPA recommendations and improved security to the City's Water and Wastewater infrastructure.
   9-Month Status: This project continues on schedule and is expected to continue into FY 2026.

5. Implement Two-Factor authentication for First Responders.
   9-Month Status: This project was delayed due to issues with competing projects, but will start at the end of FY 2025 to be completed in FY 2026.

6. Upgrade computers from Windows 10 to Windows 11.
   9-Month Status: 85% complete. On schedule to be completed by the end of FY 2025.

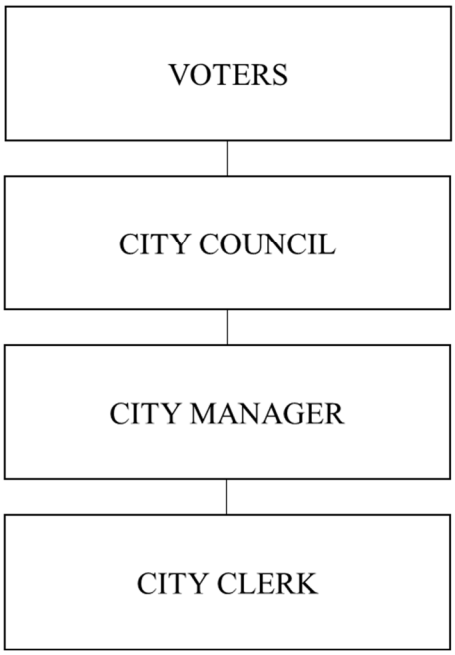
7. Implement a patch management system.
   9-Month Status: Completed.

City Council

Mission

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

CITY COUNCIL
ORGANIZATIONAL CHART



City Council

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Part Time	$15,500	$16,000	$16,000	$15,000	$16,000
FICA	$1,186	$1,231	$1,231	$1,231	$1,231
Worker's Compensation	$30	$20	$20	$20	$20
Unemployment Insurance	-$2	$0	$0	$0	$0
Professional Development	$4,066	$4,400	$44,400	$4,400	$1,900
Software/Hardware Maintenance	$15,469	$15,600	$15,600	$16,450	$17,000
Advertising	$3,807	$3,900	$3,900	$4,600	$4,940
Postage	$22	$60	$60	$60	$60
Office Supplies	$953	$1,250	$1,250	$1,250	$1,250
Liability Insurance	$140	$140	$140	$140	$130
Total Expense	**$41,170**	**$42,601**	**$82,601**	**$43,151**	**$42,531**

CY 2024-2025 Priorities

Members of City Council met on March 4, 2024, to discuss and set priorities for the remainder of CY 2024, as well as CY 2025. The following items are the top priorities that members of Council chose to focus on for 2024-2025.

1. Finance & Technology
    - Balance the Budget Minimizing Tax Rate Impact
    - Maintain AA+ Bond Rating
    - Maintain Compliance with Fiscal Policy Goals (Debt Ratio)
    - Enterprise Resource Planning (ERP) Implementation
    - Assessing Full Measure & List
    - Pursue Federal/State Funding
    - Cost Containment - Health Insurance Costs
    - Technology Infrastructure Projects

2. Organizational
    - Recruitment & Retention
    - Class & Compensation Study
    - Diversity, Equity, Inclusion, Justice and Belonging Implementation
    - Solid Waste Contract Implementation
    - Community Communication

3. Housing/Homelessness
    - RSA 79-E Community Tax Relief Incentives
    - Community Development Block Grants
    - Revolving Loan Fund Program
    - Sale of City-Owned Development Sites/Surplus Real Estate
    - Zoning Amendments
    - High Functioning, Coordinated, Quantified Approach to Homelessness with Public Updates
    - Pursue City/County/State Partnerships

4. Transportation & Utility Infrastructure
    - Fully Fund Street Paving and Sidewalk Program
    - New Airport Terminal
    - Loudon Road Bridge
    - Heights Sewer Improvement Project
    - Broken Ground Water Booster Pump Station
    - McKee Square
    - I-93 Project with or without Bridge Deck (including Storrs Street Extension)
    - State Parking Garages
    - Public Transportation

5. Community & Economic Development
    - Interim Zoning Amendments/Initiate Master Plan Update/Concord Next 2.0
    - Implement Economic Development Advisory Committee
    - Economic Development Website Overhaul/Digital Marketing Update
    - Destination Marketing
    - New Airport Terminal
    - Heights Sewer Improvement Project
    - Pursue Public/Private Partnerships
    - Placemaking/Gateways/Community Art/Murals (Food Trucks)
    - Regulatory Amendments - Review Charitable Gaming
    - Mayor's Business Visitation Program
    - Historic Preservation Initiatives

6. Energy/Environment/Sustainability
    - Community Power Review
    - Complete Solar Arrays at Old Turnpike Road Landfill/Hall Street Wastewater Treatment Plant
    - Convert Remaining Ornamental Street Lights to LED
    - EV Charging Stations (Parking Garages, Surface Lots, Parks)
    - Energy Diversification/Efficiency
    - Street Trees/Open Space

7. Public Safety
    - New Police Station
    - City Hall Campus Master Plan & Schematic Design
    - Fire Gear Replacement
    - Build Out Police Department Social Worker Staffing & Funding Options
    - Continuous Improvement in Public Safety Effectiveness
    - Recruitment & Retention

8. Recreation & Leisure
    - Canal Street Riverfront Park
    - White Park Inclusionary Playground
    - New Penacook Library & Activity Center (Divest 3 Merrimack Street)
    - Memorial Field Design & Partnership Review
    - Keach Park Lights
    - Bicentennial Square "Light Renovation" (Paver Replacement)
    - Merrimack River Greenway Trail
    - Beaver Meadow Golf Course Clubhouse Options
    - Garrison Park Pool
    - Terrill Park
    - Kiwanis Park Design
    - Identify Additional East Side Greenspace

CY 2024-2025 Goals Status

GOAL 1. FINANCE & TECHNOLOGY

a) **Balance the Budget Minimizing the Tax Rate Impact:** For FY 2025, the City used $560,760 to balance the budget. Subsequent to the budget adoption, the Use of Unassigned Fund Balance was reduced by $400,760 at the tax rate setting. Additionally, the use of Unassigned Fund Balance was increased by $1,005,000 for the following: $405,000 to support Police Department retention payments; $400,000 to support General Services Winter Operations retention payments; $160,000 for the preservation of the Concord Stables; and $40,000 to support the City Council's efforts around Diversity, Equity, Inclusion, Justice and Belonging (DEIJB). In January 2025, the City Council authorized using $3,049,000 from Assigned Fund Balance as a transfer to reserves. The FY 2024 Audit is complete and the FY 2024 Unassigned Fund Balance of 21.6% was reported. The City's recently adopted revised Fund Balance Policy is a minimum of 20.5%.

b) **Maintain AA+ Bond Rating:** In February 2025, the City was notified by S&P Global Ratings that it issued an AA+ rating for the upcoming bond issue, and affirmed the AA+ rating for the City's outstanding debt.

c) **Maintain Compliance with Fiscal Policy Goals:** The City General Fund Fiscal Goal E-1 limits debt service to 10-14% of total appropriations. On June 30, 2024, the amount was 9.0%.

d) **Enterprise Resource Planning (ERP) Implementation:** Implementation of all main modules was complete at the start of FY 2024.

e) **Assessing Full Measure and List and Revaluation:** The City's Full Measure and List and Revaluation process began in July 2024, and is expected to be completed in August 2026.

f) **Pursue Federal and State Funding:** Notable grants received to date in CY 2024 and 2025 include:

1. On April 14, 2024, the City was awarded $1,140,000 in "Municipal Per Unit" grant funds from the InvestNH Program. The City received these unrestricted funds due to the development of affordable housing units at Penacook Landing and the Rail Yard, respectively.
2. On July 8, 2024, the City applied for a $25,000 Community Development Block Grant on behalf of 603 Legal Aid, Disability Rights Center - New Hampshire, and New Hampshire Legal Assistance, to conduct a feasibility study to explore the potential acquisition or development of a joint facility to house these respective entities. The grant application was successful.
3. In August 2024, the City Council authorized applying for a $6,150,000 grant from the Federal Aviation Administration (FAA) as part of the Airport Terminal Program; and $1,660,000 relative to design, mitigation and construction associated with the airport terminal project.
4. In August 2024, the City Council authorized applying for a $605,000 grant from the State of New Hampshire/FAA relative to the development of an environmental impact assessment associated with the airport and terminal parking improvement project.
5. In August 2024, the City Council authorized applying for a $5,058,000 grant from the FAA for the Airport Terminal Project.
6. In August 2024, the City Council accepted $144,929.47 of Opioid Litigation Settlement Funds to be placed in reserve, retroactive to June 30, 2024.
7. In August 2024, a Congestion Mitigation Air Quality (CMAQ) grant in the amount of $2,447,852 was received from the NH Department of Transportation for the McKee Square Intersection Project (CIP #31).
8. In September 2024, the City was awarded $35,000 of InvestNH demolition funds to support the development of a privately owned, independent living facility for adults with developmental disabilities at 3 North State Street. These funds were accepted on February 10, 2025. The City also applied for an additional $30,000 in InvestNH MUP grant funds for this project; however, the application was not successful.
9. In the fall of 2024, the Police Department was awarded the FY 2024 Jeanne Shaheen Congressional District Spending Grant in the amount of $73,000 in unmatched funding. Funding from this grant will be used to improve crime scene processing equipment and to provide specialized training for Department members.

10. In the fall of 2024, the Police Department was awarded an Edward Byrne Memorial Justice Assistance Grant in the amount of $21,499 in unmatched funding. Funding from this grant will be used to improve equipment and technological enhancements.
11. In the fall of 2024, the Police Department was awarded $9,626.47 from the U.S. Department of Justice Bulletproof Vest Partnership Program to be used as reimbursement for ballistic vest purchases for police officers. This funding provides up to a 50% reimbursement on ballistic vest purchases.
12. The Police Department received grant funding in the amount of $73,000 from the NH Attorney General's Drug Task Force. This funding is designed to offset the cost of assigning a police officer to the Task Force.
13. The Police Department received $40,000 in grant funding from the NH Department of Safety, Law Enforcement Opioid Abuse Reduction Initiative, for conducting illegal drug investigations within the Concord community.
14. The Police Department received $16,000 in grant funding from the NH Department of Safety, State Homeland Security, to aid in the purchase of specialized equipment for Concord Police Department members who are members of the Central New Hampshire Special Operations Unit.
15. In November 2024, the City applied for $678,000 of Brownfields Cleanup grants from the U.S. Environmental Protection Agency to support redevelopment of the Concord Stables building located at 111.5 Warren Street. The application is currently pending.
16. In December 2024, the City applied for a $25,000 Community Development Block Grant on behalf of Families in Transition to conduct a feasibility study to examine potential renovation of ground floor commercial spaces located at 9-11 Odd Fellows Avenue and 5 Market Lane into housing to support low/ moderate income persons. The grant application was successful and the study is underway.
17. On December 17, 2024, the City was one of 18 municipalities in the state to be designated as a Housing Champion by the NH Department of Business and Economic Affairs. This designation will give the City and the other 17 communities exclusive, preferential access to $5 million of special housing grants to be offered through the State's Housing Champions Program. On February 28, 2025, the City applied for $1.75 million from the InvestNH Housing Champions Program to support the Heights Sewer Improvement Project (CIP #91 and #257). The application is currently pending.
18. In January 2025, the City was awarded a $500,000 Land and Water Conservation Fund (LWCF) grant to help with the construction of a new skate board park at Kiwanis Riverside Park. The Parks & Recreation Department is working with the non-profit Concord Skate Park Association to raise the $500,000 match required as part of the grant award.
19. On February 10, 2025, City Council accepted the terms of a Homeland Security Program grant in the amount of $259,062, for the purchase of a modular traffic barrier system to protect eventgoers that inhabit closed roadways against ramming incidents. On March 11, 2025, the City received final approval to start the procurement process. Fire Administration is working with the City's Purchasing Division to ensure that the required FEMA competitive bid process is followed for this purchase.
20. On March 14, 2025, the Fire Department received final approval notification that it was awarded up to $5,000 in Emergency Management Performance Grant funds for the purpose of updating the City's 2015 Local Emergency Operations Plan (LEOP). The City's LEOP update committee and contracted consultant are scheduled to meet for their first session on April 16, 2025.
21. In March 2025, the Police Department applied for the Stanton K-9 Establishment Grant for up to $55,000 designated for start-up costs associated with introducing a new Law Enforcement K-9 Program.

g) **Cost Containment—Health Insurance Costs:** The City received a rate hold for FY 2026 on medical and dental, after a 9.5% not to exceed rate. The medical renewal was, in part, due to a much lower member/loss ratio. We are seeing a lower frequency of high cost claimants as well. The City continues to offer a high deductible health plan with a Health Savings Account to drive consumerism, and have piloted an enhanced Reduce My Cost program to encourage employees to pursue lower cost providers for ancillary services like CT scans, MRI's, and lab work. The program pays a percentage of savings directly to the employee for choosing the low-cost provider. The City, along with its benefit consultant, Borislow, continually looks at ways in which to contain costs on health insurance.

h) **Technology Infrastructure Improvements:** The Information Technology Department has completed the replacement of the wired networking infrastructure. Cybersecurity efforts funded by the U.S. Environmental Protection Agency to improve security around the water and wastewater systems (to be completed mid-2025) are continuing on schedule.

The IT Department has nearly completed the upgrade of all eligible Windows workstation operating systems from Windows 10 to Windows 11. This upgrade must be completed by October 2025, which is Microsoft's end-of-support date.

New infrastructure projects for this year include the replacement of the City's wireless networking infrastructure, which was completed in its entirety ahead of schedule; and expansion of the fiber network to the new Penacook Library & Activity Center and the new Police Station. Additional fiber runs are being planned for the City Stables and the Heights Pump Station. The replacement of Human Services software is on schedule to be completed before the end of FY 2025.

The Community Development Department recently acquired geo-referenced aerial photos for the entire City for calendar years 2021, 2022, 2023, and 2024. This was achieved via a transition to an annual subscription for aerial photographs, which is funded through the Department's annual operating budget. Historically, the City had commissioned custom aerial flyovers of the City every five years to update its digital, georeferenced aerial photos for the geographic information system. However, this new approach allows the City to receive data on an annual basis at a significantly reduced cost as compared to past practice.

GOAL 2. ORGANIZATIONAL

a) **Recruitment and Retention:** Five of the City's six labor unions have entered into new collective bargaining agreements with an eye on retention and recruitment. Four of those agreements included an increase in annual leave accrual, with one increasing the maximum amount only. There was also a focus on competitive COLA's authorized by the City Council, as well as training stipends for CFOA. The CPPA implemented a shift differential to entice officers to second and third shift work. The committee's other recommendations were put into action with results reported below.

The earned leave bonus for CY 2024 was approved for union covered positions and saw high usage. All employees were able to use earned leave bonus in CY 2024, with only five employees forfeiting time at year end. At this time, the discounted rate at Beaver Meadow Golf Course has been utilized by employees to play 84 rounds of golf; the non-resident Library card has been utilized by 24 non-Concord resident employees; and 18 non-Concord resident employees received free family pool passes. Our employee referral bonus has paid out $22,000 to date in FY 2025. Paid Family Medical Leave has had utilization, particularly with claims for child bonding in the first year of birth/placement, with 29 claims initiated through the third quarter of FY 2025. The Human Resources Department continues to look for trends in turnover by data analysis and exit interviews.

The Community Development Department has experienced significant vacancies and turnover during the past two years. As of March 31, 2025, there were 38 positions in the Department. Of this total, 27 positions (or 71% of the Department) are staffed by persons who either joined the Department or were promoted to their current position after June 2022. As of March 31, 2025, three of the Department's 38 positions (8%) are vacant. Current vacancies are: Senior Engineering Technician, Engineering Technician II, and Assistant City Planner - Zoning. Recent staffing successes include filling the vacant Plumbing and Mechanical Inspector, Electrical Inspector, Code Division Fiscal Supervisor, Code Division Permit Technician, Civil Engineer Project Manager (Capital Projects), Senior Planner, and Administrative Coordinator positions. The Administrative Coordinator, which supports the Administration Division of the Community Development Department, is shared with the Human Resources Department.

The Police Department has made great strides in the right direction with staffing. In December 2024, the City Council approved a second retention payment for sworn police officers (minus the Command Staff). This retention payment was the second retention payment in 2024 and was implemented as an emergency stop gap to retain police officers. In 2024, the Police Department lost five police officers (two retired, two left for other law enforcement opportunities, and one was terminated while on probation). This is a dramatic turn around from 2023 when the Police Department lost 19 police officers.

Despite hiring seven new police officers in 2024, the Police Department still has 14 police officer vacancies. While this has strained our workforce, the retention bonus, new police contracts, and positive movement on building a new police station are creating positive momentum.

The Police Department was successful in filling both Police Social Worker positions. This new program has made an immediate impact within the community and the Department. In 2024, the Department was also successful in hiring a new full-time employee in its Records Unit and in Dispatch.

Despite hiring seven new police officers in 2024, as of March 31, 2025, the Department is still in a staffing crisis, with 14 police officer vacancies, two parking officer equipment technician vacancies, and one police dispatcher vacancy. The applicant pool for these positions is very low, despite constant varied recruitment efforts. We are hopeful that a changing economy, combined with multiple college recruitments, will produce quality police officer applicants in the upcoming quarter.

Fortunately, the Police Department's retention efforts have been successful in slowing down employee turnover. The Department had just one retirement during this reporting period. Retaining employees remains a top priority. While addressing the retention issues, the Department has simultaneously worked to expand its recruitment efforts.

During this reporting period, the Police Department has started two new police internships with students from two local colleges. This intensive work is for course credit and provides additional opportunities for these two college students to learn more about municipal policing. Our interns' hands-on experiences are discussed at their respective college campuses. We are mindful when creating learning experiences for our interns to showcase a wide variety of the work opportunities available at the Concord Police Department. This directly benefits the interns and promotes the Police Department when the interns' experiences are discussed in class. Both interns are doing very well, and we hope they decide to apply for employment with the Department after they graduate later this year.

The Police Department is also hosting three students from the Concord CRTC Program. This program is similar to a college internship but geared to the high school level. The idea is to work with Concord High School to build a feeder program by creating interest in future law enforcement opportunities.

The Police Department remains steadfast in its commitment to fill all sworn police officer positions in 2025.

For the first time since 2019, the Parks & Recreation Department managed to hire all 2024 summer seasonal employees for all three divisions (Parks, Cemeteries, and Recreation); however, an additional 25 seasonal employees needed to be hired in order to cover the required hours. The Department experienced higher than normal turnover due to the retirements of several full-time employees in the Cemetery Division; several permanent part-time staff working at the Citywide Community Center having left for full-time positions outside of the City; and turnover of the four full-time shared Laborer Truck Driver positions, which remains excessively high, as they move to non-shared positions when available. These shared positions work for nine months with the Parks & Recreation Department, and three months with the General Services Department.

At the November 2024 City Council meeting, for the second consecutive year, City Council appropriated $400,000 to fund a winter stipend to be paid to full-time General Services Department employees that support winter operations for city streets, sidewalks, and the airport. The stipend was paid for the winter season from December 1, 2024 through March 31, 2025. During this period, General Services successfully filled a vacant CDL position with a candidate possessing a CDL for the first time in a number of years. One General Services employee, who was training to secure a CDL, resigned to pursue a different profession in the private sector. The program continues to successfully retain necessary CDL operators through the winter season.

b) **Class and Compensation Study:** The consultant chosen for the Class and Compensation Study, Paypoint HR, began the study in October 2024, at which time it held kick-off meetings in person and virtually throughout the City organization. Employees completed the Position Vantage Point questionnaires, which were then reviewed by the supervisors. The project team consists of the City Manager, the Deputy City Manager - Finance, and the Director of Human Resources & Labor Relations. The project team worked with the consultant to deploy the external wage and benefit survey for comparisons of total compensation and are tasked with providing a project report in the fourth quarter of FY 2025. The project team is in receipt of the draft benefit and wage report and is scheduling meetings with the consultant to review internally and develop next steps, which will include reviewing and verifying the data and discussing implementation steps.

c) **Diversity, Equity, Inclusion, Justice and Belonging (DEIJB):** The City Council DEIJB Committee will report on the status of this goal. The internal DEIJB Committee has partnered with Avant Consulting, and the Leadership Team has been meeting bi-weekly to create systemic equity infrastructure, revise recruiting policies, and develop the guidelines around Employee Resource Groups. The DEIJB Committee has selected and begun work with leaders throughout the organization, a team known as L2. The L2 team has been meeting and having robust discussions on data driven topics that impact service delivery for the City. Employee Resource Groups are forming so that employees can lead their own workgroup on a topic of interest in this space. Work on recruiting and retention continues, with changes to the training for applicant review and interviewer training in progress. We are also currently delivering a six-series session of Professional Development available to all employees on this topic, to be concluded in June.

d) **Solid Waste Contract Implementation:** Having signed a new solid waste contract in November 2022, which transitioned curbside collection to a cart-based system and increased disposal costs, the General Services Department has been working with the Solid Waste Advisory Committee to evaluate alternate diversion programs.

e) **Community Communication:** The Fire Chief, as the Emergency Management Coordinator for the City, has worked with the State of NH to gain access for key officials in the City to the Genasys Alert system that has been made available to all NH communities at no cost. This system will allow for GIS-based emergency notification of residents and visitors via email, automated voice phone calls, text messaging, and push notifications (through the Genasys Protect app). This system will allow emergency messages to be broadcast simultaneously in multiple languages, depending on end-user preferences. The back-end of the system has been configured, and introductory training of City staff will take place in the upcoming months. Once training and further configuration is complete, the system will be rolled out to the general public in order to sign up for alerts.

GOAL 3. HOUSING/HOMELESSNESS: As of October 15, 2024, there were 2,352 housing units in development. Of this total, 584 units were completed by the end of 2024; 738 units have been approved by the Planning Board and are awaiting construction; and 985 units are currently in the development permitting process. The 2,352 housing units in development will increase the City's housing stock by 12.1% and the City's population by 5,409 people.

The City, using a variety of tools, has directly supported several recent and proposed housing projects. Tools employed by the City include the sale of City-owned real estate, procurement of grants supporting the development of housing projects, construction of infrastructure improvements, zoning amendments, granting of RSA 79-E Community Tax Relief Incentives, as well as gap financing through the City's Revolving Loan Program. Recent examples of housing projects directly supported by the City using the aforementioned tools include, but are not limited to: Penacook Landing / 33-35 Canal Street (54 units, affordable); Rosemary's Way / 95 Village Street (42 units, affordable); Isabella Apartments / 32 South Main Street (64 units); First Church / 177 North Main Street (30 units); 6 South State Street (8 units, affordable); and ROI properties / Black Hill Road (385 units); among others.

With respect to the First Church project, on August 14, 2023, the City Council approved Resolution #9573, which was later revised and extended by Resolution #9636, on April 8, 2024, which authorized an RSA 79-E Community Tax Relief Incentive for the "First Church" market rate housing project located at 177 North Main Street. The anticipated total value of the seven-year incentive is $393,411 (combined). The project will preserve and renovate the historic former First Congregational Church into 30 units of market rate housing. The project will be substantially complete by the end of FY 2025.

Housing, and especially income restricted housing (aka affordable housing), is a regional issue. As reported in the Central NH Regional Planning Commission's 2023 Regional Housing Needs Assessment, in 2020, the City's population comprised 36.5% of the total population of the region (43,796 persons in Concord vs. a total regional population of 120,515). Additionally, as of 2020, 37.7% of the region's total housing stock was located in Concord (19,085 units in Concord vs. a total of 50,647 units in the Central NH Region). However, the same report noted that, in 2020, Concord contained 57.6% of the region's total affordable housing (or income restricted housing) in the region (1,214 units of 2,106 income restricted units in the region). As such, Concord has a disproportionate share of income restricted housing for the region. Additionally, 8 of the 20 communities (or 40%) within the Central NH Region had zero income restricted (affordable) units.

Since 2020, an additional 373 income restricted (affordable) housing units have been built in Concord, and another 123 units have been approved and are awaiting construction. The City was directly involved in several of these projects through several of the tools mentioned above, such as sale of City real estate, securing of grants, or assistance with financing via the City's Revolving Loan Fund Program.

With 2,352 housing units in development, the City has satisfied housing development targets within the 2023 Central New Hampshire Regional Housing Commission's Regional Needs Assessment through 2030 (which suggested the development of 2,223 total units).

In September 2024, the City was awarded a $35,000 InvestNH grant to support redevelopment of 3 North State Street into a 12-unit rooming house for persons with disabilities. The project was completed in March 2025.

Additionally, the City has received a $25,000 CDBG Planning Grant to assist Families in Transition with a feasibility study to explore potential conversion of ground floor commercial spaces into residential units at 5 Market Lane. The study is ongoing.

On December 17, 2024, the City was designated as a "Housing Champion" by the NH Department of Business and Economic Affairs. As noted in the award letter, the City was selected because of its "outstanding commitment to fostering an environment that supports innovative and sustainable solutions to address New Hampshire's housing needs." The letter also noted that Concord's "efforts have demonstrated leadership and vision in creating pathways for housing development that will positively impact residents and contribute to solving the State's housing crisis." There are 234 municipalities in New Hampshire (13 cities and 221 towns). Concord was one of 18 communities selected for this designation. Concord was selected as it was able to demonstrate the following:

- Compliance with NH State Law, RSA 674:59 (the State's Workforce Housing Law).
- Ample opportunities to develop housing in Concord. Presently, Concord has 17 different zoning districts, of which housing is permitted in 14. Therefore, housing is permitted in approximately 95% of the City's total land area (60.2 of 64 total square miles).
- The City's adoption of innovative land use regulations in accordance with NH State Law, RSA 674:21. These include a Cluster Development Ordinance, a Planned Unit Development Ordinance, and Conditional Use Permits.
- Ordinances permitting manufactured housing and mixed-use developments.
- Routine investments in public infrastructure improvements, which support housing.
- The adoption of a Complete Streets policy and promotion of walkable neighborhoods.
- Intermunicipal utility agreements with some neighboring municipalities which have, or could encourage, housing development.

The Town of Boscawen was the only other municipality in central New Hampshire to be designated as a "Housing Champion."

Due to its designation as a "Housing Champion", the City has been afforded preferential access to the State's InvestNH grant program to support infrastructure investments which facilitate housing. On February 28, 2025, the City applied for $1.75 million from InvestNH to support the Heights Sewer Improvement Project (CIP #91 and #257). The application is currently pending.

a) **<u>High Functioning, Coordinated, Quantified Approach to Homelessness</u>:** The Police Department continues to be directly involved in responding to citizen complaints related to homelessness issues throughout the city. The Police Department has responded, and continues to respond, to complaints related to encampments, trespass issues, welfare checks, illegal dumping, and more serious criminal issues, such as a second degree assault.

The Police Department is committed to working with other community stakeholders to address these problems. The Concord Police Department has forged strong relationships with those impacted by homelessness, as well as groups whose charge it is to support those in need. Officers know members of the homeless community very well and work to ensure that they are connected to services. Officers work with the Concord Coalition to End Homelessness, the Concord Homeless Resource Center, the Friendly Kitchen, the Salvation Army, the McKenna House, and the Community Action Program.

As of March 31, 2025, the Police Department continues to work in collaboration with all of its community partners to respond to homelessness issues throughout the city. Members of the Police Department are directly involved in this social issue, including our Command Staff, Police Social Worker Unit, and police officers on patrol. While this vulnerable group presents many challenges, the Police Department is completely committed to working collaboratively with all of our community stakeholders to best respond to this community issue.

In the spring of 2024, six units of transitional housing for persons exiting homelessness were completed at 129 Pleasant Street. The project was completed by the Concord Coalition to End Homelessness.

In 2023, the City secured a $500,000 Community Development Block Grant to support the purchase and redevelopment of real estate located at 6 South State Street into eight units of transitional housing to support persons exiting homelessness. The project, which is also being developed by the Concord Coalition to End Homelessness, is scheduled to start construction in spring 2025. The City also waived the street excavation moratorium for this property to allow the redevelopment to move forward.

On December 9, 2024, the City Council approved an agreement with the Granite United Way to support the Steering Committee on Concord's Plan to End Homelessness in providing fiscal sponsorship services for the purpose of supporting initiatives of the committee, as well as for the hiring of a full-time project manager to work in a joint cooperative effort in combating the sources and impacts of homelessness within the City of Concord. Staff has initiated efforts to explore potential sources of grant funds to support this initiative.

GOAL 4. TRANSPORTATION & UTILITY INFRASTRUCTURE

a) **Fully Fund Street Paving and Sidewalk Program:** Through the Purchasing Division, the General Services Department awarded a multi-year paving project to GMI Paving early last year. With the exception of a portion of Airport Road, where a new sidewalk is being designed by the City's Engineering Division, all of the FY 2024 paving was completed. Since the contract was for a two-year period, GMI Paving also completed approximately half of the streets included in the FY 2025 budget, as well as temporary pavement repairs on the Loudon Road bridge. The following streets were paved in CY 2024: Airport Road, from Loudon Road to #91; Farmwood Road; Fernald Street; Fox Run; Freedom Acres; a portion of Hannah Dustin Drive; Kearsarge Street; Long Pond Road; Mill Street; Oak Hill Road, from Appleton Road to #52; Old Turnpike Road, from Airport Road to Park Street; Pine Crest Circle; Regional Drive, from Chenell Drive to Airport Road; Shoe String Road; and Winthrop Street. Efforts to secure property rights and bid prices for the construction of Airport Road sidewalk and related improvements are presently underway.

The General Services Department conducted a preconstruction meeting with GMI Paving on March 28, 2025, to initiate the FY 2025 Paving Program. Streets scheduled to be completed during the spring and summer of 2025 include: the full length of Clark Street, Dolan Street, Edgemont Street, Fisher Street, Palm Street, Fairbanks Street, and Horseshoe Pond Lane; and North Main Street from Bouton Street to Horseshoe Pond Lane.

b) **McKee Square:** Traffic studies and preliminary design concepts are underway. The project is included in the State's 10-Year Plan. Eighty percent (80%) of the project will be financed with State grants. On August 23, 2024, the City was notified that its application for a Congestion Mitigation and Air Quality (CMAQ) grant in the amount of $2,447,852 was awarded for the project.

c) **I-93 Project With or Without Bridge Deck (including Storrs Street Ext.):** The I-93 Project has been included in the 2024-2025 State 10-Year Transportation Plan. Design and permitting are scheduled from 2025-2028, with construction commencing in 2029. The project is tentatively scheduled to be completed in the mid to late 2030's. Estimated project cost is approximately $504 million. The State has agreed to relocate the State's Lincoln Line and portions of the CSX Northern Main Line to facilitate Storrs Street Extension North (CIP #18).

On June 12, 2023, the City Council approved Resolution #9562, which appropriated the sum of $200,000 for the I-93 Bridge Park Feasibility Study (CIP #567). A community meeting was held on February 20, 2024. Working with the NH Department of Transportation, the feasibility study identified two potential design alternatives costing between $76-$115 million. These concepts were presented to the public on February 4, 2025. The project is now complete and will be presented to City Council at its May 12, 2025 meeting.

d) **State Parking Garages:** Demolition of the former NH Department of Justice Building at 33 Capitol Street has been completed. The State awarded a contract to PC Construction in the amount of $17.7 million for construction of its new 409-space Legislative Parking Garage. Construction was delayed as the State had to abate asbestos contaminated materials at the site. Soil abatement was completed in March 2025, and the project is now under construction and is expected to be completed in March 2026. Once the new garage is finished, the State will demolish the existing Legislative Parking Garage located above the Storrs Street rights-of-way. The State has engaged a consulting engineer to prepare required demolition specifications, which are presently 65% complete. The State plans to bid demolition in summer 2025. Pending Governor and Executive Council approvals, demolition would occur in spring 2026. Demolition will involve termination of the City's 1974 Air Rights Leased to the State for the garage. Discussions are ongoing with the State regarding the scope of work and expectations for the post demolition condition of the City's real estate.

GOAL 5. COMMUNITY & ECONOMIC DEVELOPMENT

a) **Interim Zoning Amendments / Initiate Master Plan Update / Concord Next 2.0:** On July 8, 29024, the City Council adopted Ordinance #3167, which established zoning regulations for charitable gaming halls/casinos.

On August 12, 2024, the City Council approved Ordinance #3168, which modified the Zoning Ordinance. Specifically, the ordinance created a conditional use permit for obstruction of the view of the State House dome for development projects located within the Central Business Performance and Opportunity Corridor Performance Districts; created a separate conditional use permit to allow for the maximum building height to increase from 80' to 90' within the Central Business Performance District; and also modified previously existing conditional use permit provisions which allow the maximum building height to be increased from 45' to 80' within that portion of the Opportunity Corridor Zoning District, located between Loudon Road, Storrs Street, Hills Avenue, and I-93. Said ordinances were adopted, in part, to promote redevelopment of Phenix Hall and adjacent properties. Upon passage, said ordinances were referred to the Planning Board for further review. The Planning Board completed its review and has proposed modifications to the originally adopted ordinance, as well as other Zoning amendments. On January 13, 2025, the City Council held a public hearing on the subsequent revisions to those enacted by Ordinance #3168, and adopted by Ordinance #3175, which codified said revisions.

Despite being understaffed, the Planning Division has begun preparing interim amendments to the existing Zoning Ordinance to address the most significant, persistent issues therewith. The initial batch of amendments will be released in April. Staff intends to work with the Planning Board, Economic Development Advisory Committee, Architectural Design Review Committee, and others, to review proposed amendments prior to presentation to City Council. Staff desires to have all interim amendments adopted by the end of December 2025. Following the completion of an upcoming City Master Plan, which, subject to future City Council appropriations, would commence in FY 2026, and likely will take approximately two years to complete, more comprehensive amendments to the Zoning Ordinance will be initiated to implement the goals and objectives of said forthcoming Master Plan.

b) **Implement Economic Development Advisory Committee:** During its March 2024 meeting, the City Council adopted Ordinance #3159, which re-established the Economic Development Advisory Committee. Appointments were confirmed by City Council on April 8, 2024. To date, the Committee has met on June 25, 2024; September 24, 2024; December 3, 2024; January 28, 2025; and March 25, 2025. The focus of the Committee's initial meetings has been to review the City's various economic master plans, as well as forthcoming interim zoning amendments.

c) **Economic Development Website Overhaul / Digital Marketing Package:** In April 2024, the City launched a newly revised and updated website, which included an Economic Development page. The Economic Development page continues to be refined by staff. In the near future, staff will be adding additional content to the website, including an overview of public/private partnership success stories, review of RSA 79-E supported projects, and others.

d) **New Airport Terminal:** The current terminal building was constructed in 1937, and later expanded in 1965. The building is obsolete, fully depreciated, and inadequate to support this growing general aviation airport. Additionally, the building is not compliant with modern building codes, including the Americans with Disabilities Act.

Due to these shortcomings, it has been a long-standing City goal to demolish and replace the current terminal with a new, modern facility that will support the airport for decades to come. Specifically, the goal of replacing the current terminal has been carried in various City Airport Master Plans since at least 1996.

Subject to State and Federal permitting processes, upon completion of the new terminal, the existing building would be demolished. Once demolition is completed, the property occupied by the current terminal will be used for additional hangar development at the airport.

In February 2024, the Federal Aviation Administration (FAA) notified the City that it intended to award a $2.51 million Bipartisan Infrastructure Law (BIL) grant to support the construction of a new terminal as part of the FAA's FY 2024 Bipartisan Infrastructure Law - Airport Terminal Buildings Grant Program. This potential grant is a key financial component of making the long-desired project a reality in the coming years.

On March 11, 2024, the City Council approved Resolution #9622, which appropriated City, State and Federal funds to proceed with design, permitting and bidding of the new terminal building and associated parking, in anticipation of the aforementioned grant funding for construction of these improvements.

Following the approval of Resolution #9622, staff and project consultants began the process of designing the project, including presentation to the Planning Board in May 2024, and have completed the preliminary design phase.

As design of the new terminal and related improvements progressed in early to mid-2024, the City was informed by the FAA that the 2011 environmental assessment (EA) for the Airport is insufficient for the new terminal project. As such, a consultant must be engaged and a new EA prepared. The EA process may take as much as 18 months to complete. It is anticipated that the updated EA will include an alternative analysis for the proposed new terminal building, demolition of the existing terminal building, and other projects programmed in the City's current Capital Improvement Program. The results of the updated EA process may affect design details for the terminal building and related improvements. As such, findings of the updated EA, as well as any potential modifications to the terminal project resulting therefrom, will be presented to the City Council prior to resumption of design efforts.

During its August 12, 2024 meeting, the City Council approved a consent resolution which authorized the City Manager to apply for Federal and State funding in an amount up to $605,000 for various purposes, including the completion of an updated EA for the Airport pertaining to the proposed terminal project. This application is currently pending.

On December 9, 2024, the FAA informed the City that it had cancelled the $2.51 million BIL grant for the project. Once an updated EA is completed for the Airport, additional grant resources will need to be identified and secured in order to advance the new terminal project to final design and future construction.

e) **Heights Sewer Project:** The FY 2024 Budget included $1.9 million, combined, for CIP #91 and CIP #275, to design a replacement sewer pump station and piping improvements to address sanitary sewer capacity for certain areas of the Heights. The FY 2025 Budget appropriated the sum of $16.9 million for CIP #91 (sewer main improvements) and $6.25 million for CIP #275 (sewer pump station improvements) to fund construction of the project. Design is nearing completion. The project is currently scheduled for completion in late calendar year 2026/early 2027.

f) **Regulatory Amendments—Review Charitable Gaming:** During its February 12, 2024 meeting, the City Council set for public hearing on July 8, 2024, proposed zoning amendments pertaining to charitable gaming. The Planning Board held a public hearing on May 15, 2024 on the proposed ordinance. The final ordinance was adopted by City Council on July 8, 2024.

g) **Mayor's Business Visitation Program:** The Mayor's Visitation Program was implemented in August 2024. As of March 31, 2025, visits have included Boyce Highlands, Grappone Mazda, Northeast Delta Dental, as well as The Viking House/Capital Craftsmen/Hilltop Consignment. The goal is to conduct one business visitation per month (on average).

h) **Historic Preservation Initiatives:** The City continues to work with the NH Preservation Alliance on redevelopment strategies for the Gas Holder building, and recently attended a summit with State and local leaders to advance that effort. A second summit is planned for April 2, 2025.

Recent amendments to zoning provisions for height in the Central Business Performance District were drafted to include protections for demolition of historic buildings.

Preservation and adaptive reuse of the First Congregational Church, located at 177 North Main Street, into 30 units of market rate housing, which was supported by a City RSA 79-E Community Tax Relief Incentive valued at $393,000, is nearing completion.

i) **Placemaking / Gateways / Community Art / Murals:** As part of the FY 2025 Budget, $35,000 was appropriated to clean up landscaping at the Exit 14 Gateway. Work was initiated and is ongoing. On February 6, 2025, Brixmor (the owner of the Capitol Shopping Plaza at 80 Storrs Street) granted the City a beautification easement, which allows the City to install murals or other improvements at portions of the property to beautify views of downtown from I-93. The easement was a condition of Planning Board approval for renovation of the plaza.

GOAL 6. ENERGY/ENVIRONMENT/SUSTAINABILITY

a) **Community Power Review:** On March 11, 2024, City Council approved Resolution #9620, adopting a Community Power Plan and authorizing the City to join the Community Power Coalition of New Hampshire (CPCNH). The Draft Community Power Electric Aggregation Plan was submitted to the Public Utilities Commission on April 15, 2024. The Community Power Program launched on October 1, 2024.

b) **Complete Solar Arrays at Old Turnpike Landfill / Hall Street Wastewater Treatment Plant:** In May 2023, the City issued an RFP for the lease of the capped landfill for a ground-mounted solar array. Kearsarge Solar, LLC, was selected for the construction of a 5 MW solar array on the landfill. The City will benefit from annual rent payments for a 20-year lease term; annual property tax payments in the form of a Payment in Lieu of Taxes (PILOT); and annual electric cost savings from group net-metering credits.

Kearsarge Solar has secured an approved interconnection plan from Unitil, which will be fully executed later this spring. City staff is working with the developer on the final terms of the PILOT agreement and group net-metering agreement.

Kearsarge Solar has filed necessary development permitting applications with the Planning Board and the NH Department of Environmental Services. Construction is scheduled for fall 2025.

Through the City's Purchasing Division, the General Services Department procured Kearsarge Solar to install a solar array at the Hall Street Wastewater Treatment Plant, funded through a grant received from the NH Department of Environmental Services. The project was completed in November 2024.

c) **Convert Remaining Ornamental Street Lights to LED:** A citywide street light conversion project in 2021-2022 resulted in the installation of 2,005 LED cobra head lights and 20 LED flood lights. Not included in this program were 72 ornamental lights (referred to as the "Bishop Crook" lights) located between Exit 13 and the southern limits of the Main Street Project, and between Exit 14 and the northern limits of the Main Street Project.

In January 2024, City staff worked with a lighting designer to select fixture options that are similar in design to the existing, but meet the EnergyStar specifications for energy efficiency. A quote for the fixtures, including installation, was submitted in February 2024. Staff continues to seek potential grant opportunities to advance this project.

GOAL 7. PUBLIC SAFETY

a) **New Police Station:** On December 15, 2023, the City entered into a Purchase and Sales Agreement to acquire 4 Bouton Street for the purpose of developing a new police station. On April 8, 2024, the City Council received a comprehensive staff report and presentation concerning acquisition of 4 Bouton Street for a new Police Station (CIP #643), as well as projected costs and a schedule for a new station if the City Council elected to move forward with said initiative. Following said report, the City Council unanimously voted to proceed with acquisition of 4 Bouton Street. In accordance with the City Council's directive, the City acquired 4 Bouton Street on May 24, 2024, for the sum of $3,924,232. The FY 2025 Budget appropriated the sums of $240,000 to weatherize and secure the building, as well as $3,131,800 to design the new Police Station.

The building was weatherized in fall 2024. Using a competitive bid process, on October 15, 2024, Milestone Construction was selected to serve as the City's Construction Manager/General Contractor for the project.

On November 13, 2024, the City received proposals from five design teams for the project. Four teams were selected for interviews. Interviews were completed on December 17, 2024. On January 7, 2025, the design contract was awarded to a team led by Harriman. Schematic design is currently underway.

It is anticipated that full design will be completed in fall 2025. Subject to available funding, the City may undertake interior demolition of the existing structure to help facilitate the design process, as well as identify any unusual conditions which may affect the design, with the goal of reducing potential future change orders. Subject to final design and future funding appropriations by City Council, construction is tentatively scheduled to begin on or about April 1, 2026. The current project schedule anticipates the project will be completed in late summer 2027.

A website dedicated to the project has been added to the City's website under the Police Department section. Project updates will be provided as the project progresses.

b) **City Hall Campus Master Plan & Schematic Design:** On April 8, 2024, City Council was briefed on City Administration's proposed strategy to proceed with a City Hall Campus Master Plan, presuming relocation of the Police Station to 4 Bouton Street. The FY 2025 Budget included $250,000 to undertake a campus master plan. A request for proposals has been issued by the City's Purchasing Division. Proposals are due on April 22, 2025.

c) **Fire Gear Replacement:** The Fire Department continues to wait for PFAS-free gear to become available, while the manufacturer works through issues related to garment durability. This setback has caused considerable inconvenience for Department members, as secondary sets of gear are now shared among members of each fire station, as additional sets of gear reach their end-of-life dates. The Fire Department continues to withhold from purchasing additional PFAS-containing gear during this timeframe. Fire Administration will continue to closely monitor this situation and the availability of serviceable secondary sets of gear.

d) **Build Out Police Department Social Worker Staffing & Funding Options:** As of March 31, 2025, the Police Social Worker Unit is fully staffed with a Masters level Police Social Worker, an Outreach Social Worker, and a Masters level Police Social Worker Intern; and has quickly developed into a critical component of the Police Department. This specialized unit does intensive follow-up on police related matters involving homebound seniors living in our community; community members experiencing addiction recovery and often co-occurring mental health issues; and Adverse Childhood Experiences Response Team (ACERT) follow-up visits.

e) **Community Policing:** The Concord Police Department continues to work very hard to foster positive engagements with the community. The Department is fortunate to have a dedicated Community Services Division; however, the entire Department is dedicated to community policing.

The School Resource Officers are actively involved at Concord High School and Merrimack Valley High School. Currently, due to workforce shortages, there is no SRO at Merrimack Valley Middle School. The Community Service Officers stay in contact with Bishop Brady High School, Trinity Christian School, and St. John's School as well. Liberty, the Department's comfort dog, also makes frequent visits to the schools in the city. Safety assessments continue to be conducted at several of the public and private schools. Recommendations have been made to the schools to help officers in accessing the schools during threatening events.

On August 6, 2024, the Police Department hosted its National Night Out event at Rollins Park. National Night Out is an evening of local and state police officers coming together to help increase awareness of community police programs, which in turn helps build bridges between officers and those they serve to protect. Approximately 4,000 attendees participated in the event.

During the month of September 2024 - Food Action Month - the Police Department partnered with the NH Food Bank and sponsored several food drives. Participants were challenged to "Help Stuff a Cruiser." Three local charities were the benefactors of the food drives. Enough food was collected to provide 3,602 meals and $1,446 was raised. The Department also participated in two Coffee with a Cop events.

In December 2024, Police Department members teamed up with Toys for Tots to acquire and distribute Christmas gifts to families in need. Police Department members volunteered their time and resources, and traveled to Manchester on December 23, 2024 to pick up 30+ large boxes of toy donations for our community.

Beyond having police officers hand out toys on Christmas Eve and Christmas Day, the Police Department worked diligently to partner with community stakeholders to share these gifts in order to expand the reach of the Police Department. Hundreds of toys were provided to Concord High School, the City's Parks and Recreation Department, Concord Housing Authority, and Project S.T.O.R.Y.

The Police Department works closely with the New American communities throughout the city in an attempt to open communication and to plan for informational events with the Department. The Department also serves on the Refugee Advisory Council (RAC), which meets monthly. The RAC helps ensure the coordination of services for refugees and immigrants, and raises awareness of issues that affect refugee and immigrant communities throughout New Hampshire.

In January 2025, the Police Department held a Coffee with a Cop event with Connect 55 (55+ community). The event was a great success, as it provided a relaxed environment where community members and the police could interact and build positive relationships. A second Coffee with a Cop event was held at a local coffee shop in the downtown area. It is important that the Police Department engage with the community to build equity and public trust.

The Community Resources Unit worked with several local businesses to provide security assessments, alarm testing, and response procedures. This helps businesses build worker safety plans and provides for improved lines of communication between our local business community and the Police Department.

The Community Resources Unit also hosted a meeting with a local Cub Scout troop at St. Paul's Church, and organized and hosted a Skate with a Cop event at the Everett Arena. These events provide great opportunities to build stronger bonds within the community and help our police officers get to know community members in a way that otherwise simply would not happen.

f) **Fire Department Equipment Replacement:** The Fire Department continues to work with City Administration and the General Services Department to create a plan to address the challenge of balancing the up to 48-month lead times on new fire apparatus with the increasing call volume's impact on an aging fleet.

There have been some changes as the Fire Department continues to wait for the arrival of several apparatus that have been ordered with FY 2023, FY 2024, and FY 2025 CIP funds, comprising two ambulances (one ordered on February 5, 2023 and the other ordered on July 19, 2023); a tanker (ordered on June 15, 2023); a tower truck (ordered on August 9, 2023); and an engine (ordered on July 29, 2024). The tower truck is expected to arrive in summer 2025. The two ambulances have been pushed back and are now expected in the first quarter of 2026. The Fire Department still awaits estimated completion dates for the tanker and the engine.

With the increase in call volume expected over the next few years related to growth of residential units, coupled with the fact that the Department is already at operational capacity, the Fire Department recommends maintaining possession of an engine that would normally be traded as part of a purchase agreement once the next new engine arrives.

g) **Continuous Improvement in Public Safety Effectiveness:** The Police Department continues to make forward progress with departmental policy improvement. As of March 31, 2025, the Department has continued to make positive strides toward State accreditation. This is a lengthy process, and the Police Department has continued to update departmental policies to ensure we are meeting or exceeding the highest standards for the profession. Accreditation ensures accountability and transparency in police operations and promotes trust and confidence within the community.

h) **Recruitment and Retention:** The Fire Department continues to face significant struggles with recruitment and retention. New members have recently been hired, but these have been offset by other members retiring or leaving for other reasons. The City and IAFF - Local 1045 are actively negotiating a new collective bargaining agreement. Fire Administration hopes to include clauses in the new contract that will assist with recruitment and retention efforts.

The Fire Department currently has eight vacancies, one member on Temporary Alternate Duty, and one member out on short-term disability. These 10 positions need to be filled with overtime, which is causing members to work many hours. Additionally, there are five members using intermittent Paid Family Medical Leave. The required shift coverage of all these vacancies has caused significant overspending of budgeted overtime. Burnout resulting from employees required to work overtime is noticeable. The amount of forced overtime has been a key factor cited to Fire Administration during exit interviews of some recently departing employees. Each time an employee leaves, additional overtime is needed to maintain current service levels, which causes further employee burnout, enticing additional members to leave. This compounding problem is near a critical breaking point. Fire Administration will work with Department members and City Administration on how to best stop this cycle.

As of March 31, 2025, the Police Department has continued to make recruitment and retention a top priority. Even though the Department has 13 police officer vacancies, two parking officer equipment technician vacancies, and one police dispatcher vacancy, staff has responded well to the challenges and improved their individual capacities and resiliency. This comes at a key moment as the applicant pool for these positions is very low, despite constant varied recruitment efforts. This staffing problem is not unique to the Concord Police Department, and our staff has recognized that the Department is committed to improving working conditions. Recent equipment upgrades, new collective bargaining agreements, and positive movement toward building a new police station have made a positive difference in employee outlook and recruitment. The Police Department is looking ahead to capitalize on these improvements.

GOAL 8. RECREATION & LEISURE

a) **Complete Construction of a New Canal Street Riverfront Park:** On April 3, 2024, a ribbon cutting was held for the new park. The park was substantially completed in late fall 2024. A soft opening event was held on December 16, 2024. Final punch list items will be addressed in spring 2025, to be followed by an official opening ceremony. The City's total budget for the project is $3.37 million. The project is being funded by a mixture of Tax Increment Finance (TIF) District supported bonds, Parking Fund supported bonds (new Canal Street Public Parking Lot), development impact fees, and a $500,000 Land and Water Conservation Fund grant from the State of New Hampshire.

b) **White Park Inclusionary Playground:** An RFP for construction of the new playground went out in early summer 2024. The City was awarded $400,000 in Land and Water Conservation Grant funds; received $50,000 in donations; and appropriated $350,000 of GO bonds for the construction. The City worked with the Friends of White Park to select a vendor via RFP process for the construction of the new playground. City staff is now working with the vendor with a goal of having the new playground completed by fall 2025.

c) **Complete New Penacook Library & Activity Center (Divest of 3 Merrimack Street):** The project was completed in August 2024, and the City took ownership of its condominium unit on October 30, 2024. Operations at the new facility began on December 5, 2024. In accordance with Resolution #9518, which was adopted on December 12, 2022, City Administration has initiated efforts to divest of the existing Penacook Library, located at 3 Merrimack Street, for redevelopment. Divestment shall include the requirements to preserve and adaptively reuse the existing building.

d) **Memorial Field Design & Partnership Review:** The City has held two public meetings to help develop a new Master Plan for the complex. At the last meeting, the residents present were in favor of a full renovation of the entire complex. City staff and the design team presented information to the Concord School Board at their October 2024 meeting, and updated the City Council at their November 2024 meeting. City staff will continue to work with the Concord School District to move this project forward.

e) **Keach Park Lights:** The first public meeting was held last fall. City staff have met with the H.L. Turner Group on final design and permitting, and have reviewed the project with the Airport Advisory Committee and with NH Fish & Game to make sure there is no impact to wildlife. A second public meeting was held on December 12, 2024. At the second meeting, there was a review of facility scheduling, increased maintenance needs, and other projected operating expenses, as well as new revenue from field rentals and charging user groups when field lights are used. At their March 2025 meeting, the Recreation and Parks Advisory Committee voted not to move forward with this project. A presentation will be made to the Airport Advisory Committee, and then to City Council, for final review and approval.

f) **Merrimack River Greenway Trail (MRGT):** Construction of the 4,000' section of the trail through the City's Gully Hill Sunflower Fields has been completed, and a ribbon cutting ceremony was held on September 27, 2024. Total project budget was $705,000. The Parks & Recreation Department is handling the regular maintenance of this section of trail (similar to the section of trail at Terrill Park). Negotiations with the City, NH Department of Transportation, and CSX to acquire a 6+/- mile of section of the Northern Maine Line, between Horseshoe Pond Lane and the Contoocook River, are ongoing. An updated real estate appraisal and title review have been completed by the City, at its expense, and are under review with CSX. A draft Purchase and Sales Agreement is currently under review and being refined by the parties.

Additionally, staff continues to prepare for additional sections of the trail. Recently, the City acquired easements from Brady Sullivan for future phases of the trail over property located at 11 Stickney Avenue, as part of the Planning Board development permitting process for the new apartment development at that location. Similarly, provisions for future extension of the trail were included in the Comprehensive Development Plan approval for ROI Properties' development located at Black Hill Road.

In partnership with the Friends of the Merrimack River Greenway Trail, City Administration is working to negotiate an easement at property located at 6 Loudon Road to facilitate a future extension from the Gully Hill sunflower fields to the Loudon Road Bridge at the Merrimack River. The bridge is currently subject to an ongoing Capital Improvement Project (#588), which includes widening the existing bridge to include a 14' wide shared use path to connect the MRGT from the east side of Concord to Downtown.

Also, the City continues to work with the State of New Hampshire on provisions to construct that portion of the MRGT between 6 Loudon Road and Horseshoe Pond Lane, as part of the I-93 Bow-Concord project.

g) **Garrison Park Pool:** The City held a community meeting with the neighbors of Garrison Park to discuss the opportunity to convert the pool to a splash pad or keep it as a pool. Everyone present wanted to keep it as a pool, as the City can offer swim lessons there and a pool can be used by all ages of the community, while a splash pad is geared towards younger children. As the Garrison Park Pool has not been open for the past four years, due to lack of lifeguards, residents present requested that the City keep Garrison Park Pool open, even if the City is unable to hire enough lifeguards. Each summer since COVID, the White Park, Kimball Park, Merrill Park, and Garrison Park pools have not been fully open. The Parks & Recreation Department was able to hire enough lifeguards and Water Safety Instructors to open all six pools and splash pads during the summer of 2024.

h) **Terrill Park:** Terrill Park remains fully designed and permitted. Over the past year, City staff have renewed all required permits for the project and they are in place until 2027. Phase 1 of the park was finished and opened in October 2020. This phase included the construction of the first section of the Merrimack River Greenway Trail, moving the existing dog park and building a new parking lot to support the trail and dog park. Phase 1 was funded by a Land and Water Conservation Fund grant, private donations, and City funds.

i) **Kiwanis Park Design:** Funds were appropriated in the FY 2024 Capital Improvement budget for final design and permitting of the park. The City has been working with VHB, who was involved with the master planning process for the final design and permitting of the renovated park. The City is now working on a traffic study and permitting for the project.

In addition, the City has brought on a skateboard park designer, Gridline, to help design a new skateboard park. All design documents were completed in late fall 2024. The Parks & Recreation Department is working with VHB on submitting the required permits per the approved master plan.

During the winter of 2023-2024, the Department applied for a Land and Water Conservation Fund grant in the amount of $500,000 to help with construction costs of a new skateboard park. In December 2024, the City was notified of the grant award.

Parks & Recreation Department staff will continue to work with skateboard park committee members and the community at large to fundraise the required match of the grant award.

j) **Identify Additional East Side Greenspace:** The Recreation and Parks Advisory Committee has discussed, at several meetings, the need for new parks and safe access to them. The City's Master Plan calls for 10 acres of park land per 1,000 residents, and with almost 2,300+ new housing units in the approval or planning stages (including approximately 1,000 units for the Heights neighborhood in the vicinity of the former Steeplegate Mall), there is a need to work with developers and the community to identify and plan new community parks. Areas east of Keach Park and areas around Thirty Pines have been discussed.

k) **Bicentennial Square "Light" Renovation:** The FY 2025 Budget included $100,000 in CIP #579 for design of park improvements. As of March 31, 2025, a design team led by VHB has been engaged for the project. Geotechnical studies and conceptual designs are underway. A community meeting to review concepts will be held in the coming months.

City Boards and Commissions

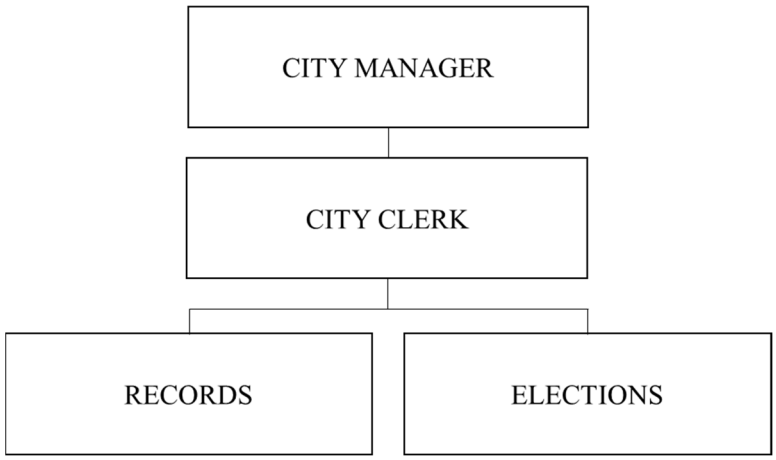
A complete listing of the City's Boards and Commissions, including agendas and minutes, authority and responsibilities, names of members, vacancies, and contact information can be found on the City website.

City Clerk

Mission

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

CITY CLERK DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

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

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

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

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

City Clerk

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Licenses	$28,210	$33,800	$33,800	$28,200	$28,600
Recording Fees	$10,225	$10,000	$10,000	$10,000	$10,000
Sundry Services	$58,835	$51,450	$51,450	$55,000	$53,550
Other Revenue	$207	$150	$150	$506	$150
Other Gov Agencies - State	$4,050	$3,000	$3,000	$4,046	$3,000
School District Payments	$2,780	$5,000	$5,000	$9,495	$5,000
Total Revenue	**$104,306**	**$103,400**	**$103,400**	**$107,246**	**$100,300**
Expense					
Full Time	$312,525	$344,594	$349,619	$334,850	$353,128
Part Time	$42,750	$51,200	$51,200	$67,900	$69,080
Temporary	$17,634	$27,200	$27,200	$10,960	$4,560
Overtime	$7,753	$11,900	$11,969	$11,900	$4,440
Allowance	$1,100	$1,200	$1,200	$900	$1,200
Retirement	$43,912	$48,234	$48,924	$47,850	$45,593
FICA	$24,938	$28,799	$29,189	$26,760	$30,887
Beneflex	$74,144	$86,245	$86,245	$63,340	$79,746
Worker's Compensation	$470	$380	$380	$380	$440
Unemployment Insurance	$170	$199	$199	$190	$170
Professional Development	$2,195	$3,445	$3,445	$3,445	$3,445
Business Expense	$0	$200	$200	$0	$200
Software/Hardware Maintenance	$9,780	$7,300	$7,300	$7,300	$8,800
Advertising	$391	$700	$700	$700	$700
Rent	$12,105	$13,300	$13,300	$13,800	$6,700
Communications	$396	$490	$490	$450	$1,491
Postage	$6,070	$11,175	$11,175	$8,000	$8,800
Office Supplies	$25,837	$24,400	$24,400	$24,400	$23,900
Liability Insurance	$2,580	$3,110	$3,110	$3,110	$3,140
Total Expense	**$584,748**	**$664,071**	**$670,245**	**$626,235**	**$646,420**

City Clerk

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Birth Certificates Issued	3,380	2,814	2,948	3,047
2. Marriage Certificates Issued	1,530	1,110	1,217	1,286
3. Death Certificates Issued	5,762	5,045	5,593	5,467
4. Divorce Records Issued	251	221	235	236
5. Marriage Licenses Issued	459	275	348	361
6. Marriage Ceremonies Performed**	112	0	0	0
7. Dog Licenses Issued	5,822	5,044	5,575	5,480
8. Notice of Intent to Issue Summons	291	0	200	200
9. Voter Registrations Processed	3,264	2,864	4,900	3,100
10. Absentee Ballots Cast	2,380	335	3,592	500
11. Average Number of Ballots Cast	26,183	7,040	34,344	8,500

** Ceremonies are no longer performed in the Clerk's Office due to staffing constraints.

2026 Goals

1. Pending requested funding, purchase new ballot counting devices for the City of Concord; provide necessary ward official training; and inform the general public about the new devices.
2. Recruit new ward officials to fill vacancies throughout the city.
3. Continue to offer regular training sessions to all elected and/or appointed ward officials prior to any given election held in the city.
4. Continue to improve existing records management processes to increase document accessibility.
5. Train the City's Elections Specialist on all local, state and federal election duties to ensure the Department continues to conduct and preserve the integrity of all elections held within the City of Concord.

2025 Goals Status

1. Hold numerous voter registration fairs within the City.
   9-Month Status: Staff held voter registration sessions at many local nursing home facilities and at NHTI, assisting residents with voter registration and absentee ballot requests.

2. Hold numerous election official training sessions prior to the September and November 2024 elections.
   9-Month Status: Multiple training sessions were held by the City Clerk's Office and/or the Secretary of State's Office in preparation for the September and November 2024 elections held throughout the state.

3. Improve existing records management processes to increase document accessibility.
   9-Month Status: Ongoing. Staff continues to implement efficiencies specific to records management processes.

General Overhead

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Donations	$14,000	$0	$0	$0	$0
Cable TV Franchise	$873,841	$738,160	$738,160	$698,900	$715,900
Retiree Health Insurance	$1,441,986	$1,504,560	$1,504,560	$1,396,970	$1,395,450
Transfer In - Trust	$494,890	$409,190	$553,190	$499,190	$804,000
Transfer In - Parking	$157,940	$157,940	$157,940	$157,940	$157,940
Transfer In - Airport	$35,589	$39,299	$39,299	$39,299	$39,294
Transfer In - Conserv Prop	$55,000	$63,000	$63,000	$63,000	$55,940
Transfer In - Impact Fee	$0	$0	$0	$0	$20,000
Transfer In - Grts & Donations	$899,989	$0	$0	$0	$0
Transfer In - Golf	$120,398	$132,334	$132,334	$132,334	$133,785
Transfer In - Arena	$61,448	$63,360	$63,360	$63,360	$62,602
Transfer In - NEOCTIF	$45,680	$46,140	$46,140	$46,140	$46,601
Transfer In - Sears Block TIF	$385,830	$372,160	$372,160	$372,160	$364,813
Transfer In - Penacook TIF	$5,050	$5,100	$5,100	$5,100	$5,151
Transfer In - Water	$576,074	$577,457	$577,457	$577,457	$573,863
Transfer In - Wastewater	$785,824	$846,937	$846,937	$846,937	$990,113
Total Revenue	**$5,953,538**	**$4,955,637**	**$5,099,637**	**$4,898,787**	**$5,365,452**
Expense					
Full Time	$0	$996,000	$324,000	$0	$966,700
Retiree Health	$2,573,502	$2,638,700	$2,638,700	$2,566,260	$2,563,690
Bond Costs	$56,888	$60,000	$60,000	$60,000	$80,000
Electricity	$361,242	$612,900	$612,900	$420,450	$369,740
Insurance Deductible	$5,205	$15,000	$15,000	$14,000	$15,000
Special Programs	$686,568	$717,068	$717,068	$717,068	$738,068
Contingency	$0	$100,000	$100,000	$0	$100,000
Principal	$5,819,762	$6,266,000	$6,266,000	$6,266,000	$6,604,722
Interest	$1,741,808	$1,895,000	$1,895,000	$1,895,000	$2,145,770
Transfer Out - Trust	$5,113,044	$1,576,735	$5,861,782	$5,788,735	$1,629,260
Transfer Out - Parking	$56,643	$56,643	$56,643	$56,643	$59,980
Transfer Out - Gen Cap Proj	$991,000	$586,500	$746,500	$746,500	$546,500
Total Expense	**$17,405,662**	**$15,520,546**	**$19,293,593**	**$18,530,656**	**$15,819,430**

General Overhead

Supplemental Budget Information

Special Programs	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Cable TV Franchise	$873,841	$738,160	$738,160	$698,900	$715,900
Transfer In - Trust	$325,000	$325,000	$325,000	$325,000	$120,000
Total Revenue	**$1,198,841**	**$1,063,160**	**$1,063,160**	**$1,023,900**	**$835,900**
Expense					
Concord Community Television	$314,638	$334,638	$334,638	$334,638	$334,638
Holiday Celebrations	$10,000	$8,000	$8,000	$8,000	$9,000
Intown Concord	$30,000	$30,000	$30,000	$30,000	$30,000
SPCA	$25,000	$25,000	$25,000	$25,000	$25,000
Total Expense	**$379,638**	**$397,638**	**$397,638**	**$397,638**	**$398,638**

Social Service Agencies	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Donations	$14,000	$0	$0	$0	$0
Total Revenue	**$14,000**	**$0**	**$0**	**$0**	**$0**
Expense					
Community Action Program	$17,710	$17,710	$17,710	$17,710	$17,710
Concord Area Transit (CAT)	$171,000	$171,000	$171,000	$171,000	$171,000
Crisis Center of Central NH	$0	$12,500	$12,500	$12,500	$12,500
C.C to End Homelessness	$40,000	$40,000	$40,000	$40,000	$60,000
Edna McKenna House	$31,220	$31,220	$31,220	$31,220	$31,220
Friends Program	$47,000	$47,000	$47,000	$47,000	$47,000
Total Expense	**$306,930**	**$319,430**	**$319,430**	**$319,430**	**$339,430**

General Overhead

General Overhead Descriptions - Revenue

Donations
General donations to support work with social service agencies.

Cable TV Franchise
Franchise fee paid to the City by cable television providers.

Retiree Health Insurance
Payments made by retirees for their portion of their health insurance costs.

Insurance Distributions and Credits
Represents premium holidays from Primex for worker's compensation insurance. Credits are for premiums paid in prior years.

Transfers
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.

General Overhead Descriptions - Expense

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

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).

Bond Costs
Bond costs are expenses associated with bond issuance.

Electricity
This expense reflects the cost of operating street lighting on city streets and an includes on-bill financing repayment to Unitil.

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

General Overhead

Special Programs
Funding to support community television, arts, celebrations, and social service agencies.

Concord Community Television
Funding for Concord TV is based on a percentage of projected revenues plus the capital portion of the franchise agreement revenue.

Fiscal Year 2025 Budget: $334,638
Fiscal Year 2026 Budget: $334,638

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.

Fiscal Year 2025 Budget: $8,000
Fiscal Year 2026 Request: $9,000
Fiscal Year 2026 Budget: $9,000

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.

Fiscal Year 2025 Budget: $30,000
Fiscal Year 2026 Budget: $30,000

Pope Memorial SPCA
The Pope Memorial SPCA is a full service animal welfare 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.

Fiscal Year 2025 Budget: $25,000
Fiscal Year 2026 Budget: $25,000

Community Action Program – Belknap/Merrimack County Area Center
The Community Action Program is a multi-service social service agency whose primary mission is to work with low-income individuals, families, and the elderly to assist them in their efforts to become or remain both financially and socially independent.

Fiscal Year 2025 Budget: $17,710
Fiscal Year 2026 Request: $25,000
Fiscal Year 2026 Budget: $17,710

General Overhead

Concord Area Transit (CAT) Public Transportation
Concord Area Transit's mission is to provide safe, accessible, affordable, customer-centered public transportation that responds to and serves the transit and economic development needs of the City of Concord, its residents, visitors, and non-profit organizations and businesses.

Fiscal Year 2025 Budget: $171,000
Fiscal Year 2026 Request: $183,825
Fiscal Year 2026 Budget: $171,000

Crisis Center of Central New Hampshire
The Crisis Center of Central New Hampshire provides services to victim/survivors of domestic violence, sexual violence, elder abuse, stalking, human trafficking, and child abuse.

Fiscal Year 2025 Budget: $12,500
Fiscal Year 2026 Request: $15,000
Fiscal Year 2026 Budget: $12,500

Concord Coalition to End Homelessness (CCEH)
The mission of CCEH is to work with our community to eliminate chronic homelessness, support and quickly re-house people who have recently become homeless, and build a system that effectively responds to the diverse needs of people experiencing homelessness.

Fiscal Year 2025 Budget: $40,000
Fiscal Year 2026 Request: $60,000
Fiscal Year 2026 Budget: $60,000

Salvation Army McKenna House
The Salvation Army McKenna House is a 42-bed homeless shelter for single mend and women providing a comprehensive program of services, based on the Housing First Model, designed to help its residents find affordable, permanent housing.

Fiscal Year 2025 Budget: $31,220
Fiscal Year 2026 Budget: $31,220

Friends Program
The Friends Program is a nonprofit social service organization that builds connections and solutions for at-risk youth, families, and seniors.

Fiscal Year 2025 Budget: $47,000
Fiscal Year 2026 Budget: $47,000

NOTE: The City received one new request for funding from Granite VNA in the amount of $50,000. No funding is recommended for Fiscal Year 2026.

General Overhead

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.

Principal and Interest
Includes all General Fund interest expense and principal on bonds and notes.

Transfers
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.

Public Safety

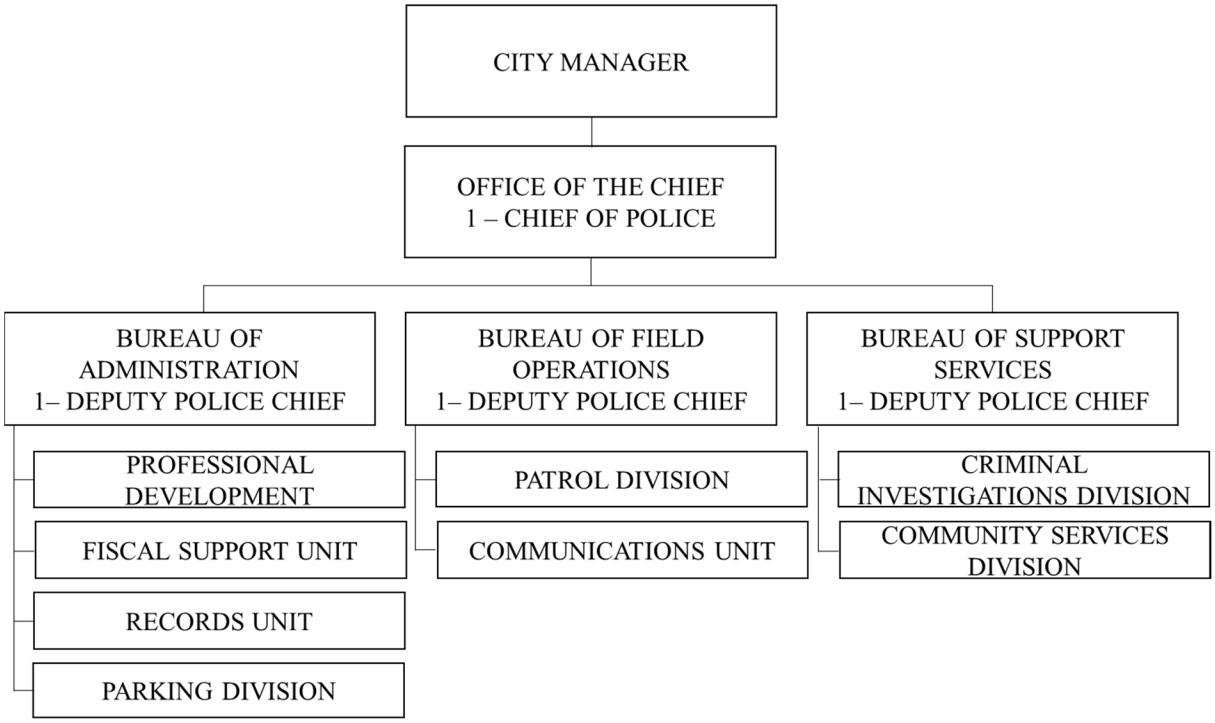
		2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue						
Police		$547,111	$618,525	$618,525	$445,530	$481,700
Fire		$4,350,462	$4,404,243	$4,447,306	$4,338,348	$4,599,822
	Total Revenue	**$4,897,573**	**$5,022,768**	**$5,065,831**	**$4,783,878**	**$5,081,522**
Expense						
Police		$15,474,603	$15,900,016	$16,532,879	$15,156,460	$17,158,233
Fire		$17,716,828	$17,908,285	$18,102,380	$18,843,745	$18,816,703
	Total Expense	**$33,191,431**	**$33,808,301**	**$34,635,259**	**$34,000,205**	**$35,974,937**

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 personnel. 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 includes 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. The Police Social Worker position provides intensive case follow-up with community members in crisis. The goal of the program is to better track vulnerable groups to ensure they are connected to the appropriate social services.

Police

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
False Alarm Penalties	$29,086	$32,500	$32,500	$36,100	$32,500
Other Permits	$3,060	$2,500	$2,500	$2,000	$1,650
Reports, Prints, and Copies	$255	$50	$50	$150	$150
Special Duty Services	$160,561	$250,000	$250,000	$160,500	$200,000
Police Patrol Servics	$1,425	$3,600	$3,600	$1,200	$3,600
Cruiser Rental Fee	$17,461	$26,500	$26,500	$20,000	$26,500
Other Revenue	$42,365	$8,000	$8,000	$29,000	$9,000
Other Gov Agencies - State	$6,296	$0	$0	$0	$0
Drug Forfeiture or Restitution	$5,171	$5,000	$5,000	$3,000	$5,000
School District Payments	$281,431	$290,375	$290,375	$193,580	$203,300
Total Revenue	**$547,111**	**$618,525**	**$618,525**	**$445,530**	**$481,700**

Police

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	$7,438,190	$8,370,285	$8,869,885	$7,820,700	$9,051,737
Part Time	$97,819	$160,476	$162,816	$108,230	$168,248
Temporary	$99,179	$11,680	$11,680	$97,480	$12,200
Overtime	$1,985,752	$744,580	$799,009	$1,218,290	$803,280
Holiday	$175,279	$204,000	$207,363	$152,370	$266,110
Allowance	$14,020	$19,470	$19,470	$19,470	$21,670
Retirement	$2,722,914	$2,732,289	$2,791,468	$2,526,840	$2,932,325
FICA	$202,889	$206,460	$216,412	$215,920	$224,309
Beneflex	$1,712,004	$2,344,013	$2,344,013	$1,921,920	$2,407,011
Worker's Compensation	$118,620	$99,875	$99,875	$99,790	$115,890
Unemployment Insurance	$3,471	$3,940	$3,940	$3,940	$4,517
Professional Development	$82,464	$79,828	$79,828	$79,800	$107,893
Business Expense	$2,791	$1,000	$1,000	$1,000	$7,040
Repairs and Maintenance	$5,103	$9,500	$9,500	$6,500	$9,800
Professional Services	$115,707	$141,232	$141,232	$140,000	$200,100
Software/Hardware Maintenance	$65,317	$104,880	$104,880	$84,800	$116,780
Rent	$23,431	$26,250	$26,250	$27,500	$28,050
Communications	$62,505	$63,179	$63,179	$60,000	$82,338
Postage	$2,052	$1,600	$1,600	$1,600	$1,660
Office Supplies	$9,015	$36,500	$36,500	$36,500	$38,000
Building Supplies	$743	$1,350	$1,350	$1,350	$1,400
Uniforms	$146,516	$150,049	$154,049	$150,000	$160,800
Vehicle Fuel	$111,550	$117,491	$117,491	$112,000	$120,385
Electricity	$80,446	$86,910	$86,910	$87,290	$88,170
Natural Gas and Propane	$8,132	$10,860	$10,860	$10,900	$11,500
Water and Wastewater	$3,483	$3,690	$3,690	$3,650	$3,960
Property and Auto Insurance	$3,090	$3,240	$3,240	$3,240	$3,350
Liability Insurance	$163,170	$165,389	$165,389	$165,380	$169,710
Capital Outlay - GL	$18,951	$0	$0	$0	$0
Total Expense	**$15,474,603**	**$15,900,016**	**$16,532,879**	**$15,156,460**	**$17,158,233**

Police

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Total Calls for Service	50,025	48,334	49,179	50,100
2. Total Crimes Against Persons	1,410	1,327	1,369	1,470
3. Total Property Crimes	1,486	1,501	1,494	1,595
4. Total Crimes Against Society	1,462	1,286	1,374	1,475
5. Total State Reportable Traffic Accidents	1,218	1,129	1,174	1,250
6. Total Traffic Fatalities	1	7	1	1
7. Total Traffic Summonses Issued	2,713	1,230	1,000	1,250
8. Total DWI Arrests	148	96	100	125
9. Total Drug Abuse Violations (Persons Arrested)	209	133	200	150
10. Total Drug Related Charges	332	211	265	250
11. Total Custodial Arrests:				
-Persons Arrested	2,713	2,522	2,454	2,650
-Number of Charges	4,880	4,472	4,350	4,500
12. Total (Part I Violent) Arrests	30	51	44	50
13. Total Sexual Assaults Reported	76	94	87	75
14. Total Domestic Violence Related Cases	520	557	450	475
-Domestic Violence Related Arrests	294	148	185	190
-Domestic Violence Protective Orders	492	224	230	265

2026 Goals

1. Seek to fully staff all authorized sworn and civilian positions. Continue to implement strategies to increase police officer recruitment efforts, including the use of social media and other innovative methods of creating interest in the Department for prospective candidates. Continue developing and implementing strategies to expand training opportunities for Department staff, with a particular emphasis on the recommendations made by the L.E.A.C.T. Commission, as well as training focused on officer wellness and Crisis Intervention, and Stress Management (CISM).
2. Continue efforts to work collaboratively with other community stakeholders in developing strategies for dealing with individuals in crisis related to mental health, addiction, and homelessness. Continue efforts to coordinate with Riverbend to most effectively utilize the New Hampshire Rapid Response Team and Riverbend Emergency Services Office, as well as other community outreach programs such as the Doorway at Concord and the Concord Coalition to End Homelessness.
3. Work collaboratively with City Administration to develop and implement a plan for the construction of a new Police Headquarters.
4. 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.
5. Continue to implement strategies to augment the Department’s efforts in combatting crime, with particular attention to serious public safety matters that disrupt communities, such as illicit drug dealing and use, crimes against persons, crimes against property, and hazardous motor vehicle operation. Coordinate departmental efforts in response to these challenges and work collaboratively with community stakeholders, as well as federal, state, and local law enforcement organizations to enhance public safety.

2025 Goals Status

1. Seek to fully staff all authorized sworn and civilian positions. Continue to implement strategies to increase police officer recruitment efforts, including the use of social media and other innovative methods of creating interest in the Department for prospective candidates. Continue with the development and implementation of strategies to expand training opportunities for Department staff, with particular emphasis focused on the recommendations made by the L.E.A.C.T. Commission, as well as training centered on officer wellness and Crisis Intervention and Stress Management (CISM).

   9-Month Status: The Police Department has made great strides in the right direction with staffing related to its staffing crisis. In December 2024, the City Council approved a second retention payment for sworn police officers (minus the Command Staff). This retention payment was the second retention payment in 2024 and was implemented as an emergency stop gap to retain police officers. In FY 2024, the Police Department lost five police officers: two retired, two left for other law enforcement opportunities, and one was terminated while on probation. This is a dramatic turn around from FY 2023 when the Police Department lost 19 police officers.

   Despite hiring seven new police officers in 2024, the Police Department still has 14 police officer vacancies. While this has strained our workforce, the retention bonus, new police contracts, and positive movement on building a new police station are creating positive momentum.

   The Police Department was successful in filling both Police Social Worker positions. This new program has made an immediate impact within the community and the Department. In 2024, the Department was also successful in hiring a new full-time employee in its Records Unit and in Dispatch.

   The Police Department remains steadfast in its commitment to filling all sworn police officer positions in 2025. The Department is optimistic that it can build on the above listed positive momentum to improve its sworn staffing level in 2025.

   As of March 31, 2025, the Police Department is still in a staffing crisis with 14 police officer vacancies, two parking officer equipment technician vacancies, and one police dispatcher vacancy. The applicant pool for these positions is very low, despite constant varied recruitment efforts. We are hopeful that a changing economy, combined with multiple college recruitments, will produce quality police officer applicants in the upcoming quarter.

   Fortunately, our retention efforts have been successful in slowing down employee turnover. The Police Department had just one retirement during this reporting period. Retaining employees remains a top priority at the Police Department. While addressing the retention issues, we have simultaneously worked to expand our recruitment efforts.

   During this reporting period, we have started two new police internships with students from two different local colleges. This intensive work is for course credit and provides additional opportunities for these two college students to learn more about municipal policing. Our interns' hands-on experiences are discussed at their respective college campuses. We are mindful when creating learning experiences for our interns to showcase a wide variety of the work opportunities available at the Concord Police Department. This directly benefits the intern and promotes the Police Department when the intern’s experiences are discussed in class. Both interns are doing very well, and we hope they decide to apply for employment with the Police Department after they graduate later this year.

   The Department continues to focus on employee wellness and Crisis Intervention and Stress Management.

2. Continue efforts to work collaboratively with other community stakeholders in developing strategies for dealing with individuals in crisis related to mental health, addiction, and homelessness. Continue efforts to coordinate with Riverbend to most effectively utilize the NH Rapid Response Team and the Riverbend Emergency Services Office, as well as other community outreach programs, such as the Doorway at Concord and the Concord Coalition to End Homelessness. Provide ongoing training to Department personnel in crisis intervention strategies and foster the development and effectiveness of the Department’s Crisis Intervention Team and CISM efforts.

2025 Goals Status (continued)

9-Month Status: The Police Department has a long history of collaboration with community stakeholders to improve the quality of life in the City of Concord. In the first quarter of FY 2025, the Police Department moved forward with its Police Social Worker Unit. This new model in New Hampshire policing offers intensive follow-up on critical cases, by specially trained providers, in a way that police first responders do not have the capacity to do.

The Concord Police Social Worker Unit is fully staffed with two full-time employees and one intern. Together, they have networked to greatly improve the Police Department's response to incidents involving mental health, addiction, and homelessness. The police social workers and the police officers work together to identify those community members who are in crisis and not on a treatment path. The Department members work together to steer these individuals toward available resources in the community.

Officers at the Police Department are well aware of the services provided by other community service providers and outreach programs in the area. The Department has several members who sit on executive boards and attend monthly meetings to ensure that the Department has open lines of communication with groups such as Riverbend, Community Action Program, and the Concord Coalition to End Homelessness.

The Department has also continued its ongoing training efforts in crisis-intervention strategies. Additionally, every police officer at the Department attends an annual 2-hour de-escalation training. Officers are actively involved in Critical Incident Stress Management and this has greatly improved the resiliency and response to trauma.

3. 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.

   9-Month Status: Community policing is at the heart of everything we do at the Concord Police Department. Members of the Police Department work hard to foster engagement with the community through several planned community events to include National Night Out, which was held in August of 2024. This event promoted positive public safety and community engagement. The estimated attendance was approximately 4,000 people, with over 100 displays and vendors. The Department's National Night Out has become a banner event for the Department and community, and has greatly assisted in the Department's goal of promoting public safety, community cooperation, and engagement.

   The Department attended and participated in the Multicultural event. Officers were on hand to answer questions and interact with the attendees and hosts of the event. In September 2024, the Concord Police Department participated in three "Stuff a Cruiser" events held at three local grocery stores. The Department partnered with the New Hampshire Food Bank to collect food donations for those struggling with food insecurities.

   During FY 2025, the Police Department's comfort dog program continued to be a huge success. Liberty has participated in many social and community events throughout the City, and she has made many appearances at all of the schools throughout the City. Liberty has assisted in interviews of children and other victims of traumatic crimes. As the first police comfort dog in New Hampshire, Liberty has set the bar very high with her work with people experiencing trauma.

   The Police Department continued to work with Merrimack County Human Services, the Crisis Center of Central New Hampshire, and Riverbend, which make up the Department's Adverse Childhood Experience Response Team (ACERT). This team was deployed to serve children who have been exposed to violence. The ACERT members are trained to respond to incidents, assess situations, and determine the 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 by Granite United Way to assist with the ACERT efforts.

2025 Goals Status (continued)

In December 2024, the Department partnered with the Salvation Army's Toys for Tots Program. The Police Department accepted several thousand new toys and then distributed them to local children and organizations throughout the City of Concord. The Department donated toys to the Concord School District, Project STORY, the Concord community, and the Friends of Forgotten Children.

The Department is committed to cultivating and participating in these types of initiatives and continuing to foster positive relationships 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.

4. Continue efforts to develop and implement a plan for the construction of a new Police Headquarters.

   9-Month Status: The Police Department and City Administration have made great progress with this goal. The home of the future police department is 4 Bouton Street. This location is in close proximity to the downtown, yet it is also close to the major roadways, which will promote enhanced response times. During the last nine months, planning and budgeting was put in place to onboard a construction management company. The City hired Milestone Construction to be the construction manager.

   A Request for Proposals was issued for architectural services and the City was fortunate to receive responses from five well-qualified teams. The project team ultimately partnered with Harriman Architects who brought on a national public safety expert from MW Studios.

   The project team is busy working on programming to ensure that the new building design will function, in every aspect, more efficiently than the existing police department building. After programming, the team will move forward to a conceptual design. This project is on schedule for completion in the fall of 2027.

5. Continue to implement strategies to augment the Department's efforts in combating 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 received a grant award in the amount of $40,000 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Shield). The Department uses these funds to cover overtime costs to conduct illegal drug investigations in the city and surrounding towns. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city.

   The Department's Problem Oriented Policing (POP) unit worked closely with Department members to identify and develop cooperative individuals willing to assist the Department in its fight against illegal drug activity in the city.

   During the last nine months, the Department made 134 arrests of individuals related to illegal drug-related charges. This arrest trend is slightly higher than this time last year. It is forecasted that if this trend continues, the number of FY 2025 drug-related arrests will be close to 200 persons arrested on approximately 265 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. Each year, the Department has averaged over 500 pounds of prescription drugs taken in during the drug take back days, which are turned over to the DEA for destruction.

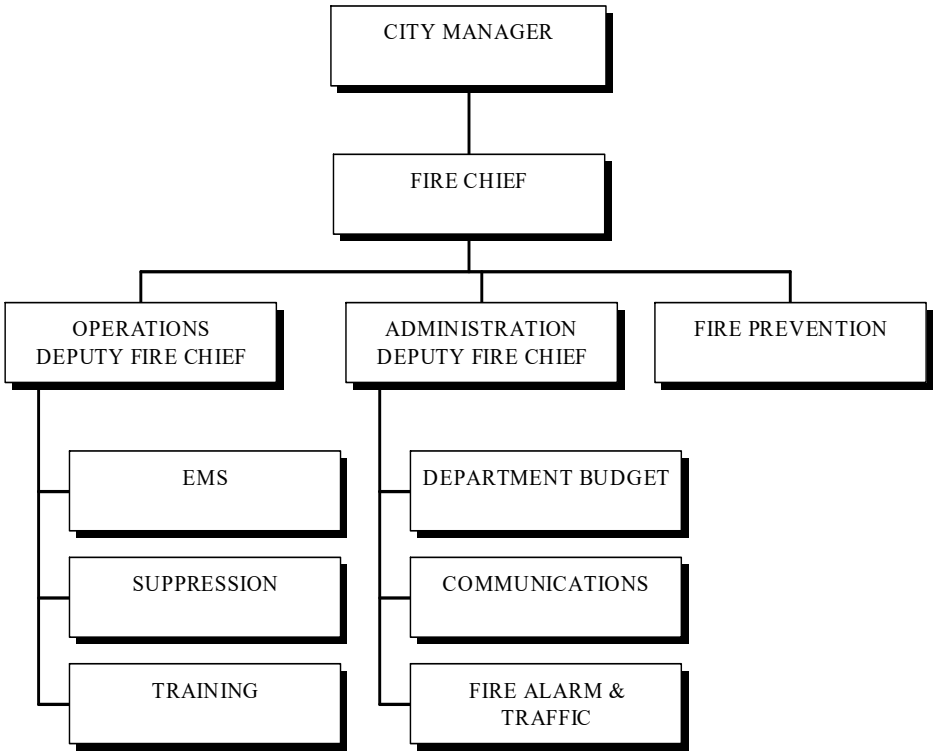
   The Department also works closely with Riverbend's Choices Program in helping to refer individuals suffering from drug and other substance abuse issues to local treatment options.

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, rescue, and recovery support.

2. Provide Emergency Medical Services (EMS) care and transportation at the basic and advanced life support level.

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

4. Coordinate the Emergency Management functions for the City. This includes planning, drills, EOC operations, and management of Public Assistance funds and various Emergency Management grants.

5. Provide emergency dispatch services for 24 towns over five counties and two additional EMS services. The communications center also serves as the State of New Hampshire's primary contact point for activation of the Statewide Fire Mobilization Plan.

Fire

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
False Alarm Penalties	$3,790	$5,300	$5,300	$5,300	$3,500
Court Ordered Payments	$104	$250	$250	$0	$100
Fire Prevention Permits	$80,866	$89,365	$89,365	$89,365	$52,094
Application Fees	$32,305	$37,732	$37,732	$33,605	$34,057
Special Duty Services	$25,048	$15,000	$15,000	$8,521	$7,127
Ambulance Charges	$3,192,244	$3,100,000	$3,100,000	$3,100,000	$3,485,000
Alarm Boxes	$232,560	$245,780	$245,780	$251,935	$227,378
Rental Income	$32,415	$33,473	$33,473	$33,564	$34,571
Other Revenue	$55,301	$220,000	$220,000	$110,000	$93,000
Other Gov Agencies - Federal	$21,702	$0	$43,063	$43,063	$0
Other Gov Agencies - State	$125,000	$125,000	$125,000	$125,000	$125,000
Other Gov Agencies - Local	$549,127	$532,343	$532,343	$537,995	$537,995
Total Revenue	**$4,350,462**	**$4,404,243**	**$4,447,306**	**$4,338,348**	**$4,599,822**

Fire

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	$7,419,316	$7,912,843	$8,007,539	$7,489,794	$8,213,827
Overtime	$2,468,265	$1,627,854	$1,676,761	$2,705,400	$2,124,233
Holiday	$338,350	$410,384	$414,672	$443,250	$371,010
Allowance	$6,175	$6,750	$6,750	$6,750	$7,050
Retirement	$2,959,055	$2,894,862	$2,928,524	$3,087,444	$2,953,032
FICA	$203,133	$224,385	$236,928	$212,691	$213,656
Beneflex	$2,737,174	$3,061,479	$3,061,479	$3,211,876	$3,056,298
Worker's Compensation	$402,350	$516,630	$516,630	$516,590	$527,080
Unemployment Insurance	$3,287	$3,695	$3,695	$3,696	$4,160
Professional Development	$46,487	$62,810	$62,810	$64,865	$126,921
Repairs and Maintenance	$110,020	$126,566	$126,566	$118,391	$110,315
Professional Services	$216,614	$230,015	$230,015	$233,946	$246,265
Software/Hardware Maintenance	$47,635	$82,608	$82,608	$83,623	$84,686
Communications	$28,039	$34,328	$34,328	$31,380	$36,160
Postage	$760	$750	$750	$750	$750
Office Supplies	$10,248	$14,275	$14,275	$13,325	$14,275
Library Books and Materials	$5,175	$5,000	$5,000	$2,792	$5,000
Departmental Supplies	$183,006	$141,755	$141,755	$109,331	$167,525
Building Supplies	$31,841	$27,620	$27,620	$27,620	$27,620
Uniforms	$75,099	$75,141	$75,141	$50,061	$75,141
Chemicals	$1,424	$3,000	$3,000	$0	$3,000
Vehicle Fuel	$117,626	$115,564	$115,564	$120,920	$122,969
Electricity	$139,141	$156,840	$156,840	$147,170	$148,650
Natural Gas and Propane	$41,533	$49,480	$49,480	$49,000	$51,100
Water and Wastewater	$26,192	$26,810	$26,810	$23,430	$25,490
Property and Auto Insurance	$8,890	$8,530	$8,530	$8,840	$8,840
Liability Insurance	$79,060	$80,810	$80,810	$80,810	$84,150
Capital Outlay - GL	$10,932	$7,500	$7,500	$0	$7,500
Total Expense	**$17,716,828**	**$17,908,285**	**$18,102,380**	**$18,843,745**	**$18,816,703**

Fire

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Total Emergency Calls for Service	10,710	10,311	10,595	10,900
EMS Calls – Advanced Life Support (ALS) Intercepts	55	62	55	56
EMS Calls – Other EMS/Rescue Calls	7,789	7,415	7,500	7,715
Residential Structure Fires	36	34	40	43
Commercial Structure Fires	33	35	35	36
Other Fire Types	111	98	100	110
Overpressure, Explosion, Overheat (no fire)	16	23	15	15
Hazardous Condition (no fire)	235	205	220	225
Service Call	838	852	1,000	1,030
Good Intent Call	629	615	625	640
False Alarm and False Call	959	949	975	1,000
Severe Weather and Natural Disasters	12	18	15	15
Special Incident Types	1	5	15	15
2. Number of Patients Transported	6,205	6,112	6,150	6,250
3. Percent EMS Response within 5 minutes (BLS Standard)	60.5	60.4	60.0	60.0
4. Percent EMS Response within 9 minutes (ALS Standard)	94.9	93.7	93.0	93.0
5. Percent Fire Response within 5 minutes	49.2	48.5	45.0	45.0
6. Fire Safety Inspections Completed	1,494	*1,066	*1,150	1,300
7. Alarm Systems Monitored in Fire Alarm	550	641	685	735
8. Master Box plug in/plug out	2,867	2,378	3,500	3,900
9. Phone Calls processed in dispatch	59,899	64,971	67,300	70,025
			***59,500	***64,500
10. Incidents Dispatched	30,296	**30,112	31,550	32,775
11. Fire Investigations	23	21	25	28

* The Fire Prevention Division was short-handed for a period of time due to a retirement.

** This is an estimate based on the sum of actual numbers after the implementation of a new CAD system on 10/31/2023 and an analysis of call volumes from the old CAD, which is no longer accessible.

*** The phone calls processed in dispatch are expected to be reduced significantly if the *Techpro Listed Agent Inter active Software* PCR submitted as part of the FY 2026 budget process is supported. This will allow listed agents to process box plug out requests through an app rather than requiring multiple phone calls to the dispatch center for each event.

Fire

2026 Goals

1. Focus on new recruitment and retention strategies to fill all existing vacancies and retain current employees.
2. Reinstate staffing for Engine 1, to provide needed fire suppression capabilities to the Central District, as well as help handle the high call volume throughout the city and improve response profiles to Penacook.
3. Complete the required studies and site evaluation, design, and permitting for the new Central Fire Station / Headquarters facility (CIP #594).
4. Increase Fire Department community outreach and involvement through public education, external committee involvement, and new programs.
5. Develop a growth model for the Fire Department's stations and staffing levels that considers factors affecting call demand, anticipated residential/commercial community growth, and desired service levels.

2025 Goals Status

1. Focus on recruitment and retention strategies to fill existing Firefighter/Paramedic vacancies and retain all existing employees.
   9-Month Status: The Fire Department has faced, and continues to face, a recruitment and retention crisis. The number of Firefighter and Firefighter/Paramedic vacancies has grown and has been as high as eight (8) at times, which is equivalent to a total vacancy rate of 12.5% for these positions. The vacancy rate specifically for Firefighter/Paramedics is 20%. Each time a vacancy is present due to staffing shortages, vacation time usage, or sick time usage, overtime is used to ensure that the service level of the Fire Department does not fluctuate day to day. This extreme rate of overtime use has negatively affected the Department. It has also caused the Fire Department to be significantly overspent on wages and overtime. The ability to train on-duty is often limited due to high call volumes or other operational needs. Fire Administration continues to seek alternative means to better recruit and retain employees. It is recognized that some of these solutions will require adjustments to the IAFF 1045 collective bargaining agreement during negotiations.

2. Continue to prioritize training, professional development, mentoring, and succession planning at all levels in the organization.
   9-Month Status: The Fire Department continues to seek training opportunities for its members, and supports training within the approved operating budget and contractual obligations. Fire Administration will continue to request additional money for training through the City's Program Change Request (PCR) mechanism, while creating future budgets to support this critical operational need. Non-cost changes to mentoring and succession planning have been implemented and will continue to grow as possible.

3. Increase Fire Department community outreach and involvement through public education, external committee involvement, and new programs.
   9-Month Status: A focus on outreach, involvement with the community, and new programs has not been possible due to staffing levels and turnover. The Fire Prevention Division is currently staffed with two (2) employees. For part of the year, the Division had only one member due to the other being on leave and then retiring. Even prior to the anticipated upcoming residential growth in the City, the work demand on this Division has grown to the point where a third full-time employee is needed to keep pace with the current requirements of the inspections, plan reviews, and investigations for which they are responsible. A third position has been requested through the City's budget process via a PCR for the FY 2026 budget. If this position is funded, community outreach and public education will be able to be reinstated.

4. Continue to work with the Public Safety Board to define and establish objective targets, metrics, and benchmarks for the services offered to the community by the Concord Fire Department.
   9-Month Status: No targeted work related to defining specific, measurable metrics for service levels for the Fire Department has been undertaken to date. This is largely due to the fact that Fire Administration was completing the project of merging multiple software data sets into a single GIS-based database, as well as the strong focus of the board on homelessness. The Fire Department hopes to reintroduce its wishes to establish objective growth parameters for the upcoming year.

Fire

2025 Goals Status (continued)

5. Develop a growth model for the Fire Department's stations and staffing levels that considers factors affecting call demand, anticipated residential/commercial community growth, and desired service levels.
   9-Month Status: This work has not yet been started but will be a priority in the upcoming year.

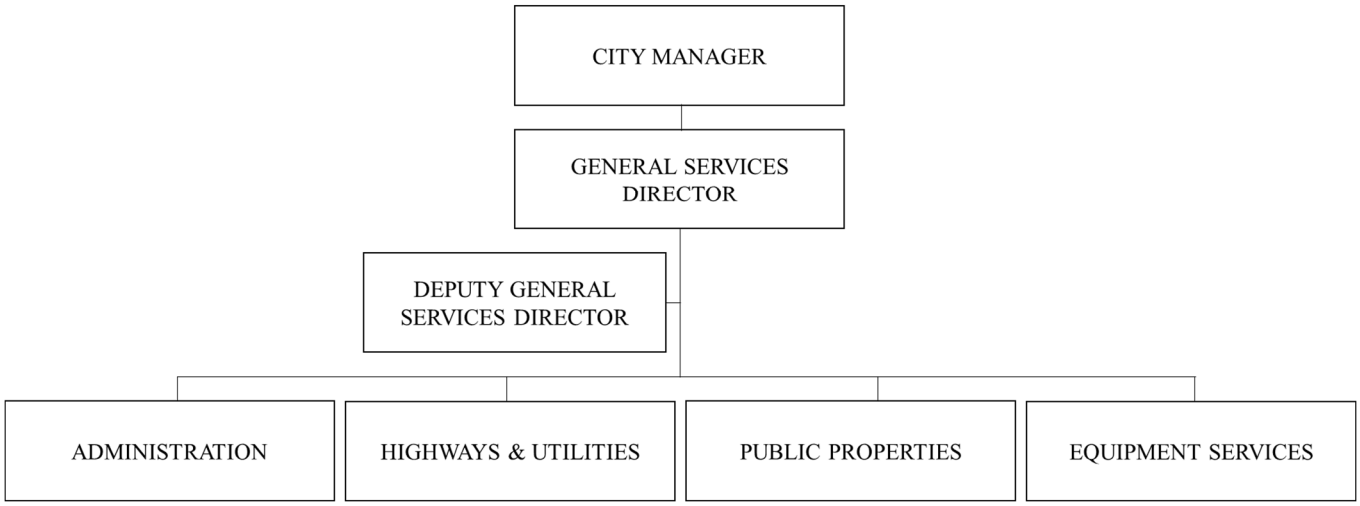
6. Complete the update of the City's Local Emergency Operations (LEOP) Plan.
   9-Month Status: Not yet complete. The City received final grant authorization to start this project on March 14, 2025. The first meeting of the LEOP update committee is scheduled for April 16, 2025, with a project completion date before August 31, 2025, per the requirements of the grant.

General Services

Mission

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

GENERAL SERVICES DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

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

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

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

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

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

General Services

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Salt Sales	$9,626	$30,000	$30,000	$30,000	$30,000
Tree Sales	$6,488	$9,000	$9,000	$9,000	$9,000
Mark-up	$3,443	$15,000	$15,000	$15,000	$15,000
Other Service Charges	$11,993	$0	$0	$0	$0
Rental Income	$73,520	$75,725	$75,725	$75,725	$99,725
Other Revenue	$5,006	$3,000	$3,000	$3,000	$3,000
Transfer In - Parking	$11,988	$12,915	$12,915	$12,915	$12,468
Transfer In - Airport	$40,052	$42,124	$42,124	$42,124	$41,398
Transfer In - Conserv Prop	$8,650	$8,940	$8,940	$8,940	$9,660
Transfer In - Golf	$364	$300	$300	$300	$300
Transfer In - Arena	$24,070	$26,560	$26,560	$26,560	$25,804
Transfer In - Solid Waste	$3,600	$3,600	$3,600	$3,600	$3,600
Transfer In - NEOCTIF	$136,810	$138,180	$138,180	$138,180	$138,180
Transfer In - Sears Block TIF	$43,130	$43,561	$43,561	$43,561	$43,997
Transfer In - Penacook TIF	$9,610	$9,710	$9,710	$9,710	$9,953
Transfer In - Water	$250,754	$273,381	$273,381	$273,381	$260,745
Transfer In - Wastewater	$329,456	$394,087	$394,087	$394,087	$440,123
Total Revenue	**$968,560**	**$1,086,083**	**$1,086,083**	**$1,086,083**	**$1,142,953**

General Services

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	$3,824,396	$4,161,938	$4,228,361	$3,950,606	$4,481,751
Part Time	$58,684	$62,636	$63,549	$62,400	$67,981
Temporary	$58,802	$171,250	$171,250	$174,800	$183,760
Overtime	$511,691	$471,290	$476,674	$566,656	$501,510
Allowance	$395,900	$6,600	$378,175	$378,180	$5,700
Retirement	$585,758	$626,788	$636,628	$626,788	$633,909
FICA	$365,718	$364,348	$398,336	$364,348	$391,705
Beneflex	$1,246,285	$1,456,232	$1,456,232	$1,456,232	$1,451,253
Worker's Compensation	$89,140	$73,220	$73,220	$73,220	$82,940
Unemployment Insurance	$2,983	$2,679	$2,679	$2,679	$3,212
Professional Development	$134,938	$52,602	$52,602	$52,602	$52,130
Business Expense	$6,489	$9,436	$9,436	$9,436	$9,860
Repairs and Maintenance	$197,158	$271,055	$271,055	$271,055	$271,055
Professional Services	$270,646	$406,127	$406,127	$406,127	$416,990
Software/Hardware Maintenance	$30,315	$45,180	$45,180	$45,180	$45,370
Advertising	$10,284	$5,080	$5,080	$5,080	$5,080
Rent	$3,000	$2,400	$2,400	$2,400	$2,400
Communications	$21,878	$20,038	$20,038	$20,000	$30,769
Postage	$1,564	$1,086	$1,086	$1,086	$1,170
Office Supplies	$13,122	$11,829	$11,829	$11,829	$11,819
Departmental Supplies	$265,869	$281,848	$281,848	$281,848	$283,250
Auto Parts	$489,138	$495,010	$495,010	$495,010	$495,010
Grounds and Horticultural	$10,470	$10,580	$10,580	$10,580	$10,580
Building Supplies	$137,054	$106,750	$106,750	$106,750	$90,940
Uniforms	$55,336	$66,238	$66,238	$66,238	$66,240
Chemicals	$21,631	$33,030	$33,030	$33,030	$33,030
Vehicle Fuel	$161,808	$200,919	$200,919	$200,919	$208,845
Winter Treatment Supplies	$800,724	$725,010	$725,010	$725,010	$771,940
Electricity	$169,950	$200,000	$200,000	$186,720	$188,590
Natural Gas and Propane	$100,872	$124,890	$124,890	$130,000	$132,730
Water and Wastewater	$51,296	$56,570	$56,570	$53,840	$58,580
Property and Auto Insurance	$145,330	$153,280	$153,280	$153,280	$172,270
Liability Insurance	$35,760	$38,370	$38,370	$38,370	$41,270
Capital Outlay - GL	$9,402	$10,000	$10,000	$10,000	$10,000
Transfer Out - Solid Waste	$1,161,500	$1,467,845	$1,467,845	$1,467,845	$1,423,045
Total Expense	**$11,444,892**	**$12,192,155**	**$12,680,278**	**$12,440,144**	**$12,636,684**

General Services

Supplemental Budget Information

Downtown Services	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	$160,716	$168,370	$171,114	$141,620	$181,716
Temporary	$4,773	$47,960	$47,960	$47,960	$51,560
Overtime	$21,576	$23,610	$23,823	$23,870	$25,380
Allowance	$600	$600	$600	$600	$600
Retirement	$24,646	$25,974	$26,374	$25,974	$26,298
FICA	$14,482	$18,446	$18,672	$18,446	$19,528
Beneflex	$44,628	$44,471	$44,471	$44,471	$65,903
Worker's Compensation	$4,660	$3,720	$3,720	$3,720	$3,760
Unemployment Insurance	$84	$196	$196	$196	$264
Professional Services	$26,242	$18,500	$18,500	$18,500	$18,500
Departmental Supplies	$10,380	$32,500	$32,500	$32,500	$32,500
Grounds and Horticultural	$3,119	$1,580	$1,580	$1,580	$1,580
Uniforms	$2,184	$3,100	$3,100	$3,100	$3,100
Total Expense	**$318,089**	**$389,027**	**$392,610**	**$362,537**	**$430,689**

Snow and Ice Control	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	$267,397	$329,208	$334,716	$237,380	$350,162
Temporary	$39,375	$113,690	$113,690	$113,940	$122,220
Overtime	$351,479	$301,350	$305,155	$391,390	$323,950
Allowance	$390,000	$0	$371,575	$371,580	$0
Retirement	$82,558	$85,316	$86,576	$85,316	$84,604
FICA	$79,386	$56,119	$85,256	$56,119	$59,583
Beneflex	$88,022	$128,158	$128,158	$128,158	$108,206
Worker's Compensation	$10,110	$7,960	$7,960	$7,960	$8,200
Unemployment Insurance	$1,261	$446	$446	$446	$584
Professional Services	$38,357	$91,269	$91,269	$91,269	$91,400
Winter Treatment Supplies	$800,724	$725,010	$725,010	$725,010	$771,940
Total Expense	**$2,148,669**	**$1,838,526**	**$2,249,811**	**$2,208,568**	**$1,920,849**

As of March 28, 2025, there have been 30 snow and ice events requiring treatment, with 26 of those events incurring overtime costs. Seven of the 30 events took place on weekends or holidays. The total snowfall as of March 20, 2025, was 39.2 inches, compared to the average annual snowfall of 67 inches. Out of the 30 events, 11 involved freezing rain or sleet, leading to an increased use of chemicals. The department typically budgets for seven snow removal operations in the downtown area each year. Four snow removals have been completed in the downtown metered zone.

General Services

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Number of GSD Subscribers to the Notify Me / News Flash modules of the City Website	6,860	7,097	7,360	7,600
2. Number of Subscribers to GSD Social Media Pages	6,877	7,622	8,050	8,550
3. Miles of Streets Resurfaced	8.7	7.4	7.5	3.7
4. Percentage of SeeClickFix Items Closed	99%	99%	99%	99%
5. Number of Employee Certifications/Re-certifications	272	285	300	310

2026 Goals

1. Grow social media engagement and followers.
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.

2025 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 use the City website, media releases, newsletters, push notifications (email, text, mobile), and social media to communicate and engage with the community. Messages have focused on the anticipated automated trash collection; ways to reduce trash waste; leaf collection programs; winter operations; winter parking bans; road paving; and upgrades to the Wastewater Treatment Facility. The Department continues to engage the community with contests and promotions. The Department utilizes national campaigns such "Fix a Leak Week" and "Shower Better Month" to encourage the community to learn and take action on how to save water while promoting General Services messaging. Social media continues to be a great way to increase awareness of activities and feature employees, while also advertising job openings to increase recruitment efforts. The Department's online following continues to grow, which continues to increase overall reach and engagement.

2. Complete the approved road paving Capital Improvement Project.
   9-Month Status: General Services and it's paving contractor GMI Asphalt has completed 6.06 miles of the approximately 7.5 miles of road paving scheduled for FY 2025. Beginning on April 9, 2025, GMI Asphalt will be mobilizing to complete the remaining roads this spring, which include Clark Street, Dolan Street, Edgemont Street, Engel Street, Fisher Street, Palm Street, Fairbanks Street, Old North Main Street and Horseshoe Pond Lane.

3. Enhance core services through managing work requests received through SeeClickFix.
   9-Month Status: The General Services Department continues actively using SeeClickFix to manage and respond to public works requests. During the first nine months of FY 2025, the Department received 1,660 requests, with most of the submission categories including requests for a final bill/transfer of service, curbside trash collection, road requests, winter operations, and potholes.

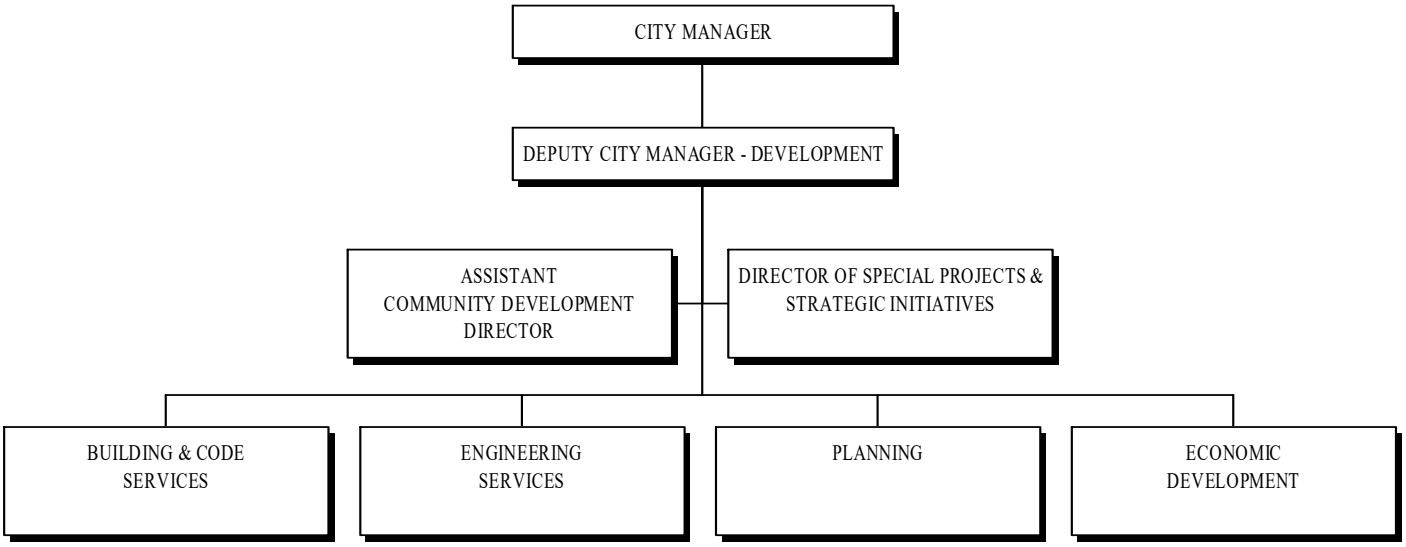
4. Improve employees' technical proficiencies through targeted training and continued education to sustain professional certifications.
   9-Month Status: Staff has participated in more than 30 different types of training and continuing education opportunities provided by various public works professionals.

Community Development

Mission

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

COMMUNITY DEVELOPMENT DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

1. Administration Division: Manages the department and coordinates the activities of the department's respective 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 special projects, economic development programs and initiatives, as well as public private partnerships. Staff liaison to the Community Development Advisory Committee, Airport Advisory Committee, Parking Committee, three Tax Increment Advisory Boards, Energy and Environment Committee, Economic Development Advisory Committee, and Tree Committee. Manages the Revolving Loan Fund and Community Development Block Grant (CDBG) programs. Oversees the Concord Municipal Airport and coordinates the City's Parking System.

2. Building & Code Services Division: Administers building, life safety, property management, and health codes, as well as all related permitting and inspection processes associated therewith, to protect public health and safety. Seeks compliance with pertinent codes and regulations.

3. Engineering Services Division: Designs and manages roadway, sidewalk, water distribution, sewer collection, and storm water infrastructure improvements. Manages dam, bridge network, and airport improvement projects. Provides review and oversight of private development projects. Administers the Transportation Policy Advisory Committee, Traffic Operations Committee, and Poles and Wires Committee.

4. Planning Division: Prepares community master plans and zoning amendments. Administers and enforces the Zoning Ordinance, Site Plan and Subdivision Regulations. Reviews and coordinates development applications for the Planning Board and Zoning Board. Liaison to the Planning Board, Zoning Board, Design Review Committee, and Conservation and Heritage Commissions, and provides staff support to the Recreation Policy Advisory Committee. Provides staff support to the Transportation Policy Advisory Committee and select subcommittees thereof.

Community Development

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Construction Permits	$1,371,367	$1,141,000	$1,141,000	$1,217,000	$1,167,000
Other Permits	$418,492	$250,400	$250,400	$350,000	$250,000
Licenses	$157,062	$157,800	$157,800	$159,990	$160,200
Street Damage Fees	$99,239	$80,000	$80,000	$60,000	$75,000
Reports, Prints, and Copies	$1,911	$1,300	$1,300	$500	$700
Application Fees	$42,132	$25,000	$25,000	$18,000	$20,000
Review Fees	$92,875	$150,000	$150,000	$114,800	$94,800
Inspection Fees	$17,113	$0	$0	$0	$0
Timber Sales	$14,904	$5,000	$5,000	$44,920	$5,000
Other Service Charges	$0	$2,000	$2,000	$0	$0
Rental Income	$4,210	$400	$400	$400	$400
Other Revenue	$27,215	$4,100	$33,350	$33,020	$3,520
Transfer In - Trust	$7,718	$46,007	$46,007	$375	$46,322
Transfer In - Water	$13,380	$13,380	$13,380	$13,380	$13,380
Transfer In - Wastewater	$13,380	$13,380	$13,380	$13,380	$13,380
Total Revenue	**$2,280,997**	**$1,889,767**	**$1,919,017**	**$2,025,765**	**$1,849,702**

Community Development

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	$2,461,109	$2,958,820	$3,002,041	$2,611,160	$2,917,930
Part Time	$29,789	$31,398	$31,856	$16,450	$38,592
Temporary	$30,516	$51,660	$51,660	$47,130	$53,720
Overtime	$18,366	$34,850	$35,025	$28,030	$37,240
Allowance	$5,950	$7,800	$7,800	$7,200	$7,800
Retirement	$333,884	$405,039	$410,973	$359,070	$376,654
FICA	$194,117	$229,668	$233,023	$205,790	$228,970
Beneflex	$587,122	$779,665	$779,665	$614,290	$703,331
Worker's Compensation	$45,670	$36,100	$36,100	$35,950	$33,730
Unemployment Insurance	$1,314	$1,296	$1,296	$1,290	$1,438
Professional Development	$47,271	$92,727	$92,727	$91,994	$90,196
Business Expense	$29,054	$26,060	$26,060	$27,860	$28,260
Professional Services	$88,883	$110,721	$116,971	$119,243	$120,651
Software/Hardware Maintenance	$26,706	$28,494	$28,494	$26,000	$43,318
Advertising	$9,520	$7,650	$7,650	$5,150	$7,650
Communications	$10,116	$9,300	$9,300	$10,445	$15,451
Postage	$13,158	$12,650	$12,650	$12,250	$12,650
Office Supplies	$16,882	$27,830	$37,330	$42,717	$26,920
Departmental Supplies	$9,229	$11,845	$11,845	$11,185	$11,815
Grounds and Horticultural	$0	$2,500	$2,500	$0	$2,500
Vehicle Fuel	$7,433	$8,150	$8,150	$8,150	$8,150
Property and Auto Insurance	$270	$270	$270	$270	$0
Liability Insurance	$20,690	$20,150	$20,150	$20,150	$20,970
Capital Outlay - GL	$17,577	$0	$0	$0	$0
Transfer Out - Trust	$99,339	$80,000	$80,000	$60,000	$75,000
Total Expense	**$4,103,963**	**$4,974,643**	**$5,043,536**	**$4,361,774**	**$4,862,936**

Community Development

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Development and Design Review Applications	95	68	61	53
2. Total Building and Zoning Permits Issued	2,175	incl. below	incl. below	incl. below
3. Total Building / Electric / Plumbing Permits	incl. above	2,397	2,200	2,000
4. Total Health & Licensing Permits	incl. above	693	725	725
5. Total Zoning Applications	incl. above	104	52	50
6. Capital Projects Designed/Managed by Engineering	12	incl. below	incl. below	incl. below
7. Capital Projects Managed by CD Department (Total/Active)	N/A	56/23	56/23	56/23
8. Acres of Protected Open Space	7,273	7,273	7,273	7,273
9. Acres of Harvested Forest Land	55	60	18	70
10. CDBG Grant Applications	6	2	3	2
11. CDBG Grant Awards	6	0	2	2
12. Amount of CDBG Funding Requested	$2,646,718	$1,000,000	$550,000	$1,000,000
13. Amount of CDBG Funding Awarded	$2,6467,18	0	$50,000	$1,000,000

2026 Goals

Administration Division:
1. Advance those 2024-2025 City Council priorities that specifically pertain to the Community Development Department.
2. Achieve full staffing in the Department. As of March 30, 2025, the Department had three vacancies.

Code Administration:
1. Continue streamlining and enhancing the Energov online permitting system.
2. Continue staff training.
3. Continue to digitize paper files and plan sets.
4. Continue staff development, training and certifications initiatives for new hires and existing staff.
5. Increase automation of Food Licenses.

Engineering Services:
1. Commence construction of the Heights Sewer Collection Improvements project (CIP #91).
2. Advance the final design of the Loudon Road Bridge Rehabilitation project (CIP #588).
3. Advance the final design of the McKee Square Intersection Improvement project (CIP #31).

Planning:
1. Subject to the appropriation of funds for CIP #563, and working with the Planning Board, initiate the process to update the City's 2030 Master Plan.
2. Continue streamlining and enhancing the Energov online permitting system.
3. Prepare interim Zoning Ordinance amendments in accordance with City Council priorities.
4. Prepare amendments to the Site Plan and Subdivision Regulations to coordinate these with applicable zoning provisions, as well as the City's construction standards.
5. Continue training of Planning Division staff members, including a certified floodplain manager.
6. Continue digitization of paper files.

Community Development

2025 Goals Status

Administration Division:

1. Advance those 2024-2025 City Council priorities that specifically pertain to the Community Development Department.

   9-Month Status:

   A. Housing / Homelessness:
      1. RSA 79-E Community Tax Relief Incentives: On August 14, 2023, the City Council approved Resolution #9573, later revised and extended by Resolution #9636 on April 8, 2024, which authorized an RSA 79-E Community Tax Relief Incentive for the "First Church" market rate housing project located at 177 North Main Street. The anticipated total value of the seven-year tax incentive is valued at $393,411 (combined). The project will preserve and renovate the historic former First Congregational Church into 30 units of market rate housing. The project will be substantially complete by the end of FY 2025.
      2. Community Development Block Grants: During FY 2025, the City received a CDBG Planning Grant to assist Families in Transition with a feasibility study to explore potential conversion of ground floor commercial spaces into residential units at 5 Market Lane. The study is ongoing.
      3. Revolving Loan Fund Program: During FY 2025, the City provided a $7,500 loan to demolish a condemned garage located at 17 Canterbury Road.
      4. Zoning Amendments: Please see Planning Division Goal #4 herein.
      5. Pursue City / County / State Partnerships:
         a) The City was awarded a $35,000 InvestNH Grant in September 2024 to support redevelopment of 3 North State Street into a 12-unit rooming house for persons with disabilities. The project is now complete.
         b) On December 11, 2024, the State of New Hampshire designated Concord as a "Housing Champion". The City was one of 18 communities in the State to secure this designation due to the City's progressive land use regulations which facilitate housing, as well as leadership on affordable housing. This designation has afforded the City with preferential access to the State's InvestNH grant program to support infrastructure investments which facilitate housing. On February 28, 2025, the City applied for $1.75 million from InvestNH to support the Heights Sewer Improvement Project (CIP #91 and #257).

   B. Transportation & Utility Infrastructure
      1. Loudon Road Bridge (CIP #588): Please see Engineering Division Goal #2 herein.
      2. Heights Sewer Improvement Project (CIP #91): Please see Engineering Division Goal #2 herein.
      3. McKee Square (CIP #31): Please see Engineering Division Goal #2 herein.
      4. I-93Bridge Park Project (CIP #567): On June 12, 2023, the City Council approved Resolution #9562, which appropriated the sum of $200,000 for the I-93 Bridge Park Project. A community meeting was held on February 20, 2024. Working with the NH Department of Transportation, the feasibility study identified two potential design alternatives costing between $76 -$115 million. These concepts were presented to the public on February 4, 2025. The project is now complete and will be presented to City Council at its May 12, 2025 meeting.

   C. Community & Economic Development
      1. Interim Zoning Amendments / Initiate Master Plan Update / Concord Next 2.0: Please see Planning Division Goal #4 herein.
      2. Implement Economic Development Advisory Committee: EDAC was reconstituted by Ordinance #3159 on March 11, 2024. Appointments to EDAC were confirmed by City Council on April 8, 2024. As of March 30, 2025, EDAC has met five times since being reconstituted. EDAC is staffed by the Administration Division of the Community Development Department.
      3. Economic Development Website / Digital Marketing Package: The Economic Development website was overhauled in 2024 and continues to be refined. Forthcoming changes include project summaries and "success stories" related to City-sponsored public private partnerships and RSA 79-E Community Revitalization Tax Incentives, as well as updated information about City demographics.

2025 Goals Status (continued)

9-Month Status:

C. Community & Economic Development (continued)
   4. Regulatory Amendments—Charitable Gaming: On July 8, 2024, the City Council approved Ordinance #3167, which established specific zoning requirements for Charitable Gaming facilities.
   5. Mayor's Visitation Program: The program was initiated in August 2024. As of March 30, 2025, visits have included Boyce Highlands, Grappone Mazda, Delta Dental, as well as the Viking House / Capital Craftsmen / Hilltop Consignment.
   6. Historic Preservation Initiatives: The City continues to work with the NH Preservation Alliance on redevelopment strategies for the Gas Holder building. Recent amendments to zoning provisions for height in the Central Business Performance District were drafted to include protections for demolition of historic buildings. Also, preservation and adaptive reuse of the First Congregational Church located at 177 North Main Street, which was supported by a City RSA 79-E Community Tax Relief Incentive valued at $393,000, is nearing completion. Additionally, the City applied for a USEPA Brownfields Grant for clean-up of the Concord Stables building, and invested $160,000 to weatherize and secure the historic structure to preserve it for future adaptive reuse. The City continues to market the former Penacook Library at 3 Merrimack Street for adaptive reuse. A covenant to protect the historic building will be placed on the property at time of sale.
   7. New Airport Terminal: Please see Engineering Division Goal #2 herein.
   8. Placemaking / Gateways / Community Art / Murals: As part of the FY 2025 budget, $35,000 was appropriated to clean up landscaping at the Exit 14 Gateway. Work was initiated and is ongoing. On February 6, 2025, Brixmor (the owner of the Capitol Shopping Plaza at 80 Storrs Street) granted the City a beautification easement, which will allow the City to install murals or other improvements at the property to beautify views of downtown from I-93. The easement was a condition of Planning Board approval for renovation of the plaza.

D. Energy / Environment / Sustainability
   1. Community Power Review: On March 11, 2024, City Council approved Resolution #9620, adopting a Community Power Plan and authorizing the City to join the Community Power Coalition of New Hampshire. The Draft Community Power Electric Aggregation Plan was submitted to the Public Utilities Commission on April 15, 2024. The Community Power program launched on October 1, 2024.
   2. Complete Solar Arrays at Old Turnpike Road Landfill and Hall Street Waste Water Treatment Plant: As of March 30, 2025, a lease has been negotiated and the developer has filed applications with the Planning Board for the project.
   3. Convert Remaining Ornamental Street Lights to LED: Staff continues to research potential grant opportunities to complete this conversion, as contemplated in CIP #628.
   4. EV Charging Stations: Staff continues to research potential grant opportunities to complete this conversion, as contemplated in CIP #636.
   5. Street Trees / Open Space: These programs continued to be implemented in FY 2025.

E. Public Safety:
   1. New Police Station (CIP #643): Please see Administration Division Goal #3 herein.
   2. City Hall Campus Master Plan & Schematic Design (CIP #65): The FY 2025 budget included $250,000 in CIP #65 to complete a City Hall Master Plan. A request for proposals has been issued. Proposals are due on April 22, 2025.

F. Recreation & Leisure:
   1. Complete Construction of New Canal Street Riverfront Park: The new park was substantially completed in Fall 2024. An informal, soft opening event was held on December 16, 2024. Remaining punch list items will be completed in spring 2025.
   2. Complete New Penacook Library & Activity Center / Divest of 3 Merrimack Street (Penacook): The new Penacook Library/Activity Center was completed in August 2024. The City took ownership of its condominium unit on October 30, 2024. Operations at the new facility began on December 5, 2024. In accordance with Resolution #9518, which was adopted on December 12, 2022, City Administration has initiated efforts to divest of the existing Penacook Library, located at 3 Merrimack Street, for redevelopment. Divestment shall include the requirements to preserve and adaptively reuse the existing building.

2025 Goals Status (continued)

9-Month Status:

F. Recreation & Leisure (continued):

3. Bicentennial Square "Light Renovation" (Paver Replacement): The FY 2025 Budget included $100,000 in CIP #579 for design of park improvements. As of March 30, 2025, a design team led by VHB has been engaged for the project. Geotechnical studies and conceptual designs are underway. A community meeting to review concepts will be held in the coming months.
4. Merrimack River Greenway Trail (MRGT): In September 2024, the City completed a 0.75 mile section of the trail at the City's Gully Hill Sunflower Field between 6 Loudon Road and the Merrimack River Eddy near Terrill Park. That section, which had a total budget of $705,000, was financed by Land & Water Conservation Fund grants, donations and City dollars. Negotiations are underway between the City, NH Department of Transportation and CSX to acquire 6+/- mile of section of the Northern Main Line between Horseshoe Pond Lane and the Contoocook River. An updated real estate appraisal and title review have been completed by the City, at its expense, and are under review with CSX. A draft purchase and sales agreement has been prepared and is being refined by the parties. Additionally, with support from the Friends of the Merrimack River Greenway Trail, the City is negotiating an easement which will facilitate an extension over property located at 6 Loudon Road so the trail may pass beneath the Loudon Road Bridge to access the soon to be added shared use path on the bridge to facilitate crossing over the Merrimack River. Lastly, the Comprehensive Development Plan approval for ROI Properties' mixed use development at Black Hill Road included provisions for extension of the MRGT over the property, which will, in turn, facilitate future extensions to Garvins Falls Road and the Town of Pembroke.

2. Implement proposed reorganization of Code and Planning Divisions whereby Zoning is transferred to the Planning Division.
   9-Month Status: On July 8, 2024, the City Council adopted Ordinances #3164, #3165, and #3166, which implemented this reorganization. During the fall of 2024, Zoning staff were physically transferred from office space in the Code Division to the Planning Division. Recruitment for the position of Assistant City Planner—Zoning was ongoing as of March 30, 2025.

3. Continue to lead efforts to design and construct a new Police Station at 4 Bouton Street (CIP #643), as well as conduct a City Hall Campus Master Plan study.
   9-Month Status: On May 24, 2024, the City acquired 4 Bouton Street for the sum of $3,924,173. As part of the FY 2025 Budget, the City Council appropriated the sum of $3,371,800 to weatherize the property, as well as design a new Police Station at this location. Weatherization was completed in the fall of 2024. On October 14, 2024, Milestone Construction was selected to be the Construction Manager for the project. On January 7, 2025, the design contract was awarded to a team led by Harriman. Schematic design is currently underway.

Code Administration:

1. Continue to streamline and enhance the Energov on-line permitting system to improve efficiency and user friendliness for applicants and City staff.
   9-Month Status: During FY 2025, the Code Division continued efforts to refine the Energov Permitting Module. Refinements included changes to internal reports which track development, improvements to application forms and back-office forms / operational processes to improve the application review process, and incremental changes to application forms.

2. Continue to digitize paper files and historical plan sets.
   9-Month Status: During FY 2025, the Code Division continued to digitize building permits and plans as resources allowed. During FY 2025, approximately 4,000 files were digitized. As of March 30, 2025, more than 31,000 Code files have been digitized.

3. Continue staff development, training and certification initiatives for new hires and existing staff.
   9-Month Status: Code inspectors and supervisors continue to participate in professional development trainings and seminars, as required, to maintain their certifications. These include monthly trainings / seminars with the NH Building Officials Association. In-house sessions were held to train new hires and existing staff on the use of Energov and other applications.

Community Development

2025 Goals Status (continued)

Engineering Services:

1. Complete preliminary and final design of the Heights Sewer Collection Improvements project (CIP #91) in preparation for construction in FY 2026.
   9-Month Status: Preliminary (30%) design plans for the Heights Sewer Collection Improvements project (CIP #91) were completed in fall 2024. Final design plans continue to be developed in anticipation of a summer 2025 bid advertisement, and commencement of construction in FY 2026.

2. Continue to advance other major capital projects such as, but not limited to, Loudon Road Bridge Rehabilitation project (CIP #588), McKee Square (CIP #31), Manchester Street (CIP #36), Traffic Signals (CIP #283), and new Airport Terminal Building (CIP #383).
   9-Month Status:
   - Loudon Road Bridge Rehabilitation project (CIP #588): The data collection phase is now complete, including traffic data update and existing conditions traffic model, bridge inspection/assessment, and geotechnical program. A community meeting was held on March 20, 2025. Design and permitting efforts to continue into FY 2026 and FY 2027.
   - McKee Square Intersection Improvements Project (CIP #31): In August 2024, the NH Department of Transportation awarded a Congestion Mitigation and Air Quality grant to the City for the McKee Square project. Subject to approval of the FY 2026-2035 CIP, funding for the Preliminary Engineering Phase will be available in FY 2026. Initial concepts have been developed and will be presented at a neighborhood public meeting in the coming months.
   - Manchester Street (US Route 3) Improvement project (CIP #36): Design and permitting efforts continue in preparation for construction of this corridor improvement project following the construction in FY 2028.
   - Traffic Signal Improvements (CIP #283): The design for North Main/Ferry/Washington Street and North State/Centre Street signalized intersections is being finalized for anticipated construction in FY 2026. Design has also begun on Pleasant/Green/South Street, North State/Bouton Street, and North State/ Penacook Street signalized intersections. Construction is anticipated to commence on these intersection improvements prior to the end of FY 2026.
   - Airport Terminal Building (CIP #383): Design was initiated in accordance with a February 2024 “Notice of Intent to Fund” from the Federal Aviation Administration (FAA). However, the project was subsequently suspended due to a determination by the FAA that the 2011 Environmental Assessment (EA) was insufficient for the project and that a new EA must be completed.

3. Complete revisions to the Division’s “3 Tier” permitting and inspection fee structure, which was implemented in 2022 for the Energov software program.
   9-Month Status: The Division is finalizing proposed amendments to Excavation and Utility Connection (Water, Sewer, and Storm Drain) Permit fees. Additionally, the Division is working to develop a new “Private Development Permit” that will encompass the necessary Engineering Services permits for construction of an approved private development. These proposed permit fees and related ordinance amendments will be presented to City Council in the coming months.

4. Work with Code, Planning and General Services to update City regulations pertaining to piggyback utility connections.
   9-Month Status: The Engineering Division continues to work with the Planning Division and the General Services Department to ensure that all applicable regulations are consistent with respect to water and sewer utility services.

5. Continue to transition the Geographic Information System (GIS) away from internally developed, custom built software applications to commercially available software packages.
   9-Month Status: The latest version of GIS software incorporates enhanced functionality for many useful tools. Because there does not appear to be a commercially available software package that will provide all of the unique applications that City staff currently utilize to manage workflows, inventories, inspections, records, etc., staff are developing a plan to update all older applications to the latest version of GIS software.

Community Development

2025 Goals Status (continued)

Engineering Services: (continued)

6. Continue staff development, training and certification initiatives for new hires and existing staff.
   9-Month Status: A Civil Engineer/Project Manager was hired in September 2024; and a second Civil Engineer/ Project Manager is anticipated to begin employment on March 31, 2025. Five other Engineering Division staff members were hired in 2023 and two vacancies still need to be filled. Staff development has been critical over the past couple of years, as private development has been very active and several large capital projects continue to be managed by the Division. Staff have received applicable training courses, certification courses, and on-the-job training. Technical training sessions have been hosted on-site by the City and staff have attended off-site training as well. Training for all staff will continue and has been budgeted in the Division's Professional Development account line. As new staff are hired and the Division approaches a full staffing level, the budget for Professional Development will be reviewed for potential increase next year (FY 2027).

Planning:

1. Continue to streamline and enhance the Energov on-line permitting system to improve efficiency and user friendliness for applicants and City staff; review and revise Planning Board applications to collect more information about developments for improved data tracking and reporting to the community.
   9-Month Status: As of March 30, 2025, Energov continues to be refined by the Planning Division (and others in the City) to improve efficiency and user friendliness. Recently, Energov was updated accordingly when zoning applications were transferred from the Code Division to the Planning Division. Subject to appropriation of funds by City Council, additional Energov Licenses will be procured in FY 2026, thus allowing for multiple departments to review and sign applications and condominium declarations entirely in the Energov Module. Additionally, customized reports are being developed to better track "real time" status of residential and commercial development activity in the City.

2. Update the Planning Division web page with more specific information regarding development review processes and updated development application checklists to improve the permitting process.
   9-Month Status: As of March 30, 2025, the web site has been updated. Additionally, revisions to application checklists are approximately 50% complete and will be implemented in the coming months.

3. Document standard operating procedures for the Planning Division and create a standardized staff report template, with normal and customary precedent and subsequent conditions of approval for each type of Planning development permit application.
   9-Month Status: This goal has been accomplished, and the new format / approach to staff reports has been well received by the Planning Board and development community.

4. Prepare interim amendments to the Zoning Ordinance in accordance with 2024-2025 City Council priorities.
   9-Month Status: In addition to the recently adopted zoning amendments pertaining to Charitable Gaming and changes to height and design standards for the Central Business Performance District and Opportunity Corridor Performance District, the Planning Division has begun the process of preparing other interim zoning amendments. The initial batch of proposed amendments will be released in the last quarter of FY 2025. Others will follow. Staff plans to work with the Planning Board, the Economic Development Advisory Committee, the City Council, and others with a goal of completing the process by the end of the second quarter of FY 2026.

5. Continue staff development, training and certification initiatives for new hires and existing staff.
   9-Month Status: As of March 30, 2025, this goal is ongoing.

6. Initiate a plan to digitize paper files and historical plan sets.
   9-Month Status: The effort to digitize past Planning Board application files and other documents is underway and will take multiple years to complete.

Leisure and Information Services

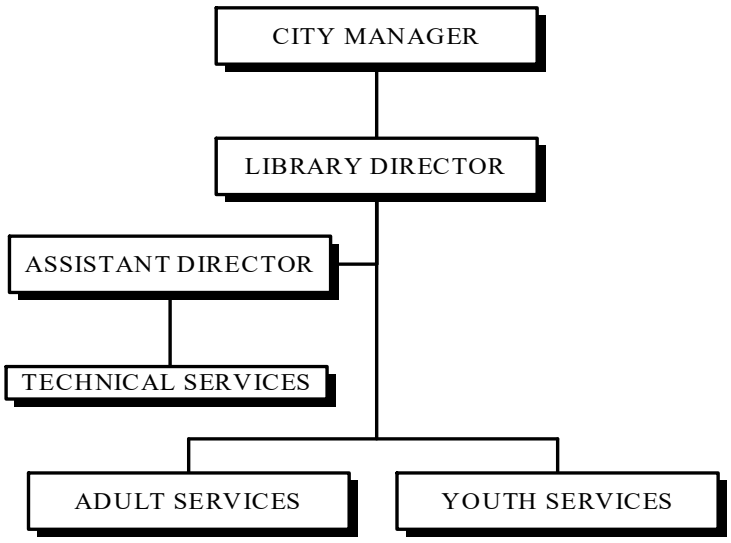
		2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue						
Library		$223,163	$226,300	$226,300	$226,300	$231,800
Parks & Recreation		$1,217,765	$1,270,548	$1,290,548	$1,306,540	$1,330,390
	Total Revenue	**$1,440,928**	**$1,496,848**	**$1,516,848**	**$1,532,840**	**$1,562,190**
Expense						
Library		$2,072,254	$2,313,235	$2,336,695	$2,287,826	$2,403,172
Parks & Recreation		$3,856,122	$4,247,379	$4,305,514	$4,115,915	$4,650,049
	Total Expense	**$5,928,376**	**$6,560,613**	**$6,642,208**	**$6,403,741**	**$7,053,221**

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 patrons including circulation, reference, preservation of historic materials, technical troubleshooting for the public, readers' advisory, collection development, outreach, marketing, and programming.

3. The Youth Services Division is responsible for all aspects of public service for patrons ages birth to 18 years of age and their families. The division is responsible for planning, promoting, and providing all youth programming, as well as collection development, reader's advisory, and outreach to school and external organizations that service children and teens.

Library

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Fines for Overdue Items	$16,554	$18,000	$18,000	$18,000	$17,000
Non-Resident Library Fees	$6,610	$8,000	$8,000	$8,000	$8,000
Other Revenue	$5,199	$5,500	$5,500	$5,500	$5,000
Transfer In - Trust	$194,800	$194,800	$194,800	$194,800	$201,800
Total Revenue	**$223,163**	**$226,300**	**$226,300**	**$226,300**	**$231,800**
Expense					
Full Time	$888,147	$970,586	$984,034	$982,520	$1,025,324
Part Time	$354,221	$407,485	$413,396	$389,700	$440,628
Temporary	$7,662	$0	$0	$0	$0
Overtime	$554	$0	$0	$760	$0
Allowance	$2,400	$2,400	$2,400	$2,400	$2,400
Retirement	$119,993	$131,321	$133,941	$133,020	$130,730
FICA	$95,572	$104,332	$105,813	$104,060	$110,915
Beneflex	$235,633	$287,936	$287,936	$265,990	$272,650
Worker's Compensation	$1,670	$1,420	$1,420	$1,420	$1,620
Unemployment Insurance	$991	$1,079	$1,079	$1,080	$1,231
Professional Development	$1,337	$1,615	$1,615	$3,385	$4,000
Business Expense	$1,346	$2,208	$2,208	$2,208	$2,307
Professional Services	$14,208	$25,942	$25,942	$25,942	$22,335
Software/Hardware Maintenance	$37,678	$42,543	$42,543	$42,543	$46,193
Communications	$2,286	$2,540	$2,540	$2,800	$6,935
Postage	$2,234	$2,580	$2,580	$2,580	$2,147
Office Supplies	$26,010	$28,771	$28,771	$28,771	$29,101
Library Books and Materials	$202,723	$208,805	$208,805	$208,805	$214,981
Departmental Supplies	$2,782	$3,050	$3,050	$3,050	$2,750
Electricity	$36,347	$43,690	$43,690	$41,290	$41,710
Natural Gas and Propane	$11,778	$15,840	$15,840	$16,100	$16,800
Heating Oil and Kerosene	$4,901	$6,472	$6,472	$6,472	$4,695
Water and Wastewater	$2,202	$2,370	$2,370	$2,680	$2,920
Property and Auto Insurance	$9,810	$10,160	$10,160	$10,160	$10,500
Liability Insurance	$9,770	$10,090	$10,090	$10,090	$10,300
Total Expense	**$2,072,254**	**$2,313,235**	**$2,336,695**	**$2,287,826**	**$2,403,172**

Library

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Items Borrowed				
Downloadable Materials	78,268	85,443	87,000	89,000
Main Adult	121,922	122,756	124,500	126,000
Main Children's	92,617	97,306	103,000	106,000
Penacook Branch	3,756	N/A	3,800	4,500
Heights Branch	5,258	5,790	6,000	6,500
Total	301,821	317,441	322,000	325,000
2. Traffic				
Main Traffic Count	111,948	233,547	250,356	257,500
Penacook Traffic Count	1,226	1,177	1,400	2,000
Heights Traffic Count	4,430	4,383	4,500	5,000
Total	117,604	239,107	256,256	264,500
3. Online Services				
Catalog Searches	432,931	492,643	485,000	475,000
Database Searches	69,812	91,466	85,000	90,000
4. Programs/Classes & Events				
Main Adult Programs	81	82	88	75
Main Adult Program Attendance	2,253	2,100	2,000	2,000
Teen Programs	29	13	14	15
Teen Program Attendance	255	87	125	150
Concord Reads Programs	0	10	7	7
Concord Reads Program Attendance	0	377	300	300
Main Children's Programs	169	177	182	170
Main Children's Program Attendance	4,434	4,664	4,200	4,000
Penacook Branch Programs	17	8	60	72
Penacook Branch Program Attendance	229	232	300	500
Heights Branch Programs	92	106	106	100
Heights Branch Program Attendance	1,459	1,513	1,400	1,500
Self Guided (Storytime stations, take and makes, Non-Fic activity table, interactive teen board, etc...)				
Self-guided Crafts and Activities	N/A	N/A	144	156
Self-guided Crafts and Activities Attendance	N/A	N/A	2,400	2,600
Bookmobile Programs	18	24	22	25
Bookmobile Attendance	577	2,365	2,400	2,700
Total Programs/Classes & Events	363	384	392	375
Total Program/Class & Event Attendance	8,375	8,877	9,000	8,600
5. PC/Internet Use Hours				
Main Adult	5,193	5,158	5,000	5,000
Main Children's	65	71	82	80
Young Adult	35	43	60	70
Penacook Branch	42	98	N/A	N/A
Total PC/Internet Use Hours	5,335	5,370	5,142	5,150
6. Chromebook Checkouts				
Main	345	1,387	1,800	1,900
Heights	243	143	150	160
Penacook	N/A	N/A	90	125
Total Chromebook Checkouts	588	1,530	2,040	2,185
7. Research Assistance	67,600	61,500	63,000	65,000
8. Volunteer Hours	1,466	1,477	1,480	1,500
9. Interlibrary Loans				
Loaned	2,007	2,191	2,400	2,400
Borrowed	2,063	2,190	2,200	2,200
10. Museum Passes	943	1,007	1,120	1,200
11. CPL Website Visits	90,646	107,044	102,000	105,000
12. Mobile App Searches	28,121	19,974	37,500	40,000

Library

2026 Goals

1. Install new Radio-Frequency Identification (RFID) gates at the main library entrance, begin transition of all materials to RFID technology, and map out long-term completion date.
2. Evaluate and adopt an Artificial Intelligence (AI) amendment to our collection development policy to address AI-generated materials.
3. The Children's Department will strive to create new partnerships with diverse community groups including, Head Start, SAU #8 Family Center, Second Start, and the Concord and Penacook Boys and Girls Clubs.
4. Digitize complete Archive, starting with 19th century Concord High School publication, *The Volunteer*.
5. Highlight and promote one database each month for patrons using a variety of marketing methods.
6. Provide FY 2025 snapshot for patrons on the Museum Pass cost savings, including most used passes.
7. Complete Library mobile app transition, launch the push notification feature in late 2025.
8. Continue to expand the collection and visibility of the hi (interest)-low (readability) collection for adults.

2025 Goals Status

1. Evaluate usage metrics of the new open hours of the Penacook Library before any potential changes for FY 2026.
   9-Month Status: The Penacook Library and Activity Center opened to the public in December 2024. Due to the delayed opening, there is only a few months of usage data. The Penacook Library is open three days a week for a total of 18 hours.

2. Evaluate and expand inclusive programming (e.g. Sign Language Storytime, Autism Awareness, Game On! - board games for adults with disabilities.
   9-Month Status: Based on strong participation, the Library will continue to offer sign language story times and Game On!, and is planning a fall movie "shorts" opportunity for adults with disabilities.

3. Evaluate and expand inclusive parts of the collection (e.g. decodable, multi-cultural, braille, and hi-low books for adults - high interest level/low readability level).
   9-Month Status: The Library has expanded inclusive parts of the collection through its Library of Things Collection (e.g. Wonderbooks and Lit Kits for ELL, ASL, and struggling readers). There are plans to add a hi-low collection.

4. Conduct 50 programs at the newly opened Penacook Library, separate from Parks & Recreation programming.
   9-Month Status: Since opening, the Penacook Library is running approximately 10 programs per month and will have offered 50 programs by the spring of 2025.

5. Review the spring 2024 Concord Reads programming slate (first since 2020) and evaluate plans for a 2025 event.
   9-Month Status: The 2024 Concord Reads events had 377 people attend 10 programs. *Unlikely Animals* was checked out more than 400 times by patrons on all formats. The Library has contracted with New Hampshire author, Ty Gagne, for his title *Where You'll Find Me,* to be the selection for the 2025 Concord Reads program.

6. Digitize 200 oversized images and 50 folders containing historic documents and ephemera from the Concord Room's vertical files.
   9-Month Status: As of March 2025, Library staff have completed these goals and continue to digitize in order to provide access to the public through the CPL Digital Collections.

7. Average 2,600+ mobile app launches per month with Sirsi app.
   9-Month Status: In FY 2025, mobile app launches average 2,800 per month.

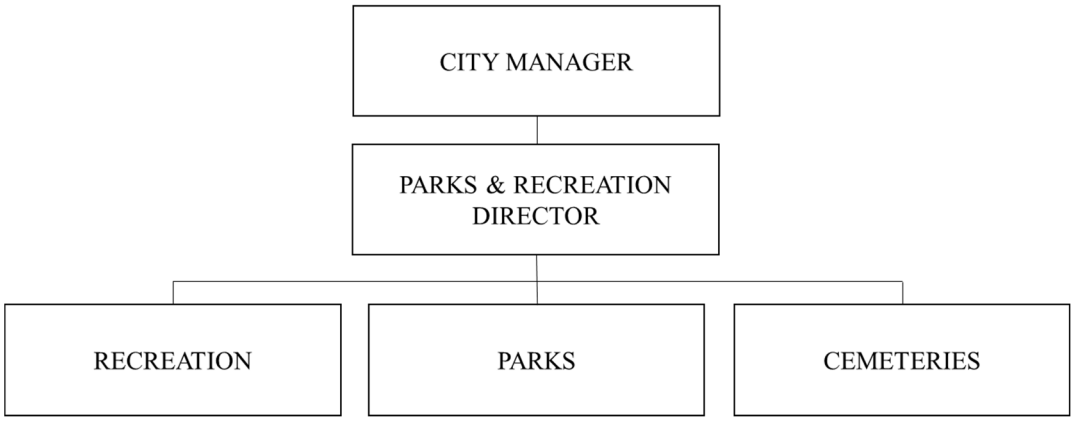
8. Evaluate the next phase of transition to Radio Frequency Identification (RFID) technology for the main library, replacement of gate and tagging of items.
   9-Month Status: A new RFID gate has been ordered and the purchase of RFID tag equipment will be completed in the spring of 2025.

Parks and Recreation

Mission

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

PARKS & RECREATION DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

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

Parks and Recreation

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Court Ordered Payments	$42	$0	$0	$110	$0
Camps	$196,164	$196,073	$196,073	$196,400	$201,990
Aquatics Programs	$50,799	$41,090	$41,090	$50,000	$54,010
Program Fees	$258,848	$227,810	$227,810	$265,130	$244,930
Sales of Lots and Niches	$25,484	$29,000	$29,000	$28,000	$30,000
Other Service Charges	$118,645	$118,400	$118,400	$119,000	$123,400
Rental Income	$146,597	$168,175	$168,175	$139,000	$181,160
Donations	$300	$2,500	$2,500	$1,400	$4,000
Advertising	$1,200	$8,000	$8,000	$8,000	$7,900
Other Revenue	$2,625	$0	$0	$0	$0
Transfer In - Trust	$417,062	$479,500	$499,500	$499,500	$483,000
Total Revenue	**$1,217,765**	**$1,270,548**	**$1,290,548**	**$1,306,540**	**$1,330,390**

Parks and Recreation

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	$1,572,194	$1,669,408	$1,696,176	$1,658,233	$1,767,418
Part Time	$126,533	$284,177	$287,545	$182,491	$303,364
Temporary	$386,353	$458,326	$472,261	$422,607	$502,246
Overtime	$134,800	$95,322	$96,655	$117,970	$99,134
Allowance	$7,700	$8,400	$8,400	$8,400	$9,600
Retirement	$230,109	$239,335	$243,593	$240,321	$237,983
FICA	$168,538	$188,344	$191,817	$182,307	$201,682
Beneflex	$466,486	$548,285	$548,285	$501,328	$516,081
Worker's Compensation	$35,630	$29,299	$29,299	$29,270	$35,576
Unemployment Insurance	$1,874	$2,308	$2,308	$2,308	$2,906
Professional Development	$11,389	$19,190	$19,190	$18,600	$19,275
Business Expense	$7,328	$10,480	$10,480	$9,600	$10,480
Dues & Memberships	$330	$660	$660	$500	$610
Repairs and Maintenance	$38,557	$40,690	$40,690	$53,170	$27,500
Professional Services	$277,312	$232,770	$232,770	$260,900	$464,410
Software/Hardware Maintenance	$11,773	$12,370	$12,370	$12,000	$12,870
Advertising	$6,889	$7,200	$7,200	$8,400	$7,000
Communications	$16,293	$18,675	$18,675	$18,860	$24,234
Postage	$1,047	$900	$900	$1,100	$1,150
Office Supplies	$10,522	$16,500	$16,500	$14,000	$14,500
Departmental Supplies	$83,108	$83,750	$88,750	$88,000	$109,600
Auto Parts	$19,602	$19,000	$19,000	$19,000	$19,000
Grounds and Horticultural	$60,950	$59,200	$59,200	$69,100	$60,000
Uniforms	$30,733	$38,690	$38,690	$40,600	$43,685
Vehicle Fuel	$33,741	$36,050	$36,050	$35,500	$36,764
Electricity	$43,446	$52,620	$52,620	$48,850	$49,360
Natural Gas and Propane	$20,576	$25,700	$25,700	$24,800	$25,260
Water and Wastewater	$14,969	$16,780	$16,780	$14,350	$15,610
Property and Auto Insurance	$6,820	$6,770	$6,770	$6,770	$7,030
Liability Insurance	$16,170	$17,080	$17,080	$17,080	$18,320
Capital Outlay - GL	$14,351	$9,100	$9,100	$9,500	$7,400
Total Expense	**$3,856,122**	**$4,247,379**	**$4,305,514**	**$4,115,915**	**$4,650,049**

Parks and Recreation

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Number of Pool Users*	34,038	40,497	41,000	41,000
2. Number of Program Registrations	5,797	5,905	6,250	6,500
3. Number of Outdoor Reservations	5,642	6,901	7.000	7,500
4. Number of Indoor Reservations	4,885	5,397	5,600	6,000
5. Number of Burials per Year	241	267	250	250
6. Social Media Likes (Facebook)	7,000	9,365	10,500	11,500

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

2026 Goals

1. Keep the public informed and actively engaged by increasing outreach regarding events, facilities, and programs, through the Department web site, social media platforms, and seasonal brochures. Create opportunities for the public to regularly share their ideas about potential programs, venues, and personal experiences.
2. Anticipate the needs of the changing community and structure programs and facilities accordingly. Offer programs for all ages and abilities, and promote community well-being through programs and services that instill a sense of belonging and inclusion.
3. Work with the community to expand free specials events in the community.
4. Manage capital infrastructure projects as approved by City Council.

2025 Goals Status

1. Keep the public informed and actively engaged by increasing outreach regarding events, facilities, and programs through the Department web site, social media platforms, and seasonal brochures. Create opportunities for the public to regularly share their ideas about potential programs, venues, and personal experiences.
   9-Month Status: The Department continues to create four seasonal brochures that serve as comprehensive guides to programs and events. These brochures are delivered to all the elementary schools in Concord and Penacook and are available on our web site. The schools often share our program information with their students and families. In addition, the Department has a monthly marketing plan for all social media channels (Facebook 9,800+ followers; Instagram 1,500+ followers). This allows us to share information about upcoming programs, events, and spaces available to use with our social media followers. In a 30-day period over summer 2024, the Parks and Recreation Department's Facebook page had over 570,000 views. In addition, our program and event information is often included in the City Manager's weekly newsletter.

   Department staff created its fourth "Year in Review" report, which highlighted Department operations during calendar year 2024. This yearly report was shared with the Recreation and Parks Advisory Committee, City Council, and the community at large.

2. Anticipate the needs of the changing community and structure programs and facilities accordingly. Offer programs for all ages and abilities, and promote community well-being through programs and services that instill a sense of belonging and inclusion.
   9-Month Status: The Department continues to see growth in participation in all age groups. With the addition of the new Penacook Community Center, senior citizen programming has expanded significantly, with programs now being offered five days a week between the City Wide Community Center and Penacook. The Department worked with the Concord Garden Club to provide indoor garden beds for the seniors to take care of, and the Visiting Nurse Association continues to offer free services for area seniors as part of our program offerings.

2025 Goals Status (continued)

Over the winter, the Department offered several free events for families (animal encounters, magic shows, Storyteller, and several free family open gyms). The Department coordinated a free drop-in outdoor futsal program (soccer) on the soccer mini pitch at Keach Park. Our Sports, Play, Arts and Recreation Club was offered at the Citywide Community Center and was designed to provide Concord and Penacook resident youth and families with a free, safe space on weekend afternoons during the winter season to learn, grow, and strengthen community bonds through structured play and activities.

Again this year, the Department coordinated a free Summer Concert Series with concerts held in Eagle Square, City parks and at the Merrimack Lodge at White Park. Our Free Summer Concert Series is sponsored by the Walker Lecture Series.

With a sponsorship from Concord Housing + Redevelopment, we again offered free swim lessons to Concord/ Penacook residents.

3. Maintain existing parks, cemeteries and indoor recreation facilities. Maintain, develop and modify facilities to increase accessibility for people of all abilities. Incorporate features and amenities that fit the local context, contribute to environmental sustainability, and are safe and easy to maintain for the long term.
   9-Month Status: All outdoor and indoor facilities managed by the Department continue to be well maintained for the enjoyment of the community. All facility use and rental information is available on our web site. This year, we added several "no mow designated areas" where grass and plants are allowed to grow freely without mowing, offering benefits like habitat for wildlife and pollinators, reduced maintenance, improved water infiltration and to help reduce the amount of time mowing. Department staff assisted with creating the new pollinating garden at City Hall. The Department has designated pollinating gardens at Keach, Merrill, Rollins, and White Parks, as well as at the Citywide Community Center.

   The new Canal Street Park in Penacook has paved walkways to allow residents of all abilities to enjoy the new riverfront park. The new Master Plan for Kiwanis Park has a green parking overflow area, additional greenspace, and anticipates many new trees to be planted.

   The new, fully renovated playground at White Park will be an all inclusive playground with poured in place surfacing to allow all users increased use of the playground.

4. Develop partnerships with local businesses and organizations through sponsorships of events, tournaments, recreational venues, and other community events.
   9-Month Status: The Department coordinated the use of its soccer fields at the Memorial Field Complex and at Keach Park for a Columbus Day Weekend soccer tournament, which was sponsored by Seacoast Express Soccer. Over 110 soccer teams from all over New England, New York, and Canada participated; using all of the NHTI fields and numerous fields in Southern New Hampshire. The Department also hosted several baseball and softball tournaments that brought in 80+ teams from around New England.

   The parks were used for numerous special events, including an arts market, Making Strides, UNH Law School and Concord High School graduations, a beer festival, weddings, NHIAA tournament games, the July 4th festival, a multi-cultural festival and more.

   In addition, the Department hosted, for the second year, a month-long art exhibit with students from the Concord School District; and staff were involved with the planning and implementation of the Wings and Wheels event held at the Concord Municipal Airport.

   Once again, the Department's regular summer concert series was funded, in part, by the Walker Lecture Fund. In total, 21 concerts were held around the city. The Department continued its partnerships with Concord Housing + Redevelopment to offer free swim lessons for resident youth; Red River Theatre to host three free Movie in the Park events; and Concord Crew to host a Learn to Row program.

   The Cemetery Division gave historical presentations in partnership with Good Life, OLLI, Pierce Brigade and the senior program.

Parks and Recreation

2025 Goals Status (continued)

5. Develop, train and support a professional parks and recreation staff that serves the community. Foster staff development and training by encouraging participation in professional organizations, educational classes, and training seminars.
   9-Month Status: The Department continues to support and encourage staff to attend classes and workshops. Several staff are members of the NH Recreation and Parks Association, NH and New England Cemetery Associations, National Recreation and Parks Association, and the New England Park Association.

   We continue to work with Concord Hospital Payson Center to educate staff on skin safety when working outdoors.

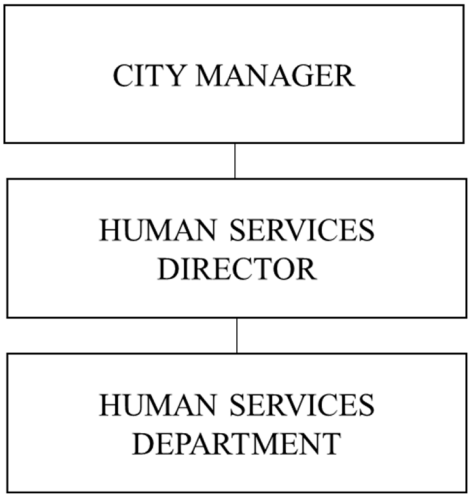
   All seasonal staff are required to attend in service training at the beginning of the summer.

Human Services

Mission

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

HUMAN SERVICES DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

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

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

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

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

Human Services

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Reimbursements	$9,340	$10,000	$10,000	$6,000	$10,000
Total Revenue	**$9,340**	**$10,000**	**$10,000**	**$6,000**	**$10,000**
Expense					
Full Time	$306,857	$340,914	$345,661	$390,650	$409,008
Part Time	$43,695	$41,229	$41,830	$0	$0
Overtime	$25	$0	$0	$0	$0
Allowance	$600	$600	$600	$600	$600
Retirement	$41,520	$46,126	$46,850	$52,856	$52,148
FICA	$25,821	$28,188	$28,597	$29,885	$30,145
Beneflex	$104,192	$145,246	$145,246	$130,780	$130,159
Worker's Compensation	$470	$380	$380	$380	$450
Unemployment Insurance	$189	$178	$178	$190	$200
Professional Development	$330	$820	$820	$820	$820
Business Expense	$0	$200	$200	$50	$100
Professional Services	$1,264	$1,400	$1,400	$1,500	$1,400
Software/Hardware Maintenance	$0	$14,140	$14,140	$14,000	$14,140
Rent	$61,120	$66,181	$66,181	$66,181	$67,964
Communications	$2,287	$3,877	$3,877	$3,880	$4,683
Postage	$77	$150	$150	$50	$150
Office Supplies	$922	$1,200	$6,200	$300	$1,200
Liability Insurance	$2,660	$2,700	$2,700	$2,700	$2,890
Special Programs	$351,880	$358,700	$358,700	$351,400	$358,700
Total Expense	**$943,908**	**$1,052,228**	**$1,063,709**	**$1,046,222**	**$1,074,757**

Human Services

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Appointments/Emergencies	708	1,090	1,150	1,200
2. Homeless & Homeless at Risk Served	302	310	300	300
3. Applications for Assistance Issued	314	339	360	370
4. Walk-ins	735	866	900	920
5. Initial Case Interviews	268	322	280	300
6. Percent of Total Aid Budget in Rental Assistance	91%	94%	96%	95%

2026 Goals

1. Ensure that staff continue to participate in all training relevant to effectively working with low income families and individuals, and continually update and expand their knowledge of local resources.
2. Continue to actively monitor ongoing legislation at both the State and Federal levels 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, services available for the new arrivals, and 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.

2025 Goals Status

1. Ensure that staff continue to participate in all training relevant to effectively working with low income families and individuals, and continually update and expand their knowledge of local resources.
   9-Month Status: Staff received in-service training from several organizations, including Family Promise, the Bureau of Adult and Aging Services, and the Friends Program. They also attended training sessions provided by the NH Coalition to End Homelessness, various statewide shelter providers, and Ryan Dowd, covering topics such as mental illness, de-escalation, vicarious trauma, and compassion fatigue. Additionally, the Director participated in meetings with Merrimack County Human Services, the Electric Assistance Program, and the Welcoming Table. The Director also presented an overview of local welfare services to several groups, including Concord Hospital, Leadership Greater Concord during Health & Human Services Day, the Woman's Club of Concord, and the Capital Area Food Access Coalition.

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) monitored several legislative bills, including HB 60, which addresses the termination of tenancy at the end of a lease term. This bill would permit landlords to evict tenants solely based on the expiration of the lease. Additionally, they monitored HB 132, which was relative to liability for familial support under RSA 165:19, aid to assisted persons. The intent was to appeal legally liable relatives. NH RSA 165:19 Liability to Support: relation of any poor person in the line of father, mother, stepfather, stepmother, son, daughter, husband, or wife shall assist or maintain such person when in need of relief.

   The Family Assistance Advisory Council (FAAC) monitored HB 661: clarifies the obligation of the Department of Health & Human Services (DHHS) to ensure that Social Security payments, Supplemental Security Income payments, and Veterans benefits for children in foster care be held securely until the child has reached the age of majority or is no longer in the care of the department. FAAC also monitored HB 519: making an appropriation to DHHS to fund and support the Waypoint youth and young adult shelter. The appropriation would be $500,000 for FY 2026 and FY 2027, for the purpose of funding and supporting all operations, programs, and projects of the shelter.

2025 Goals Status (continued)

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: Ascentria Care Alliance projected the resettlement of 115 refugees in FY 2025, which began in September. In the first quarter, they resettled 21 individuals in Concord and 10 individuals in Manchester. However, all resettlement activities have been halted due to the executive orders issued by the current administration.

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 department has successfully acquired a new software system to replace the outdated one that was hindering productivity due to its slow and unreliable performance. This conversion has enabled the department to review the system and migrate essential information. Additionally, it includes the revision and enhancement of forms and reports.

5. 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 Cold Weather Shelter opened in December and closed at the end of March. On average, they had over 35 individuals staying each night. In March, they reached capacity on most nights. The Homeless Steering Committee has been seeking funding for a Project Manager Position to support a two-year initiative to measurably reduce homelessness and create a new coordinated system to align the efforts of government and not-for-profit organizations to achieve ongoing reductions of homelessness. The Committee has also been concentrating on the following five workgroups:

   - End Veteran Homelessness: A member participated in case conference meetings with statewide veteran agencies to understand the challenges, such as consistent client engagement and the lack of available housing.
   - Create Common Operating System: Starting with a three-box approach: Prevent-Serve-Support. Various organizations, including Concord Human Services, were interviewed to gain a better understanding of the access to services, procedure, and eligibility requirements.
   - Communicate and Engage the Community: Early stage discussion for a project on “Community Listening and Engagement to End Homelessness”.
   - Increase Housing Opportunities: The committee’s goal is to house 100 individuals in a year by collaborating with existing landlords and developers, while also identifying housing projects that are currently in the phases of approval, construction, and completion.
   - Significantly Reduce Homelessness: Re-engage Capital Street Outreach Collaborative as a wrap around meeting with a focus on vulnerable clients.

Special Revenue Funds

		2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue						
Parking		$3,255,322	$3,075,607	$3,075,607	$3,600,276	$3,094,848
Airport		$483,697	$493,583	$506,083	$539,583	$512,196
Conservation Property		$92,878	$152,565	$152,565	$89,565	$145,688
Revolving Loan		$364,176	$319,837	$319,837	$82,008	$629,100
Golf		$1,907,109	$1,905,712	$1,905,712	$2,104,372	$2,023,085
Arena		$826,807	$813,240	$813,240	$761,618	$772,480
Solid Waste		$5,288,148	$4,123,245	$4,123,245	$4,124,467	$4,172,010
	Sub Total	**$12,218,138**	**$10,883,789**	**$10,896,289**	**$11,301,889**	**$11,349,407**
Expense						
Parking		$2,943,871	$3,426,360	$3,426,360	$3,246,983	$3,446,812
Airport		$450,247	$567,603	$580,103	$552,009	$532,567
Conservation Property		$92,878	$152,565	$152,565	$152,565	$145,688
Revolving Loan		$363,864	$319,837	$319,837	$37,000	$622,600
Golf		$1,805,150	$1,782,057	$1,782,057	$1,873,811	$1,823,353
Arena		$847,215	$897,880	$897,880	$918,044	$887,178
Solid Waste		$4,634,402	$4,958,014	$4,958,014	$4,926,754	$5,189,528
	Sub Total	**$11,137,626**	**$12,104,315**	**$12,116,815**	**$11,707,166**	**$12,647,726**

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 are 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. The Community Development Department coordinates these efforts, staffs the Parking Committee, prepares parking ordinances, administers certain maintenance contracts, and manages all parking related capital improvement projects.

Parking Fund

Fund Summary	2025 Revised	2025 Projected	2026 Budget
Revenue	**$3,075,607**	**$3,600,276**	**$3,094,848**
Expense	**$3,426,360**	**$3,246,983**	**$3,446,812**
Net Income (Loss)		**$353,293**	**($351,964)**
Beginning Working Capital		**$1,980,898**	**$2,334,191**
Ending Working Capital		**$2,334,191**	**$1,982,227**

Reserve

This fund has a goal to target a working capital reserve that is 20% of operating expenses, including debt service and capital expenditures.

Parking Fund

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Parking Penalties	$447,214	$430,000	$430,000	$550,000	$431,000
Metered Parking	$1,410,587	$1,300,000	$1,300,000	$1,522,700	$1,316,630
Metered Parking Cards	$75,223	$70,000	$70,000	$20,000	$35,000
Rental Income	$803,308	$860,872	$860,872	$963,366	$871,397
Investment Income	$45,438	$10,000	$10,000	$32,000	$35,000
Sale of Assets	$6,500	$0	$0	$0	$0
Finance Charges	$58,016	$2,525	$2,525	$110,000	$5,000
Other Revenue	$19,434	$17,310	$17,310	$17,310	$16,500
Transfer In - Trust	$10,500	$10,500	$10,500	$10,500	$10,500
Transfer In - General	$56,643	$56,643	$56,643	$56,643	$59,980
Transfer In - Solid Waste	$13,650	$13,650	$13,650	$13,650	$13,650
Transfer In - Sears Block TIF	$308,810	$304,107	$304,107	$304,107	$300,191
Total Revenue	**$3,255,322**	**$3,075,607**	**$3,075,607**	**$3,600,276**	**$3,094,848**

The Parking Fund's revenue comes from three sources: Metered Parking (43%), Rental Income (28%), and Parking Penalties (14%). Revenue from Metered Parking and Parking Penalties is calculated using historical data, which is then adjusted for capital projects in parking facilities that are anticipated to affect the availability of metered spaces. Rental Income (parking lease) revenue is calculated using data from existing and anticipated rental agreements.

Parking Fund

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	$467,338	$577,882	$577,882	$490,170	$617,765
Temporary	$0	$10,720	$10,720	$0	$11,150
Overtime	$9,595	$8,990	$8,990	$12,200	$9,350
Retirement	$65,286	$79,404	$79,404	$66,765	$79,958
FICA	$36,446	$45,027	$45,027	$37,749	$48,057
Beneflex	$141,593	$207,310	$207,310	$146,620	$207,458
Worker's Compensation	$5,930	$4,850	$4,850	$4,850	$6,260
Unemployment Insurance	$257	$394	$394	$394	$449
Professional Development	$695	$4,200	$4,200	$4,200	$4,200
Repairs and Maintenance	$118,263	$263,710	$263,710	$263,710	$257,470
Professional Services	$298,194	$286,500	$286,500	$286,500	$288,400
Software/Hardware Maintenance	$0	$4,200	$4,200	$4,200	$4,200
Communications	$4,628	$4,755	$4,755	$4,755	$6,487
Postage	$4,503	$6,000	$6,000	$4,500	$6,000
Office Supplies	$5,793	$16,440	$16,440	$16,440	$15,500
Departmental Supplies	$20,307	$19,250	$19,250	$20,000	$19,750
Building Supplies	$816	$19,260	$19,260	$19,260	$15,800
Uniforms	$524	$11,550	$11,550	$5,000	$12,000
Vehicle Fuel	$2,915	$3,003	$3,003	$3,003	$3,000
Electricity	$74,432	$81,540	$81,540	$89,580	$90,490
Water and Wastewater	$276	$270	$270	$310	$330
Property and Auto Insurance	$19,760	$20,490	$20,490	$20,490	$21,170
Liability Insurance	$3,270	$3,800	$3,800	$3,800	$3,920
Taxes - Real Estate	$175,613	$183,750	$183,750	$179,422	$193,300
Principal	$1,068,020	$1,084,410	$1,084,410	$1,084,410	$1,121,740
Interest	$238,990	$197,300	$197,300	$197,300	$171,700
Transfer Out - Trust	$10,500	$10,500	$10,500	$10,500	$10,500
Transfer Out - General	$169,928	$170,855	$170,855	$170,855	$170,408
Transfer Out - Gen Cap Proj	$0	$100,000	$100,000	$100,000	$50,000
Total Expense	**$2,943,871**	**$3,426,360**	**$3,426,360**	**$3,246,983**	**$3,446,812**

Parking Fund

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Overtime Parking Meter Citations	15,701	16,826	16,500	18,000
2. Time Zone Citations	1175	804	710	800
3. Meter Feeding Citations	42	1	10	40
4. Winter Parking Ban Citations *	212	161	75	150
5. Booted Vehicles	7	20	10	20
6. Credit Card Transactions at Kiosks	252,616	352,741	355,000	360,000
7. Customer Payment Plans Created	17	28	15	25
8. Violations Appealed to Court	24	74	48	65
9. Parking Garage Leases & Permits Issued	718	684	660	660
10. Single Space Smart Meter Transactions	114,611	150,233	140,000	142,000
11. Online Citation Payments Transactions	8,683	9,851	10,500	11,500
12. Pay-By-Phone Transactions	175,514	235,507	246,100	250,000

* Changed to issue only on vehicles that are not towed during winter parking ban.

2026 Goals

1. Working with the Police Department and Human Resources Department, continue to work toward staffing all funded vacant Parking Officer and Equipment Technician (POET) positions.
2. Continue negotiations to convert all reserved parking spaces at the School Street and Storrs Street Parking Garages from leases to permits.
3. Work with the State of NH to ensure demolition of the existing 205-space Legislative Parking Garage located on Storrs Street and termination of the associated 1975 “air rights” lease related thereto.
4. Upon opening of the new Legislative Parking Garage facility on School and Capitol Streets, review Article 18-1-17 of the City’s Code of Ordinances, which permits the State to encumber on-street municipal parking for disabled members of the Legislature.
5. Complete the State Street Parking Garage alternatives study and implement recommendations contained therein.
6. Continue to monitor winter storm emergency towing procedures with General Services and Police to improve efficiency of violation procedures and ensure proper plowing operations during overnight parking bans.
7. Work with the Parking Committee to continue evaluating the feasibility of bringing additional pay by mobile device providers into the Concord market.
8. Working in concert with other communities, explore potential legislative changes at the State level to permit use of License Plate Recognition for parking enforcement.
9. Monitor grant funding opportunities to support the purchase and installation of electric vehicle (EV) charging stations in municipal parking lots and garages; pursue those opportunities which make sense for the community; and implement appropriate ordinances to govern operation of EV parking spaces.
10. Implement capital improvement projects as approved in the FY 2026 budget.
11. Commence planning for potential rate increases in FY 2027.
12. Support the Parking Committee with review of citizen requests and other ongoing initiatives.

Parking Fund

2025 Goals Status

1. Working with the Police Department and Human Resources Department, continue to work toward staffing all funded vacant Parking Officer and Equipment Technician (POET) positions.
   9-Month Status: Recruitment for the vacant positions remains ongoing and challenging given current labor market conditions. Several candidates have been interviewed and offered positions, but ultimately two positions are currently vacant as of March 30, 2025. Subject to the approval of a Program Change Request (PCR), staff is proposing the creation of two "POET II" positions in the FY 2026 budget, to help retain qualified employees and assist in succession planning for the Parking Division.

2. Implement cross training programs for administrative functions and back office operations.
   9-Month Status: This goal has been accomplished in FY 2025, with the hiring of the new Administrative Coordinator position in the Community Development Department that supports Parking activities.

3. Continue negotiations to convert all reserved parking spaces at the School Street and Storrs Street Parking Garages from leases to permits.
   9-Month Status: Lease to permit negotiations have continued with two lease holders, one at the School Street Parking Garage and one at the Storrs Street Parking Garage. While progress has been slow, staff is hopeful to finalize new agreements and convert the lease to permit transitions prior to or during FY 2026.

4. Work with the State of NH to ensure demolition of the existing 205-space Legislative Parking Garage, located on Storrs Street, and termination of the associated 1975 "air rights" lease related thereto, following completion of the State's new Legislative Garage at 33 Capitol Street.
   9-Month Status: Construction of the new Legislative Parking Garage is well underway. Staff remains engaged with the State as the project continues through construction, and will continue to work collaboratively as the new garage is constructed, including planning for the eventual demolition of the State's garage over Storrs Street.

5. Upon opening of the new Legislative Parking Garage facility at 33 Capitol Street, review Article 18-1-17 of the City's Code of Ordinances, which permits the State to encumber on-street municipal parking for disabled members of the Legislature.
   9-Month Status: Staff will work with the Parking Committee on a potential ordinance amendment once the new Legislative Parking Garage nears completion.

6. Complete the State Street Garage Options Study, and implement any appropriate recommendations resulting from the analysis to determine capacity of the parking system to absorb parking demand in the event the 238-space State Street Parking Garage is demolished and replaced with a 60-70 space surface parking lot.
   9-Month Status: A consultant for the study was selected in March 2025 and the analysis is in progress. Staff will work with the Parking Committee and City Council to implement recommendations of the analysis, as appropriate, including examining parking fees and penalties to ensure the City is properly pricing parking rates and fees to ensure continued viability of the Parking Fund.

7. Continue to monitor winter storm emergency towing procedures with the General Services Department and the Police Department to improve efficiency of violation procedures and ensure proper plowing operations during overnight parking bans.
   9-Month Status: The City has refined the emergency towing procedures, working with three towing vendors on a rotating basis each storm event, which has been successful overall. Staff will continue to work with General Services and the vendors to ensure the process continues to operate as intended.

8. Work with the Parking Committee to continue evaluating the feasibility of bringing additional pay by mobile device providers into the Concord market.
   9-Month Status: The Parking Committee has started preliminary discussion on this topic, staff is engaging additional vendors, and the hope is to have a proposal ready for the FY 2027 budget process.

Parking Fund

2025 Goals Status (continued)

9. Working in concert with other communities, explore potential legislative changes at the State level to permit use of License Plate Recognition for parking enforcement.
   9-Month Status: Staff will pursue this goal in upcoming legislative sessions, and maintain this goal for FY 2026.

10. Monitor grant funding opportunities to support the purchase and installation of electric vehicle (EV) charging stations in municipal parking lots and garages; pursue those opportunities which make sense for the community; and implement appropriate ordinances to govern operation of EV parking spaces.
    9-Month Status: Staff continues to monitor potential grant opportunities.

11. Implement capital improvement projects as approved in the FY 2025 budget.
    9-Month Status: FY 2025 capital projects included lease signage changes at the State Street and School Street Parking Garages, and battery replacements for the IPS Smart Parking Meters. The signage funds were re-directed to graffiti prevention measures at the School Street Garage, and the parking meter batteries were purchased in early 2025. Design of potential reconstruction of the City Hall Parking Lot (CIP #596 / FY 2024) has been suspended pending completion of the forthcoming City Hall Campus Master Plan.

12. Commence planning for potential rate increases in FY 2026.
    9-Month Status: Staff and the Parking Committee has decided to await the results of the upcoming study of the State Street Public Parking Garage alternatives analysis (FY 2024 Goal #5, which is currently underway) and the impacts of various alternatives (reconstruction, renovation, demolition and replacement with surface parking, etc.) on the overall parking system before proceeding with any rate adjustments.

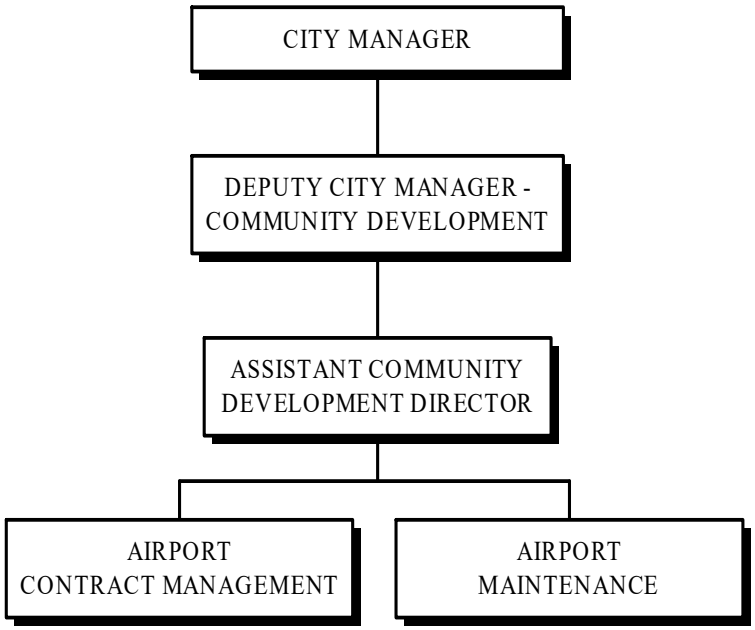
13. Support the Parking Committee with review of citizen requests and other ongoing initiatives.
    9-Month Status: The Parking Committee, with assistance from staff, has reviewed a variety of citizen requests related to parking rules and regulations, and is poised to continue to work collaboratively with citizens and staff to address parking related issues as they arise.

Airport Fund

Mission

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

AIRPORT FUND
ORGANIZATIONAL CHART



Core Responsibilities

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

Airport Fund

Fund Summary	2025 Revised	2025 Projected	2026 Budget
Revenue	**$506,083**	**$539,583**	**$512,196**
Expense	**$580,103**	**$552,009**	**$532,567**
Net Income (Loss)		**($12,427)**	**($20,371)**
Beginning Working Capital		**$451,561**	**$439,134**
Ending Working Capital		**$439,134**	**$418,763**

Reserve

This fund has a goal to target a working capital reserve that is 20% of operating expenses, including debt service and capital expenditures.

Airport Fund

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Mark-up	$29,657	$25,000	$25,000	$35,000	$30,000
Rental Income	$430,925	$451,658	$451,658	$451,658	$466,007
Investment Income	$14,897	$10,000	$10,000	$14,000	$10,000
Finance Charges	-$18	$0	$0	$0	$0
Use of Fund Balance	$0	$0	$12,500	$0	$0
Other Revenue	$2,332	$1,020	$1,020	$33,020	$1,000
Airport Operators Grant	$5,904	$5,904	$5,904	$5,904	$5,189
Total Revenue	**$483,697**	**$493,583**	**$506,083**	**$539,583**	**$512,196**
Expense					
Full Time	$88,356	$94,401	$94,401	$95,980	$97,316
Temporary	$65	$420	$420	$420	$440
Overtime	$3,198	$7,500	$7,500	$7,500	$7,800
Retirement	$12,628	$13,787	$13,787	$13,257	$13,402
FICA	$7,037	$7,716	$7,716	$7,506	$7,958
Beneflex	$23,427	$23,998	$23,998	$23,500	$23,539
Worker's Compensation	$1,660	$1,310	$1,310	$1,310	$1,850
Unemployment Insurance	$34	$39	$39	$39	$41
Business Expense	$57	$50	$50	$75	$75
Repairs and Maintenance	$23,227	$9,800	$9,800	$9,800	$10,400
Professional Services	$56,916	$76,962	$76,962	$76,962	$71,762
Communications	$4,235	$4,234	$4,234	$4,235	$4,458
Office Supplies	$0	$40	$40	$40	$40
Building Supplies	$5,724	$45,880	$45,880	$20,000	$47,250
Vehicle Fuel	$5,361	$33,224	$33,224	$33,225	$10,000
Electricity	$19,242	$22,500	$22,500	$20,360	$20,570
Natural Gas and Propane	$9,304	$9,620	$9,620	$9,900	$10,350
Water and Wastewater	$2,042	$2,030	$2,030	$1,890	$2,060
Property and Auto Insurance	$3,180	$3,470	$3,470	$3,740	$3,570
Liability Insurance	$4,041	$4,330	$4,330	$3,711	$4,150
Taxes - Real Estate	$43,768	$44,950	$44,950	$44,716	$46,060
Principal	$45,000	$53,900	$53,900	$53,900	$45,000
Interest	$10,313	$16,020	$16,020	$16,020	$14,034
Transfer Out - General	$75,641	$81,423	$81,423	$81,423	$80,692
Transfer Out - Gen Cap Proj	$5,792	$10,000	$22,500	$22,500	$9,750
Total Expense	**$450,247**	**$567,603**	**$580,103**	**$552,009**	**$532,567**

Rental Income represents 91% of Airport Fund revenue. Revenue estimates are based on existing leases and anticipated changes to leases expiring within the upcoming fiscal year.

Airport Fund

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Number of Based Planes	89	95	100	110

2026 Goals

1. Working with state and federal partners, continue to pursue grant opportunities to facilitate the construction of a new terminal facility at the Concord Municipal Airport.
2. Continue to work with the Airport Advisory Committee to develop marketing strategy for encouraging aviation related development at and near the Airport.
3. Research and pursue grant opportunities to provide EV charging stations at the Airport.

2025 Goals Status

1. Complete design and permitting of the new Airport Terminal; proceed with construction subject to final receipt of Federal Aviation grant funds and appropriation of matching City funds by City Council.
   9-Month Status: In February 2024, the Federal Aviation Administration (FAA) informed the City of its notice of intent to provide a $2.51 million grant from the Bipartisan Infrastructure Law for a new terminal building. As design of the new terminal and related improvements progressed, the City was informed by the FAA that the 2011 environmental assessment (EA) for the Airport is insufficient for the new Terminal Project. As such, a consultant must be engaged and a new EA prepared. It is anticipated that the updated EA will include an alternative analysis for the proposed new terminal building, demolition of the existing terminal building, as well as other projects programmed in the City's current Capital Improvement Program.

2. Monitor/support any modifications/additions to the development of United Therapeutics Corporation's new corporate hangar at Development Zone D3.
   9-Month Status: Construction was completed for this unique asset to the Concord Airport, and the City issued the occupancy permit in April 2024. The facility is the first "net zero" airplane hangar in the world. The company plans to use electric airplanes from this hangar to move organ transplants from Manchester, NH, to locations along the eastern seaboard. Staff continues to work with United Therapeutics to support their operation at the Airport. Presently, the hangar has an assessed value of $4,576,900 and generates $126,734 of property taxes annually, as well as $45,188 in yearly lease revenues for the Airport.

3. Work with the Airport Advisory Committee to develop a marketing strategy for encouraging aviation-related development at and near the Airport.
   9-Month Status: Staff continues to work with a hangar developer for construction of 10 T-Hangars at Development Zone 4 of the Airport. Lease negotiations are ongoing, and the developer has filed site plan review applications with the Planning Board for the project. The project is scheduled to appear before the Planning Board in March and April 2025. Construction is anticipated in the last quarter of FY 2025 and the first quarter of FY 2026. The new development will add both property tax revenue for the General Fund and lease revenue for the Airport Fund.

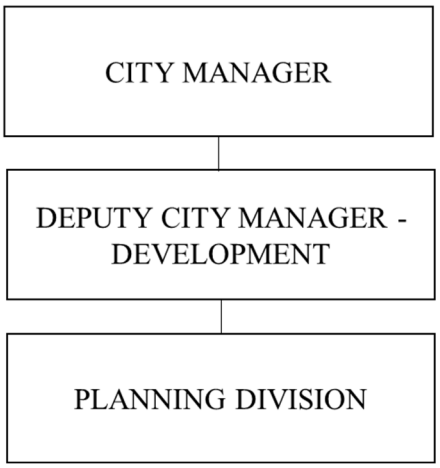
4. Research and pursue grant opportunities to provide EV charging stations at the Airport.
   9-Month Status: Staff continues to monitor potential grant opportunities.

Conservation Property Fund

Mission

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

CONSERVATION PROPERTY FUND
ORGANIZATIONAL CHART



Core Responsibilities

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

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

Conservation Property Fund

Fund Summary	2025 Revised	2025 Projected	2026 Budget
Revenue	**$152,565**	**$89,565**	**$145,688**
Expense	**$152,565**	**$152,565**	**$145,688**
Net Income (Loss)		**($63,000)**	**$0**
Beginning Working Capital		**$118,977**	**$55,977**
Ending Working Capital		**$55,977**	**$55,977**

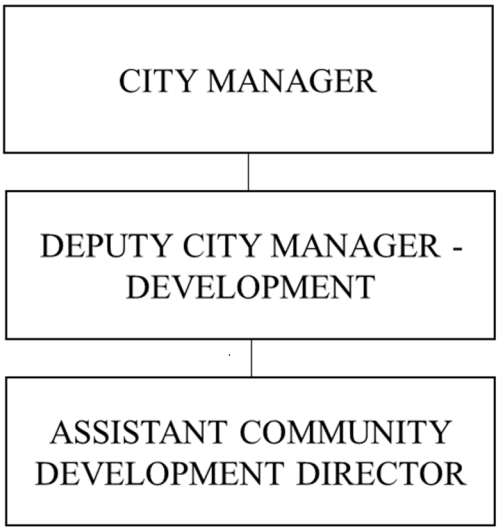
Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Rental Income	$92,878	$89,565	$89,565	$89,565	$89,748
Use of Fund Balance	$0	$63,000	$63,000	$0	$55,940
Total Revenue	**$92,878**	**$152,565**	**$152,565**	**$89,565**	**$145,688**
Expense					
Full Time	$4,401	$6,286	$6,286	$6,286	$6,376
Retirement	$595	$850	$850	$850	$813
FICA	$338	$466	$466	$466	$466
Beneflex	$1,097	$1,722	$1,722	$1,722	$2,539
Worker's Compensation	$10	$10	$10	$10	$10
Unemployment Insurance	$4	$3	$3	$3	$3
Business Expense	$0	$0	$0	$5	$0
Professional Services	$12,826	$38,440	$38,440	$38,440	$38,440
Grounds and Horticultural	$948	$20,300	$20,300	$20,300	$20,300
Transfer Out - Trust	$9,009	$12,548	$12,548	$12,543	$11,141
Transfer Out - General	$63,650	$71,940	$71,940	$71,940	$65,600
Total Expense	**$92,878**	**$152,565**	**$152,565**	**$152,565**	**$145,688**

Revolving Loan Fund

Mission:

To provide alternate sources of capital and gap financing to support housing, social service agency, and economic development projects and initiatives.

REVOLVING LOAN FUND
ORGANIZATIONAL CHART



The Revolving Loan Fund Program was established in 1983 and was initially capitalized with Community Development Block Grant funds. The Community Development Advisory Committee (CDAC) is the entity responsible for reviewing and acting upon loan applications, as well as modifications to loan agreements. CDAC also reviews and makes recommendations to the City Council concerning periodic amendments to the Program Income Reuse Plan.

Core Responsibilities

1. Maintain, and periodically review/amend, the Program Income Reuse Plan (PIRP), which serves as the eligibility and lending guidelines for the Revolving Loan Fund Program.
2. Receive and review loan applications for eligible housing, social service agency and economic development projects.
3. Manage Revolving Loan Fund to create long-term revenues to sustain and grow the program.

Revolving Loan Fund

Fund Summary	2025 Revised	2025 Projected	2026 Budget
Revenue	**$319,837**	**$82,008**	**$629,100**
Expense	**$319,837**	**$37,000**	**$622,600**
Net Income (Loss)		**$45,008**	**$6,500**
Beginning Working Capital		**$590,049**	**$635,057**
Ending Working Capital		**$635,057**	**$641,557**

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Loan Repayments	$343,017	$90,984	$90,984	$68,008	$65,100
Investment Income	$21,159	$7,500	$7,500	$14,000	$14,000
Use of Fund Balance	$0	$221,353	$221,353	$0	$550,000
Total Revenue	**$364,176**	**$319,837**	**$319,837**	**$82,008**	**$629,100**
Expense					
Professional Services	$15,164	$10,000	$10,000	$10,000	$10,000
Special Programs	$348,700	$309,837	$309,837	$27,000	$612,600
Total Expense	**$363,864**	**$319,837**	**$319,837**	**$37,000**	**$622,600**

Revolving Loan Fund

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Total Loans in Portfolio	13	12	13	15
2. Total Outstanding Principal Owed	$1,056,175	$1,137,500	$1,102,000	$1,150,000
3. Applications Received & Processed	1	2	2	2
4. Delinquent Loans	1	0	0	0

2026 Goals

1. Continue to make loans for impactful projects and initiatives associated with housing, social service agencies and economic development, which serve to further the City's community development goals and objectives.

2025 Goals Status

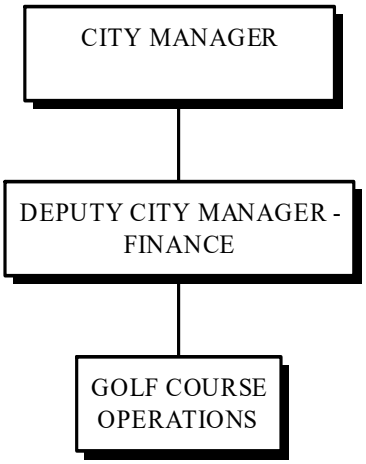
1. Continue to make loans for impactful projects and initiatives associated with housing, social service agencies and economic development, which serve to further the City's community development goals and objectives.
   9-Month Status: CDAC approved an emergency loan to assist a local resident with addressing a property maintenance code violation resulting in the demolition of a dilapidated garage. The $7,000 loan is a zero interest, zero payment loan, becoming due to the City upon sale or refinancing of the property. Another loan request was initially approved, but ultimately withdrawn when the applicant was found to have secured alternative financing.

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 simulator operations.

Golf Fund

Fund Summary	2025 Revised	2025 Projected	2026 Budget
Revenue	**$1,905,712**	**$2,104,372**	**$2,023,085**
Expense	**$1,782,057**	**$1,873,811**	**$1,823,353**
Net Income (Loss)		**$230,561**	**$199,732**
Beginning Working Capital		**$838,941**	**$1,069,502**
Ending Working Capital		**$1,069,502**	**$1,269,234**

Reserve

This Fund has a goal to target a working capital reserve that is 20% of operating expenses, including debt service and capital expenditures.

Golf Fund

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Camps	$38,520	$37,150	$37,150	$39,500	$47,150
Seasonal Passes	$375,085	$468,155	$468,155	$387,000	$392,975
Daily Fees	$610,106	$604,498	$604,498	$676,959	$670,500
Cart Rental	$285,188	$256,970	$256,970	$307,200	$335,010
Handicapping	$13,440	$15,000	$15,000	$15,000	$15,000
Driving Range	$129,742	$93,649	$93,649	$135,114	$144,000
League and Tournament Fees	$14,514	$68,005	$68,005	$68,005	$39,200
Golf Simulator Revenue	$81,824	$88,125	$88,125	$86,000	$92,000
Pro Shop Sales	$260,979	$175,500	$175,500	$291,654	$189,500
Concession Sales	$50,450	$52,000	$52,000	$42,640	$38,000
Rental Income	$11,548	$24,000	$24,000	$24,700	$29,750
Investment Income	$32,016	$20,000	$20,000	$30,000	$30,000
Other Revenue	$3,698	$2,660	$2,660	$600	$0
Total Revenue	**$1,907,109**	**$1,905,712**	**$1,905,712**	**$2,104,372**	**$2,023,085**

The majority of Golf Fund revenue is generated through fees charged for golfing activities which include seasonal passes, daily fees, cart rentals, and indoor simulator use. These revenue streams make up 74% of the Fund's revenue. Pro Shop sales are the next largest revenue stream at approximately 9%. Revenues are projected using historical data and anticipated usage.

Golf Fund

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	$433,341	$429,435	$429,435	$429,435	$460,594
Part Time	$20,899	$21,143	$21,143	$21,143	$22,996
Temporary	$225,176	$208,590	$208,590	$220,000	$229,680
Overtime	$20,837	$26,440	$26,440	$22,500	$27,500
Allowance	$600	$600	$600	$600	$600
Retirement	$57,402	$61,680	$61,680	$61,680	$61,211
FICA	$53,130	$51,649	$51,649	$51,649	$56,520
Beneflex	$129,958	$147,620	$147,620	$147,620	$132,503
Worker's Compensation	$7,680	$6,405	$6,405	$6,405	$7,630
Unemployment Insurance	$710	$614	$614	$614	$873
Professional Development	$2,673	$5,240	$5,240	$4,900	$8,490
Repairs and Maintenance	$40,039	$28,170	$28,170	$37,000	$25,150
Professional Services	$45,888	$63,400	$63,400	$59,000	$57,816
Software/Hardware Maintenance	$12,704	$12,640	$12,640	$12,640	$12,640
Advertising	$4,289	$2,000	$2,000	$2,000	$2,000
Rent	$52,486	$49,421	$49,421	$53,493	$49,421
Communications	$4,750	$4,636	$4,636	$5,401	$5,536
Office Supplies	$1,261	$3,000	$3,000	$3,000	$3,000
Departmental Supplies	$20,523	$11,500	$11,500	$13,500	$15,700
Auto Parts	$27,562	$25,100	$25,100	$24,900	$27,600
Grounds and Horticultural	$84,469	$87,000	$87,000	$91,500	$92,000
Building Supplies	$2,344	$4,000	$4,000	$3,000	$4,000
Uniforms	$2,620	$5,044	$5,044	$4,000	$5,044
COGS	$214,274	$147,000	$147,000	$224,200	$149,500
League and Tournament	$43,950	$64,825	$64,825	$64,825	$24,200
Vehicle Fuel	$19,102	$19,560	$19,560	$19,560	$19,560
Electricity	$35,248	$45,020	$45,020	$39,130	$39,530
Natural Gas and Propane	$9,794	$11,400	$11,400	$11,800	$12,010
Water and Wastewater	$5,742	$6,100	$6,100	$4,050	$4,410
Property and Auto Insurance	$1,270	$1,180	$1,180	$1,180	$1,210
Liability Insurance	$4,220	$5,000	$5,000	$5,000	$5,760
Principal	$78,300	$73,060	$73,060	$73,060	$100,000
Interest	$18,147	$17,110	$17,110	$17,100	$20,744
Transfer Out - General	$120,762	$132,634	$132,634	$134,085	$134,085
Transfer Out - Solid Waste	$3,000	$3,840	$3,840	$3,840	$3,840
Total Expense	**$1,805,150**	**$1,782,057**	**$1,782,057**	**$1,873,811**	**$1,823,353**

Golf Fund

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Number of Season Memberships	409	382	359	350
2. Number of rounds played	32,876	26,792	27,896	28,500
3. Number of unique web site visitors	88,569	101,530	101,813	101,900
4. Tent Rentals by Golf Event	18	20	20	20
5. Tent Rentals, Non-Golf	3	4	4	4

2026 Goals

1. Add two additional golf club demo days.
2. Incorporate new, on-trend apparel brands in order to increase Pro Shop sales.
3. Increase attendance at junior camps and participation in the PGA Junior League.
4. Continue in-house and selective removal of trees that are deemed detrimental to turf conditions per the PGA Tree Report.
5. Construct crushed stone cart path along the length of Hole 1.
6. Continue to optimize usage of the Lynx Smart Control System to minimize water usage and maximize the effectiveness of the irrigation system.

2025 Goals Status

1. Implement a “Strengths, Weakness, Opportunities and Threat” Plan for improvement for BMGC.
   9-Month Status: Staff have begun to identify what BMGC does well, areas for improvement, and the strengths and weaknesses facing the golf industry. Management will formulate a plan to address these issues.

2. Increase Rounds and Revenue through advertising and increased social media presence.
   9-Month Status: Throughout the 2024 golf season, social media was used to display course conditions and notify followers of course events and specials.

3. Create and implement a PGA Associate Mentoring Plan for BMGC employees.
   9-Month Status: Two seasonal Pro Shop employees have entered the PGA Associate Program. Adding two qualified teachers to assist with the increasing demand for lessons increases Beaver Meadow’s ability to maintain the high quality of instruction that customers have come to expect and enhances overall customer experience.

4. Complete phase VI of the irrigation project to include holes 3,4, and 5.
   9-Month Status: The contractor is scheduled to begin work in mid to late May (weather dependent), and is expected to take 3-4 weeks to complete. Instead of Holes 3, 4, and 5; the project will complete Holes 2, 8, and 9; the practice green; and the #6 green.

5. Continue tree removal, as per the USGA Agronomist Report, between holes 15/16, 1/18, and 10/18 to improve sunlight, air movement, and to remove hazardous trees.
   9-Month Status: Over the winter, 15 trees were removed. Two of the trees had been struck by lightning over the summer and were hazardous. The remaining trees cast heavy shade on the fairway, causing weak turf and excessively wet conditions. The removal of these trees on 15/16, 1/18, and 10/18, will greatly increase air movement and allow sunlight to dry the area and improve turf conditions.

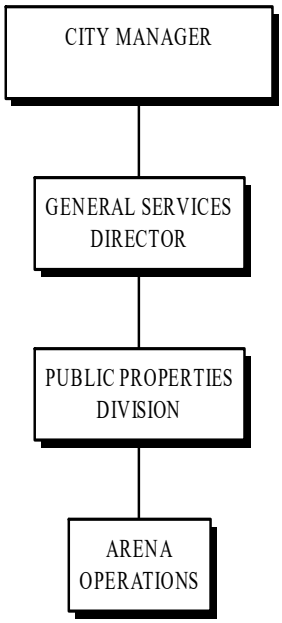
6. Continue to fill in small bunkers deemed unnecessary or overly penal in the USGA Agronomist Report.
   9-Month Status: Two small bunkers on the #6 green were filled in and grassed, per the USGA Agronomist Report.

Arena Fund

Mission

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

ARENA FUND
ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

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

Arena Fund

Fund Summary	2025 Revised	2025 Projected	2026 Budget
Revenue	**$813,240**	**$761,618**	**$772,480**
Expense	**$897,880**	**$918,044**	**$887,178**
Net Income (Loss)		**($156,426)**	**($114,698)**
Beginning Working Capital		**$271,116**	**$114,690**
Ending Working Capital		**$114,690**	**($8)**

Reserve

This Fund has a goal to target a working capital reserve that is 20% of operating expenses, including debt service and capital expenditures.

Arena Fund

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Pro Shop Sales	$53,637	$52,000	$52,000	$47,200	$50,000
Concession Sales	$102,312	$102,000	$102,000	$92,500	$95,000
Rental Income	$618,407	$618,500	$618,500	$578,398	$586,960
Investment Income	$9,027	$4,220	$4,220	$7,000	$4,000
Sale of Assets	$9	$0	$0	$0	$0
Advertising	$32,575	$30,000	$30,000	$30,000	$30,000
Finance Charges	$1,987	$500	$500	$500	$500
Other Revenue	$8,853	$6,020	$6,020	$6,020	$6,020
Total Revenue	**$826,807**	**$813,240**	**$813,240**	**$761,618**	**$772,480**

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

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	$202,865	$231,122	$231,122	$231,122	$246,194
Part Time	$1,555	$0	$0	$0	$0
Temporary	$77,455	$82,050	$82,050	$80,000	$85,330
Overtime	$13,191	$5,970	$5,970	$9,000	$6,210
Allowance	$600	$600	$600	$600	$600
Retirement	$29,642	$32,080	$32,080	$32,080	$32,181
FICA	$22,305	$23,813	$23,813	$23,813	$25,352
Beneflex	$77,178	$80,846	$80,846	$61,270	$57,284
Worker's Compensation	$4,460	$4,423	$4,423	$4,423	$3,640
Unemployment Insurance	$312	$273	$273	$273	$362
Professional Development	$2,185	$2,350	$2,350	$2,350	$2,350
Business Expense	$1,375	$1,455	$1,455	$1,455	$1,460
Repairs and Maintenance	$38,125	$35,424	$35,424	$60,424	$30,220
Professional Services	$14,888	$27,177	$27,177	$41,777	$26,020
Communications	$1,793	$2,014	$2,014	$2,014	$2,163
Office Supplies	$1,018	$550	$550	$550	$550
Departmental Supplies	$4,450	$1,400	$1,400	$1,400	$2,400
Auto Parts	$3,529	$5,120	$5,120	$5,120	$5,750
Building Supplies	$13,466	$16,420	$16,420	$16,420	$16,420
Uniforms	$731	$1,180	$1,180	$1,180	$1,180
COGS	$43,483	$40,483	$40,483	$40,483	$41,250
Electricity	$61,316	$66,040	$66,040	$65,720	$66,380
Natural Gas and Propane	$20,259	$26,940	$26,940	$27,000	$27,960
Water and Wastewater	$7,986	$8,500	$8,500	$7,920	$8,620
Property and Auto Insurance	$3,700	$3,650	$3,650	$3,650	$3,770
Liability Insurance	$2,200	$2,390	$2,390	$2,390	$2,430
Principal	$80,000	$75,030	$75,030	$75,030	$75,000
Interest	$27,843	$25,810	$25,810	$25,810	$22,847
Transfer Out - General	$85,518	$89,920	$89,920	$89,920	$88,406
Transfer Out - Solid Waste	$3,790	$4,850	$4,850	$4,850	$4,850
Total Expense	**$847,215**	**$897,880**	**$897,880**	**$918,044**	**$887,178**

Arena Fund

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Total Ice Rental Hours	1,610	1,665	1,568	1,560
2. Show Rental Revenue	$43,700	$52,130	$54,650	$54,880
3. Public Ice Skating Attendance	11,915	11,935	10,784	11,000
4. Recreational Hockey Stick/Puck Attendance	1,494	1,450	1,563	1,560

2026 Goals

1. Develop a plan to install a new skid-mounted ice plant. Investigate replacement of the 1950's compressors, while integrating recent EPA requirements for ammonia safety.
2. Narrow Arena deficit. Look at new ice-related opportunities such as new adult leagues. Investigate staffing alignments that will reduce payroll costs.
3. Capitalize on opportunities provided by the plans for a renewed Kiwanis Park. Work with show promoters for more outside events that will not interrupt existing shows or revenue programs such as roller skating.

2025 Goals Status

1. Continue to look for additional revenue opportunities.
   9-Month Status: The purchase of rentable tables and chairs was included in the Arena CIP. Reached a 100% booking rate for 2025 dry-floor shows. Hosting profitable co-promotion of the popular Indoor Yard Sale.

2. Continue to work with the Recreation & Parks Advisory Committee, the Arena Advisory Committee, and City staff from the Parks & Recreation and Community Development Departments, on the master plan for Kiwanis Park and the Everett Arena property.
   9-Month Status: Continuing to work with the Parks and Recreation Department to support the Kiwanis Park master plan.

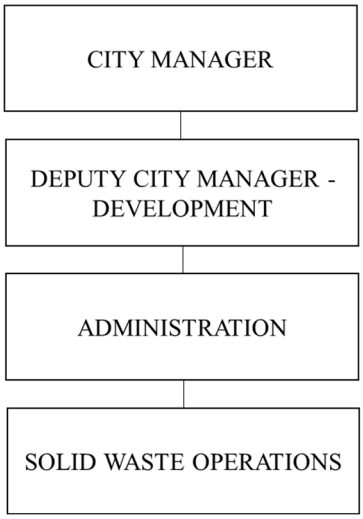
3. Continue to explore additional energy saving measures for the arena.
   9-Month Status: Investigating new compressor technology and opportunities for a high efficiency ice plant to replace the legacy system currently in place.

Solid Waste Fund

Mission

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

SOLID WASTE FUND
ORGANIZATIONAL CHART



Core Responsibilities

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

Solid Waste Fund

Fund Summary	2025 Revised	2025 Projected	2026 Budget
Revenue	**$4,123,245**	**$4,124,467**	**$4,172,010**
Expense	**$4,958,014**	**$4,926,754**	**$5,189,528**
Net Income (Loss)		**($802,287)**	**($1,017,518)**
Beginning Working Capital		**$3,700,702**	**$2,898,415**
Ending Working Capital		**$2,898,415**	**$1,880,898**

Reserve

This Fund has a goal to target a working capital reserve that is 20% of operating expenses, including debt service and capital expenditures.

Solid Waste Fund

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Other Permits	$96,180	$0	$0	$0	$0
Commercial Disposal	$1,246,397	$0	$0	$0	$0
DTSWRD - Downtown SW Rem Dist	$318,974	$310,440	$310,440	$310,440	$326,505
PAYT Bags	$1,555,388	$1,500,190	$1,500,190	$1,500,190	$1,500,190
PAYT Containers	$618,423	$620,000	$620,000	$620,000	$697,500
Contaminated Loads	$0	$500	$500	$500	$500
Cart Collection Program	$14,930	$14,400	$14,400	$14,400	$14,400
Motor Vehicle Waste Disposal	$98,936	$100,000	$100,000	$100,000	$100,000
Finance Charges	$5,357	$1,200	$1,200	$1,200	$1,200
Other Revenue	$68,527	$1,040	$1,040	$1,040	$1,040
Household Waste	$5,415	$5,340	$5,340	$6,562	$5,340
School District Payments	$83,232	$83,230	$83,230	$83,230	$83,230
Transfer In - General	$1,161,500	$1,467,845	$1,467,845	$1,467,845	$1,423,045
Transfer In - Golf	$3,000	$3,840	$3,840	$3,840	$3,840
Transfer In - Arena	$3,790	$4,850	$4,850	$4,850	$4,850
Transfer In - Water	$4,350	$5,570	$5,570	$5,570	$5,570
Transfer In - Wastewater	$3,750	$4,800	$4,800	$4,800	$4,800
Total Revenue	**$5,288,148**	**$4,123,245**	**$4,123,245**	**$4,124,467**	**$4,172,010**

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 Fund

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	$156,938	$169,587	$169,587	$158,990	$169,492
Temporary	$0	$10,460	$10,460	$0	$10,880
Overtime	$11,665	$15,700	$15,700	$14,330	$16,330
Allowance	$600	$600	$600	$600	$600
Retirement	$23,202	$25,071	$25,071	$23,450	$23,694
FICA	$12,877	$14,675	$14,675	$13,260	$14,929
Beneflex	$45,743	$53,241	$53,241	$46,230	$49,924
Worker's Compensation	$3,390	$2,670	$2,670	$2,670	$3,120
Unemployment Insurance	$62	$96	$96	$100	$124
Professional Development	$1,793	$1,700	$1,700	$1,700	$1,700
Business Expense	$4,439	$3,920	$3,920	$3,920	$4,100
Repairs and Maintenance	$431	$300	$300	$300	$300
Professional Services	$4,274,342	$4,610,980	$4,610,980	$4,610,980	$4,844,425
Communications	$2,382	$2,394	$2,394	$2,394	$2,298
Electricity	$9,044	$10,640	$10,640	$11,850	$11,980
Property and Auto Insurance	$120	$80	$80	$80	$80
Principal	$17,000	$16,000	$16,000	$16,000	$16,000
Interest	$3,122	$2,650	$2,650	$2,650	$2,302
Transfer Out - General	$3,600	$3,600	$3,600	$3,600	$3,600
Transfer Out - Parking	$13,650	$13,650	$13,650	$13,650	$13,650
Transfer Out - Gen Cap Proj	$50,000	$0	$0	$0	$0
Total Expense	**$4,634,402**	**$4,958,014**	**$4,958,014**	**$4,926,754**	**$5,189,528**

Solid Waste Fund

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Tons Diverted from Traditional Curbside Disposal	4,271	4,156	4,450	4,550
2. Percentage of Citizen Request Items Resolved	99%	99%	99%	99%
3. Households Serviced at Annual HHW Collection	410	455	433	433

2026 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. Continue planning efforts in anticipation of the new the impending transition to automated collection to occur in the new solid waste contract term.
4. Investigate efforts to increase diversion from traditional disposal.

2025 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
   9-Month Status: Staff and Casella have worked together to develop outreach and materials designed to correct contaminated recycling materials at the curbside, as well as in multi-family recycling arrangements.

2. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the City's SeeClickFix program in a timely manner.
   9-Month Status: Timely resolution to resident concerns remains a top priority for the Department. Staff works hand in hand with the collection contractor to ensure service standards are met.

3. Continue planning efforts in anticipation of the new the impending transition to automated collection to occur in the new solid waste contract term.
   9-Month Status: The General Services Department and the Solid Waste Advisory Committee continue to engage in planning efforts around the impending transition to automated collection, including work on developing a compliance program for Pay-As-You-Throw.

4. Investigate efforts to increase diversion from traditional disposal.
   9-Month Status: The General Services Department and the Sold Waste Advisory Committee continues to investigate and promote recycling and other forms of diversion from traditional disposal methods available to residents.

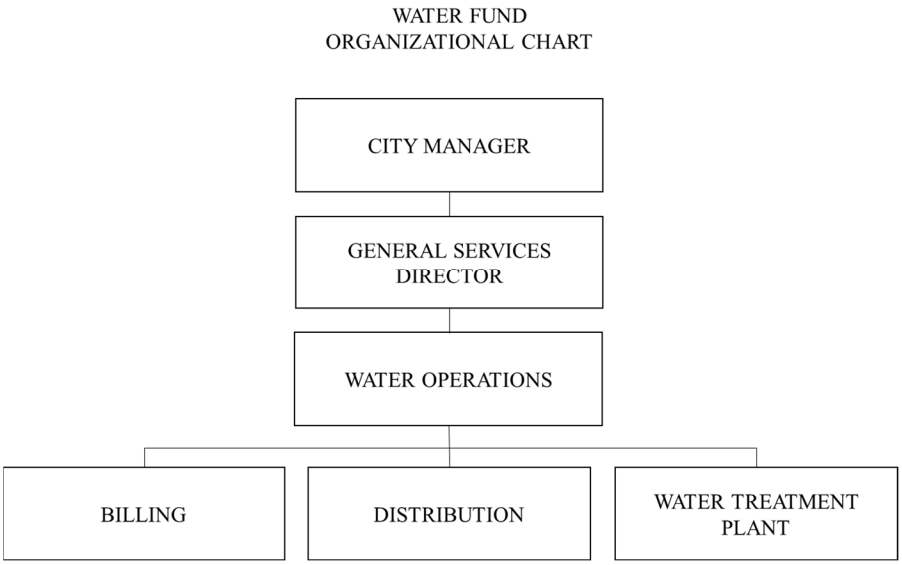
Enterprise Funds

		2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue						
Water		$6,692,713	$7,387,578	$7,387,578	$7,228,640	$7,916,290
Wastewater		$11,097,546	$11,244,102	$11,244,102	$10,500,332	$11,531,051
	Sub Total	**$17,790,260**	**$18,631,680**	**$18,631,680**	**$17,728,972**	**$19,447,341**
Expense						
Water		$7,181,036	$7,886,680	$7,886,680	$7,809,360	$8,066,230
Wastewater		$11,122,664	$11,688,396	$11,688,396	$11,402,956	$13,483,116
	Sub Total	**$18,303,700**	**$19,575,076**	**$19,575,076**	**$19,212,316**	**$21,549,346**

Water Fund

Mission

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



Core Responsibilities

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

Water Fund

Fund Summary	2025 Revised	2025 Projected	2026 Budget
Revenue	**$7,387,578**	**$7,228,640**	**$7,916,290**
Expense	**$7,886,680**	**$7,809,360**	**$8,066,230**
Net Income (Loss)		**($580,720)**	**($149,940)**
Beginning Working Capital		**$2,602,438**	**$2,021,718**
Ending Working Capital		**$2,021,718**	**$1,871,778**

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.

Water Fund

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Fines and Penalties	$24,966	$27,500	$27,500	$27,500	$27,500
Sundry Services	$19,026	$15,000	$15,000	$15,000	$15,000
Water Usage	$4,808,193	$5,519,598	$5,519,598	$5,313,520	$5,928,480
Water Availability	$1,251,178	$1,338,450	$1,338,450	$1,338,450	$1,428,800
Private Fire Service	$122,412	$110,000	$110,000	$120,000	$120,000
Other Service Charges	$171,446	$152,500	$152,500	$160,000	$160,000
Testing Services	$5,373	$2,500	$2,500	$3,000	$3,000
Utility Investment Fee	$73,125	$20,000	$20,000	$80,000	$60,000
Investment Income	$150,666	$147,020	$147,020	$135,000	$100,000
Sale of Assets	$7,875	$0	$0	$0	$0
Finance Charges	$9	$300	$300	$300	$300
Retiree Health Insurance	$33,104	$33,370	$33,370	$33,370	$41,010
Other Revenue	$25,340	$21,340	$21,340	$2,500	$32,200
Total Revenue	**$6,692,713**	**$7,387,578**	**$7,387,578**	**$7,228,640**	**$7,916,290**

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 six years, provides the basis for a conservative prediction for water consumption. Water Availability revenue is based on water meter size and is based on historical data. This revenue in conjunction with Water Usage revenue make up 92.9% of total revenue.

Water Fund

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	$1,455,347	$1,555,480	$1,555,480	$1,539,405	$1,673,727
Part Time	$3,932	$0	$0	$0	$0
Temporary	$12,623	$18,830	$18,830	$16,800	$19,580
Overtime	$66,465	$64,170	$64,170	$62,607	$66,740
Allowance	$1,200	$1,200	$1,200	$1,200	$600
Retirement	$208,280	$219,220	$219,220	$215,933	$221,908
FICA	$114,454	$121,502	$121,502	$123,841	$130,250
Beneflex	$535,576	$605,065	$605,065	$565,706	$590,171
Retiree Health	$114,272	$114,110	$114,110	$110,040	$124,670
Worker's Compensation	$18,700	$15,092	$15,092	$12,090	$19,760
Unemployment Insurance	$648	$788	$788	$787	$947
Professional Development	$17,043	$25,935	$25,935	$25,935	$26,440
Business Expense	$3,140	$2,373	$2,373	$2,373	$2,440
Repairs and Maintenance	$989	$4,270	$4,270	$4,270	$4,270
Professional Services	$129,663	$246,819	$246,819	$246,740	$269,285
Communications	$11,262	$10,138	$10,138	$10,138	$12,661
Bond Costs	$6,277	$15,880	$15,880	$15,880	$25,000
Office Supplies	-$1,066	$4,245	$4,245	$5,000	$4,550
Departmental Supplies	$196,398	$130,079	$130,079	$117,625	$132,480
Auto Parts	$13,818	$17,200	$17,200	$17,200	$17,200
Building Supplies	$0	$12,650	$12,650	$12,650	$13,150
Chemicals	$380,325	$527,240	$527,240	$527,240	$527,240
Vehicle Fuel	$22,723	$28,976	$28,976	$28,970	$28,610
Electricity	$204,065	$225,240	$225,240	$228,180	$230,470
Natural Gas and Propane	$21,084	$26,780	$26,780	$25,700	$25,930
Heating Oil and Kerosene	$0	$70,000	$70,000	$70,000	$70,000
Property and Auto Insurance	$33,750	$38,150	$38,150	$38,150	$37,860
Liability Insurance	$12,230	$12,710	$12,710	$12,450	$12,660
Taxes - Real Estate	$5,239	$6,000	$6,000	$6,000	$6,000
Capital Outlay - GL	$87,630	$124,000	$124,000	$124,000	$124,000
Principal	$1,640,028	$1,709,000	$1,709,000	$1,709,000	$1,804,697
Interest	$533,462	$515,000	$515,000	$515,000	$524,876
Transfer Out - Trust	$288,125	$260,000	$260,000	$260,000	$260,000
Transfer Out - General	$840,208	$864,218	$864,218	$864,130	$847,988
Transfer Out - Solid Waste	$4,350	$5,570	$5,570	$5,570	$5,570
Transfer Out - Gen Cap Proj	$63,500	$68,750	$0	$0	$0
Transfer Out - Water Capital	$135,296	$220,000	$288,750	$288,750	$204,500
Total Expense	**$7,181,036**	**$7,886,680**	**$7,886,680**	**$7,809,360**	**$8,066,230**

Water Fund

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Residential Per Capita Gallons Used per Day	72	71	70	69
2. Percentage of Turbidity Readings Below 0.1 NTUs	99%	99%	99%	99%

2026 Goals

1. Maintain fluoride optimization to 99%, receive optimization award from NHHHS.
2. Complete design of Portsmouth Street Booster Station (Profile Avenue).
3. Apply for available grants for Spillway rehabilitation.

2025 Goals Status

1. Maintain fluoride optimization to 99%, receive optimization award from NHHHS.
   9-Month Status: Optimized. Received 2023 award (12 month trailing).

2. Apply for and receive Penacook Lake spillway rehabilitation grant.
   9-Month Status: Not complete. Delay at NHDES in review process. Moved to 2026.

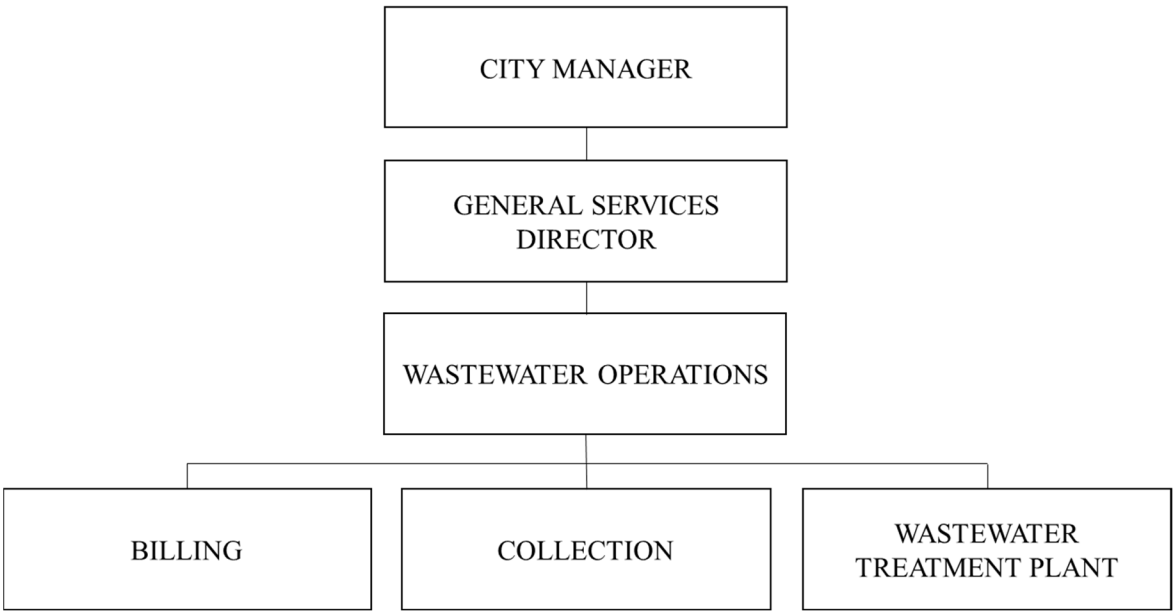
3. Complete construction of Primrose Tank control building.
   9-Month Status: Design complete. Construction to be completed in calendar year 2025.

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	2025 Revised	2025 Projected	2026 Budget
Revenue	**$11,244,102**	**$10,500,332**	**$11,531,051**
Expense	**$11,688,396**	**$11,402,956**	**$13,483,116**
Net Income (Loss)		**($902,624)**	**($1,952,065)**
Beginning Working Capital		**$6,870,779**	**$5,968,155**
Ending Working Capital		**$5,968,155**	**$4,016,090**

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.

Wastewater Fund

Budget Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Fines and Penalties	$30,945	$30,500	$30,500	$30,500	$30,500
Other Permits	$1,050	$1,500	$1,500	$1,500	$1,500
Other Service Charges	$8,000	$1,500	$1,500	$1,500	$1,500
Sewer Usage	$6,441,929	$7,458,412	$7,458,412	$6,790,980	$7,851,880
Sewer Fixed Charges	$1,655,921	$1,768,728	$1,768,728	$1,768,730	$1,901,383
Sewer Usage-Towns	$411,757	$346,000	$346,000	$346,000	$410,300
Leachate Processing	$1,146,169	$500,000	$500,000	$185,000	$0
Septage Processing	$486,789	$450,000	$450,000	$450,000	$500,000
Sludge Disposal	$72,758	$45,000	$45,000	$45,000	$55,000
Testing Services	$875	$1,600	$1,600	$2,500	$1,600
Utility Investment Fee	$63,373	$20,000	$20,000	$90,000	$20,000
Rental Income	$1,625	$1,625	$1,625	$1,625	$1,625
Investment Income	$481,074	$197,240	$197,240	$365,000	$300,000
Sale of Assets	$46,300	$0	$0	$0	$0
Finance Charges	$1,356	$500	$500	$500	$500
Retiree Health Insurance	$33,404	$33,370	$33,370	$33,370	$41,010
Other Revenue	$127,510	$61,250	$61,250	$61,250	$72,113
Share of Debt Service	$86,711	$326,877	$326,877	$326,877	$342,140
Total Revenue	**$11,097,546**	**$11,244,102**	**$11,244,102**	**$10,500,332**	**$11,531,051**

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 six years, provides the basis for a conservative prediction for wastewater processing. Sewer Fixed Charges revenue is based on water meter size and is based on historical data. Sewer Fixed Charges in conjunction with Sewer Usage revenue make up 87% of total revenue.

Wastewater Fund

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	$1,690,391	$1,802,034	$1,802,034	$1,855,425	$1,984,427
Part Time	$15,413	$11,283	$11,283	$13,174	$12,261
Temporary	$3,294	$10,810	$10,810	$2,490	$11,240
Overtime	$103,893	$88,550	$88,550	$101,532	$91,990
Allowance	$8,800	$1,800	$1,800	$29,430	$1,800
Retirement	$243,196	$255,797	$255,797	$264,110	$264,748
FICA	$135,448	$141,890	$141,890	$150,921	$155,792
Beneflex	$570,426	$636,298	$636,298	$638,193	$657,744
Retiree Health	$114,271	$114,110	$114,110	$110,040	$124,670
Worker's Compensation	$27,470	$22,022	$22,022	$22,020	$25,390
Unemployment Insurance	$850	$930	$930	$1,435	$1,088
Professional Development	$13,000	$10,155	$10,155	$11,950	$13,660
Business Expense	$4,355	$2,617	$2,617	$2,615	$2,620
Repairs and Maintenance	$209,020	$275,710	$275,710	$272,000	$290,900
Professional Services	$1,922,782	$1,643,757	$1,643,757	$1,298,394	$1,661,825
Communications	$6,461	$5,615	$5,615	$3,975	$11,273
Postage	$33	$119	$119	$119	$120
Bond Costs	$19,749	$54,000	$54,000	$54,000	$54,000
Office Supplies	$442	$4,245	$4,245	$4,245	$4,550
Departmental Supplies	$93,852	$121,857	$121,857	$111,880	$131,860
Auto Parts	$26,969	$15,000	$15,000	$15,000	$15,000
Building Supplies	$6,669	$16,070	$16,070	$14,260	$16,070
Uniforms	$9,735	$12,454	$12,454	$12,154	$12,450
Chemicals	$279,255	$415,920	$415,920	$338,000	$415,920
Vehicle Fuel	$33,171	$42,460	$42,460	$42,460	$43,090
Electricity	$648,669	$683,510	$683,510	$719,040	$726,260
Natural Gas and Propane	$114,439	$143,650	$143,650	$137,200	$137,550
Solid Waste Disposal	$10,660	$29,900	$29,900	$29,900	$29,900
Property and Auto Insurance	$55,990	$67,690	$67,690	$67,650	$67,830
Liability Insurance	$14,430	$15,270	$15,270	$25,270	$14,980
Capital Outlay - GL	$74,528	$63,800	$63,800	$75,000	$63,800
Principal	$2,286,418	$2,522,000	$2,522,000	$2,522,000	$3,267,478
Interest	$868,577	$934,120	$934,120	$934,120	$1,487,914
Transfer Out - Trust	$198,373	$155,000	$155,000	$155,000	$155,000
Transfer Out - General	$1,128,660	$1,254,404	$1,254,404	$1,254,404	$1,443,616
Transfer Out - Solid Waste	$3,750	$4,800	$4,800	$4,800	$4,800
Transfer Out - Gen Cap Proj	$63,500	$68,750	$0	$68,750	$0
Transfer Out - Wastewater Cap	$115,723	$40,000	$108,750	$40,000	$79,500
Total Expense	**$11,122,664**	**$11,688,396**	**$11,688,396**	**$11,402,956**	**$13,483,116**

Wastewater Fund

Service Indicators	2023 Actual	2024 Actual	2025 Estimated	2026 Projected
1. Number of Wastewater Odor Complaints Addressed	0	0	0	1
2. Number of wastewater samples provided to NH Public Health Laboratory	N/A	N/A	52	52

2026 Goals

1. Meet the community's expectation for odor control.
2. Complete wastewater sampling in support of the State of New Hampshire COVID Surveillance Program.
3. Maintain competitive rates with comparable communities in New Hampshire.
4. Institute cyber security upgrades for the division's SCADA systems.

2025 Goals Status

1. Meet the community's expectation for odor control.
   9-Month Status: The Wastewater Division has yet to receive any odor complaints during FY 2025. City staff continue to maintain and operate odor control equipment to ensure proper treatment of offensive odors.

2. Maintain competitive rates with comparable communities in New Hampshire.
   9-Month Status: The Wastewater Division projects operational costs will come in on budget for FY 2025.

3. Institute cyber security upgrades for the division's SCADA systems.
   9-Month Status: The division continues to work with the City's Information Technology Department to institute upgrades to the facility's electronic infrastructure.

TIF Districts & CIP Summary

Budget Summary	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Capital Projects	$21,282,576	$52,991,745	$54,163,821	$33,235,153	$30,940,250
North End Opp Cor TIF District	$580,868	$509,201	$509,201	$564,323	$564,300
Sears Block TIF District	$1,188,968	$1,138,575	$1,138,575	$1,117,705	$1,225,400
Penacook Village TIF District	$626,149	$670,983	$670,983	$669,139	$949,369
Sub Total	**$23,678,560**	**$55,310,504**	**$56,482,580**	**$35,586,320**	**$33,679,319**
Expense					
Capital Projects	$22,162,115	$52,991,745	$54,163,821	$15,065,362	$30,940,250
North End Opp Cor TIF District	$237,864	$250,240	$250,240	$250,240	$251,088
Sears Block TIF District	$1,251,764	$1,246,283	$1,246,283	$1,246,283	$1,228,721
Penacook Village TIF District	$434,470	$506,175	$506,175	$502,718	$687,370
Sub Total	**$24,086,213**	**$54,994,443**	**$56,166,519**	**$17,064,603**	**$33,107,429**

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 $45,868,355 in infrastructure improvements within these Districts, of which $23.4 million were TIF funds and $22.47 million were supported by other funding sources. These investments have served as a catalyst for $128,850,305 in new assessed value generated by several real estate development projects (FY 2025 estimate).

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

1) The **North End Opportunity Corridor Tax Increment Finance District (NEOCTIF)** was established on March 23, 1998, and most recently amended on April 14, 2014. This district was established to facilitate cleanup and redevelopment of the former Concord Lumber property and surrounding parcels in the vicinity of Horseshoe Pond and Exit 15 on Interstate 93. Since 1998, the City's total capital investment in the NEOCTIF District has been $7,796,200, of which $6,846,700 were TIF supported funds and $949,500 were non-TIF funds ($849,500 from the City's Economic Development Reserve Fund and $100,000 in donations from the Capital Regional Development Council). To date, this investment has yielded $51,474,500 in new private development (FY 2025 estimate). Presently, the NEOCTIF District encompasses approximately 68 acres.

2) The **Sears Block Tax Increment Finance District (SBTIF)** was established on September 8, 2003, and most recently amended on August 12, 2019. This district was established to facilitate cleanup and redevelopment of the former Sears Block and surrounding properties located in downtown Concord. The former Sears Block is now occupied by the Hotel Concord mixed use building and the Storrs Street Municipal Parking Garage. Since 2003, the City's total capital investment in the SBTIF District has been $23,054,840, of which $9,232,000 were TIF funds. To date, this investment has served as a catalyst for $53,790,115 in new private development (FY 2025 estimate). Presently, the SBTIF District encompasses approximately 22 acres.

3) The **Penacook Village Tax Increment Finance District (PVTIF)** was established on June 14, 2010, and most recently amended on April 12, 2021. This district was established to facilitate cleanup and redevelopment of the former Allied Leather Tannery Site and surrounding properties in Penacook Village, as well as to foster development at Whitney Road. The City's total capital investment in the PVTIF District has been $15,017,315, of which $7,325,000 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. To date, the City's investment in TIF improvements has yielded $23,585,690 in new private development (FY 2025 estimate). Presently, the PVTIF District encompasses approximately 243 acres.

TIF Districts & CIP Summary

NEOCTIF Fund Summary	2025 Revised	2025 Projected	2026 Budget
Revenue	**$509,201**	**$564,323**	**$564,300**
Expense	**$250,240**	**$250,240**	**$251,088**
Net Income (Loss)		**$314,083**	**$313,212**
Beginning Working Capital		**$2,923,019**	**$3,237,102**
Ending Working Capital		**$3,237,102**	**$3,550,314**

NEOCTIF Fund Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Property Taxes	$483,198	$479,201	$479,201	$484,323	$494,300
Investment Income	$97,670	$30,000	$30,000	$80,000	$70,000
Total Revenue	**$580,868**	**$509,201**	**$509,201**	**$564,323**	**$564,300**
Expense					
Professional Services	$15,743	$27,480	$27,480	$27,480	$28,776
Principal	$30,000	$30,000	$30,000	$30,000	$30,000
Interest	$9,631	$8,440	$8,440	$8,440	$7,531
Transfer Out - General	$182,490	$184,320	$184,320	$184,320	$184,781
Total Expense	**$237,864**	**$250,240**	**$250,240**	**$250,240**	**$251,088**

TIF Districts & CIP Summary

North End Opportunity Corridor Tax Finance District

The FY 2026 projected total incremental assessed value of new development constructed within the NEOCTIF District is $51,474,500.

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 2026, the City will allocate $33,973,170 of incremental assessed value created in the District to support the City's General Fund and other taxing authorities. It is projected that the $33,973,170 of allocated assessed value will yield approximately $959,531 in revenues for the City's General Fund, as well as the Concord School District, Merrimack County, and State of New Hampshire, combined.

The remaining $17,501,330 of incremental assessed value created in the NEOCTIF shall be retained to support the District's debt service and operating costs, as well as grow working capital to support future investments within the District. Future investments may include CIP #18 Storrs Street North Extension (Storrs Street to Constitution Avenue), as well as that portion of CIP #543 Merrimack River Greenway Trail, which may traverse through the NEOCTIF District for the purposes of connecting Terrill Park to the Northern Main Line Railroad corridor at Horseshoe Pond Lane.

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

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

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

TIF Districts & CIP Summary

SBTIF Fund Summary	2025 Revised	2025 Projected	2026 Budget
Revenue	**$1,138,575**	**$1,117,705**	**$1,225,400**
Expense	**$1,246,283**	**$1,246,283**	**$1,228,721**
Net Income (Loss)		**($128,578)**	**($3,321)**
Beginning Working Capital		**$361,412**	**$232,834**
Ending Working Capital		**$232,834**	**$229,513**

SBTIF Fund Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Property Taxes	$1,174,015	$1,128,575	$1,128,575	$1,107,705	$1,215,400
Investment Income	$14,953	$10,000	$10,000	$10,000	$10,000
Total Revenue	**$1,188,968**	**$1,138,575**	**$1,138,575**	**$1,117,705**	**$1,225,400**
Expense					
Professional Services	$0	$19,975	$19,975	$19,975	$20,475
Principal	$393,700	$401,600	$401,600	$401,600	$410,570
Interest	$120,294	$104,880	$104,880	$104,880	$88,675
Transfer Out - General	$428,960	$415,721	$415,721	$415,721	$408,810
Transfer Out - Parking	$308,810	$304,107	$304,107	$304,107	$300,191
Transfer Out - SearsBlkTIF Cap	$0	$0	$0	$0	$0
Total Expense	**$1,251,764**	**$1,246,283**	**$1,246,283**	**$1,246,283**	**$1,228,721**

TIF Districts & CIP Summary

Sears Block Tax Finance District

The FY 2026 projected total incremental assessed value of new development constructed within the Sears Block TIF (SBTIF) District is $53,790,115.

Property tax revenues generated by the incremental assessed value are retained by the District to support debt service and operating expenses.

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

Infrastructure investments within the SBTIF District include construction of the Storrs Street Parking Garage and related improvements, the Main Street Complete Streets Project (CIP #460), installation of underground utilities on South Main Street, as well as acquisition and environmental abatement of the former NH Employment Security property at 32 South Main Street.

The FY 2026 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 2026, the SBTIF will transfer $408,810 to the General Fund, as follows:

1) $24,635 in Administrative Fees associated with management and administration of the SBTIF District;
2) $152,393 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) $43,997 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; and
4) $187,785 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 make a final transfer of $300,191 to the Parking Fund in FY 2026. As initiated in FY 2016, the SBTIF contributes 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, respectively. With the debt service payments for these bonds expiring, the TIF transfers to the Parking Fund will be discontinued

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

In FY 2026, the SBTIF will release $10,758,018 of the captured incremental assessed value and property tax revenues associated therewith, in the amount of 303,847, to support the City's General Fund, as well as the Concord School District, Merrimack County and State of New Hampshire. The amount to be released equates to 20% of the total captured incremental assessed value.

TIF Districts & CIP Summary

PVTIF Fund Summary	2025 Revised	2025 Projected	2026 Budget
Revenue	**$670,983**	**$669,139**	**$949,369**
Expense	**$506,175**	**$502,718**	**$687,370**
Net Income (Loss)		**$166,421**	**$261,999**
Beginning Working Capital		**$664,160**	**$830,581**
Ending Working Capital		**$830,581**	**$1,092,580**

PVTIF Fund Detail	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Property Taxes	$577,340	$653,589	$653,589	$643,245	$626,500
Investment Income	$48,694	$15,000	$15,000	$23,500	$15,000
Finance Charges	$114	$0	$0	$0	$0
Other Revenue	$0	$2,394	$2,394	$2,394	$307,869
Total Revenue	**$626,149**	**$670,983**	**$670,983**	**$669,139**	**$949,369**
Expense					
Professional Services	$32,764	$91,205	$91,205	$91,205	$136,616
Departmental Supplies	$0	$5,000	$5,000	$2,000	$5,125
Electricity	$618	$930	$930	$590	$600
Water and Wastewater	$375	$360	$360	$190	$210
Principal	$220,000	$222,890	$222,890	$222,890	$303,800
Interest	$131,052	$123,580	$123,580	$123,633	$178,504
Transfer Out - Trust	$35,000	$47,400	$47,400	$47,400	$47,411
Transfer Out - General	$14,660	$14,810	$14,810	$14,810	$15,104
Total Expense	**$434,470**	**$506,175**	**$506,175**	**$502,718**	**$687,370**

TIF Districts & CIP Summary

Penacook Village Tax Increment Finance District

The FY 2026 projected total incremental assessed value of new real estate development within the Penacook Village TIF (PVTIF) District is $23,585,690. This amount is captured by the PVTIF District and is available to support the District's operating, administration, and debt service costs. This incremental assessed value is largely associated with the Penacook Family Physicians medical office building located at 4 Crescent Street, Caleb Development Corporation's Penacook Landing housing development located at 33-35 Canal Street, as well as new development associated with the Merchants Way project located at Whitney Road.

The City's total capital investment in the PVTIF District to date is $15,017,315, of which $7,325,000 was directly supported by the TIF District. This figure includes monies expended by the City on the acquisition, cleanup, and redevelopment of the former Allied Leather Tannery and Amazon Realty sites prior to the establishment of the PVTIF in 2010, as well as a $500,000 Community Development Block Grant for site improvements associated with the Caleb Development Corporation's "Penacook Landing" affordable housing development. This figure also includes funds appropriated by the City Council for CIP #30, Hoit Road (US Route 4)/Whitney Road Intersection Improvement Project, to support the "Merchant's Way" development located at 1 Whitney Road, as well as CIP #567, Canal Street Riverfront Park.

Due to the District's success, in FY 2023 the PVTIF began releasing 10% of its captured incremental assessed value to support the City's General Fund, Merrimack Valley School District, Merrimack County, and State of New Hampshire. In FY 2024, this figure increased to 15%. In FY 2026, $3,537,854 of captured incremental assessed value will be released, which is projected to generate $110,568 of property tax revenue for these entities, combined. Subject to future development and capital investments within the PVTIF, it is anticipated this amount will vary over time.

In FY 2023, the PVTIF began reimbursing the City's Economic Development Reserve (EDR) Fund for past investments, which it financed within the District primarily associated with redevelopment of the Allied Leather Tannery (Penacook Mill) site. This practice will continue in FY 2026 with an installment payment of $47,411. The total outstanding principal and interest balance owed to the EDR Fund is $616,340. Annual payments will increase incrementally over time, and it is anticipated the EDR Fund will be fully repaid by FY 2039. Repayment of the EDR Fund is expressly included in the PVTIF District's Development Program and Financing Plan, and shall be undertaken in accordance therewith.

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

Development of CIP #567 was included in the PVTIF Development Program and Financing Plan, which was readopted by the City Council on April 12, 2021. In FY 2022, the City Council appropriated $110,000 of recreational impact fees to design and permit the new Canal Street Riverfront Park. In FY 2023, $1,247,760 was appropriated for construction, excluding asterisked funds. The FY 2024 CIP included $2,012,071 to fully fund construction, of which $1,500,000 are PVTIF supported bonds and notes, $500,000 are Land and Water Conservation Fund grants, and $12,071 are recreational impact fees. Combined, the City's total investment in the new Canal Street Riverfront Park is $3,259,831, of which $2,525,000 (or 77%) will be funded by the PVTIF District. Construction of the Park was completed in FY 2025, and it will be formally opened in the spring of 2025. Operating costs for the Park have been budgeted in FY 2026.

In accordance with its Development Program and Financing Plan, the PVTIF District shall terminate when the purposes for which the District was established are fulfilled, and all debt service supported by the District is fully satisfied. Including appropriations for CIP #30, as well as proposed PVTIF appropriations for CIP #567, the projected termination date for the PVTIF 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 2026 budget only appropriates funding for those projects scheduled for the upcoming fiscal year. Specifically, cash outlays and transfers from the General Fund, various reserve funds, and special revenue and enterprise funds are appropriated as part of the City's annual budget adoption process. The bonded capital budget resolution appropriates most bonded projects at the time of budget adoption, thereby alleviating the need to have separate appropriation actions throughout the year.

Funding for certain projects has been omitted from the capital resolution – as denoted by an asterisk – as these projects typically require funds from the State/Federal government, or from donations, or other actions in order to move forward. Such projects will be presented for future City Council approval when confirmation of outside funding has been received. In other cases, asterisked projects are still preliminary in nature or are subject to ongoing discussions or negotiations with regulators or other third parties. In addition, projects supported by Tax Increment Financing (TIF) may also be asterisked if said projects require amendments to the respective TIF district's development program and financing plan. Funding commitments for the ensuing "out years" of the CIP (FY 2027 – 2035) shall be reviewed as part of the budget adoption process for those respective fiscal years.

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

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

The FY 2026 CIP runs from FY 2026 to FY 2035. 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 2026 projects. However, not all projects will be funded through the current budget resolutions. Excluded projects are identified with an asterisk (*) in the CIP tables and have been omitted from the capital appropriation in the current fiscal year's budget resolutions. The table Appropriations by Funding Source, which immediately follows this section, contains the capital appropriation by funding source for this fiscal year's budget appropriation.

TIF Districts & CIP Summary

Selection and Prioritization of Capital Projects

In accordance with past practice, capital projects proposed for funding and implementation in FY 2025 were reviewed and recommended for funding if they satisfied one or more of the following criteria:

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

TIF Districts & CIP Summary

Appropriations and Repurposing by Department		2026 Budget
City Manager /Operation		
432	State Street Parking Garage (Formerly Firehouse Block)	$113,146
433	School Street Parking Garage (Formerly Durgin Block)	$1,200,000
Sub Total		**$1,313,146**
Finance Purchasing		
628	LED Streetlight Replacement	$1,150,000
631	Multi-Function Photocopy Machines	$32,000
Sub Total		**$1,182,000**
Information Technology		
2	Information Technology Hardware & Software Replacement	$236,000
615	Fiber System Replacement	$25,000
Sub Total		**$261,000**
Police - Operations		
575	Police Vehicle & Equipment Replacement	$280,000
Sub Total		**$280,000**
Fire		
4	Fire Department Vehicle Replacement	$1,180,000
375	Fire Department Boats	$22,500
376	Fire Department Hose & Equipment Replacement	$36,849
573	Fire Department Personnel Protective Equipment	$50,000
594	New Central Fire Station	$150,000
661	Traffic Signals: Gridsmart Processer Replacement	$41,000
Sub Total		**$1,480,349**
GS-Highway / Utilities		
78	Annual Highway Improvement Program	$2,800,000
121	Vehicle & Equipment Replacement Program	$1,769,000
Sub Total		**$4,569,000**
GS-Public Properties		
63	City Wide Recreation Facility Improvements	$35,000
64	Arena Improvements	$106,830
323	Combined Operations & Maintenance Facility (COMF) Improvements	$40,338
Sub Total		**$182,168**

TIF Districts & CIP Summary

		2026 Budget
GS-Water		
88	Water Plant Improvements	$180,000
124	Water System SCADA Improvements	$30,000
244	Water Meter Replacement Program	$375,000
347	Water Storage Tank Repairs	$50,000
372	Water System Pump Station Improvements	$1,020,000
451	Leak Detection	$10,000
669	Water Meter Pit Rehabilitation	$85,000
Sub Total		**$1,750,000**
GS-Sewer		
104	Hall Street Waste Water Treatment Plant Improvements	$5,900,330
648	Wastewater Master Plan Update	$850,441
Sub Total		**$6,750,771**
CD-Community Planning		
563	Master Plan Update	$400,177
574	Development Permitting Software	$77,894
Sub Total		**$478,071**
CD-Engineering Services		
17	Sidewalk, Bikeway and Streetscape Improvements	$55,000
31	Broadway / West Street Intersection Improvements (McKee Square)	$25,000
72	Runway Pavement Improvements	$9,750
83	Storm Water Improvements	$500,000
85	Water Main Replacement	$1,500,142
91	Sewer Main Rehabilitation and Construction	$40,000
283	Traffic Signals and Traffic Operations Improvements	$1,105,528
297	Geographic Information Systems (GIS)	$30,000
471	Airport Fuel Farm	$269,000
520	Intersection Safety Improvements	$180,000
570	Pleasant/Warren/Fruit Intersection Improvements	$100,000
588	Loudon Road Bridge Improvement Project	$550,000
590	Downtown Civic District Sidewalk Replacement	$630,000
602	Iron Works Road Bridge Replacement Project	$75,000
647	Inflow & Infiltration Removal	$110,000
Sub Total		**$5,179,420**

TIF Districts & CIP Summary

		2026 Budget
Library		
68	Library	$400,631
Sub Total		**$400,631**
Rec-Grounds		
51	White Park	$453,055
56	Rollins Park	$110,000
107	Golf Course Club House and Maintenance Buildings	$5,910,000
235	Golf Course Grounds Improvements	$400,000
443	City-Wide Community Center	$130,000
530	Golf Course Equipment	$90,000
543	Merrimack River Greenway Trail Project	$100,000
557	Memorial Field	$140,000
569	Parks and Cemeteries Small Turf Equipment	$125,000
587	Cemetery Improvements	$275,000
Sub Total		**$7,733,055**
City Clerk Elections		
673	Election Equipment Replacement	$90,000
Sub Total		**$90,000**
Total		**$31,649,611**

TIF Districts & CIP Summary

Capital Improvement Program 2026-2033

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 Improvements (McKee Square)	CD-Engineering Services
36	Manchester Street / Route 3 South	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
59	Terrill Park	Rec-Grounds
60	Kiwanis (Waterfront) Park	Rec-Grounds
63	City Wide Recreation Facility Improvements	GS-Public Properties
64	Arena Improvements	GS-Public Properties
65	City Hall Renovations	GS-Public Properties
68	Library	Library
71	Runway Protection Zones: Property Acquisition	CD-Engineering Services
72	Runway Pavement Improvements	CD-Engineering Services
75	General Airport Repairs	GS-Public Properties
77	Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	CD-Engineering Services
78	Annual Highway Improvement Program	GS-Highway / Utilities
83	Storm Water Improvements	CD-Engineering Services
84	Water Main Cleaning & Lining	CD-Engineering Services
85	Water Main Replacement	CD-Engineering Services
86	Water Main Construction	CD-Engineering Services
88	Water Plant Improvements	GS-Water
89	Hall Street Waste Water Treatment Plant Odor Control	GS-Sewer
91	Sewer Main Rehabilitation and Construction	CD-Engineering Services
104	Hall Street Waste Water Treatment Plant Improvements	GS-Sewer
107	Golf Course Club House and Maintenance Buildings	Rec-Grounds
114	Penacook Lake Dam and Spillway Rehabilitation	GS-Water
121	Vehicle & Equipment Replacement Program	GS-Highway / Utilities
124	Water System SCADA Improvements	GS-Water
230	Opticom Replacement	Fire
235	Golf Course Grounds Improvements	Rec-Grounds
244	Water Meter Replacement Program	GS-Water
252	Fire Station Improvements	Fire
275	Sewer Pump Station Improvements	GS-Sewer
283	Traffic Signals and Traffic Operations Improvements	CD-Engineering Services

TIF Districts & CIP Summary

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

TIF Districts & CIP Summary

Project #	Title	Department
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	Rec-Grounds
551	Library Maintenance	GS-Public Properties
555	Handgun Replacement	Police - Operations
557	Memorial Field	Rec-Grounds
560	Fire Training Facility	Fire
561	Fire Alarm Infrastructure Replacement	Fire
563	Master Plan Update	CD-Community Planning
567	Penacook Riverfront Parks	City Manager /Operation
569	Parks and Cemeteries Small Turf Equipment	Rec-Grounds
570	Pleasant/Warren/Fruit Intersection Improvements	CD-Engineering Services
572	Airport Master Plan	CD-Engineering Services
573	Fire Department Personnel Protective Equipment	Fire
574	Development Permitting Software	CD-Community Planning
575	Police Vehicle & Equipment Replacement	Police - Operations
579	Downtown Squares	GS-Public Properties
583	New Heights Fire Station	Fire
587	Cemetery Improvements	Rec-Grounds
588	Loudon Road Bridge Improvement Project	CD-Engineering Services
590	Downtown Civic District Sidewalk Replacement	CD-Engineering Services
594	New Central Fire Station	Fire
595	Parking Meters	Police - Operations
596	Surface Lots	City Manager /Operation
597	Parking Beacons	Police - Operations
599	Zoning Update	CD-Community Planning
600	Impact Fee Ordinance Update	CD-Community Planning
601	Design Guidelines Update	CD-Community Planning
602	Iron Works Road Bridge Replacement Project	CD-Engineering Services
607	Video System Replacement	Police - Operations
611	Eastman Street Retaining Wall	CD-Engineering Services
615	Fiber System Replacement	Information Technology
627	Parking Strategic Plan	City Manager /Operation
628	LED Streetlight Replacement	Finance Purchasing
629	Police Body Worn Cameras and In-Car Video	Police - Operations
630	Police Computer Crimes Hardware and Equipment	Police - Operations

TIF Districts & CIP Summary

Project #	Title	Department
631	Multi-Function Photocopy Machines	Finance Purchasing
636	Electric Vehicle (EV) Charging Stations	GS-Public Properties
643	Police Headquarters (New)	Police - Operations
645	Police Department RMS/CAD Upgrade	Police - Operations
647	Inflow & Infiltration Removal	CD-Engineering Services
648	Wastewater Master Plan Update	GS-Sewer
656	River Bank Stabilization Projects	CD-Engineering Services
659	North Main Street Corridor Improvements	CD-Engineering Services
661	Traffic Signals: Gridsmart Processer Replacement	Fire
664	Concord Stables Redevelopment	CD-Community Planning
665	Broadway Fire Station	Fire
666	Manor Fire Station	Fire
669	Water Meter Pit Rehabilitation	GS-Water
671	Knox Key Secure	Fire
673	Election Equipment Replacement	City Clerk Elections

City of Concord, New Hampshire

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

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Base Value for Debt Limits (1)	$ 3,911,961,065	$ 4,001,809,256	$ 4,033,007,307	$ 4,224,516,413	$ 4,400,883,875	$ 4,574,864,938	$ 4,995,493,062	$ 5,606,823,125	$ 6,744,400,131	$ 7,402,442,899
Legal Debt Limits (% of Base Value)										
General - 1.75% thru 1998, 3% 1999 on (2)	$ 117,358,832	$ 120,054,278	$ 120,990,219	$ 126,735,492	$ 132,026,516	$ 137,245,948	$ 149,864,792	$ 168,204,694	$ 202,332,004	$ 222,073,287
Water - 10% (2)	$ 391,196,107	$ 400,180,926	$ 403,300,731	$ 422,451,641	$ 440,088,388	$ 457,486,494	$ 499,549,306	$ 560,682,313	$ 674,440,013	$ 740,244,290
Issued Debt at June 30										
Total Issued Debt at June 30	$ 76,554,459	$ 81,679,007	$ 87,421,100	$ 94,920,956	$ 98,135,097	$ 101,593,459	$ 96,326,305	$ 98,383,803	$ 100,780,943	$ 102,517,515
Less Water Fund	(12,909,306)	(14,595,612)	(15,444,901)	(15,950,744)	(15,599,418)	(18,448,862)	(17,710,255)	(16,637,453)	(15,523,993)	(14,945,715)
Less Sewer Fund (3)	(13,770,736)	(16,861,971)	(18,225,019)	(19,429,743)	(19,740,561)	(18,395,589)	(17,712,040)	(18,139,041)	(22,899,153)	(23,920,595)
Less Tax Increment Debt (3)	(7,947,200)	(7,206,400)	(6,601,400)	(5,981,400)	(5,501,400)	(4,831,400)	(3,546,570)	(8,420,470)	(7,935,270)	(7,359,460)
Less Landfill Debt (3)	-	-	-	-	-	-	-	-	-	-
Authorized Unissued at June 30										
Total Authorized Unissued Debt at June 30	3,209,305	14,827,958	16,769,126	13,849,075	9,009,326	4,912,426	10,152,106	6,555,626	7,846,387	12,692,526
Less Golf Fund	(93,000)	(60,000)	(3,000)	(3,000)	-	-	-	-	-	-
Less Arena Fund	-	-	(76,500)	(3,000)	-	-	-	-	-	-
Less Solid Waste Fund	-	-	-	-	-	-	-	-	-	-
Less Water Fund	(136)	(36,500)	(136,500)	(36,500)	(791,700)	(36,500)	(361,500)	-	(230,900)	(305,900)
Less Sewer Fund (3)	-	(36,500)	(136,500)	(36,500)	(356,500)	(36,500)	(36,500)	(3,040,000)	(180,900)	-
Less Tax Increment Debt (3)	-	-	-	-	-	-	-	-	-	-
Total Debt Subject to general limit	$ 45,043,386	$ 57,709,982	$ 63,566,406	$ 67,329,144	$ 65,154,844	$ 64,757,034	$ 67,111,546	$ 58,702,465	$ 61,857,114	$ 68,678,371
Legal Debt Margin										
General	72,315,446	62,344,296	57,423,813	59,400,348	66,871,672	72,488,914	82,753,246	109,502,229	140,474,890	153,394,916
Water Fund	378,286,665	385,548,813	387,719,330	406,464,397	423,697,270	439,001,132	481,477,551	544,044,860	658,685,120	724,992,675
% of Legal Debt Limits Used										
General	38.4%	48.1%	52.5%	53.1%	49.3%	47.2%	44.8%	34.9%	30.6%	30.9%
Water Fund	3.3%	3.6%	3.8%	3.8%	3.5%	4.0%	3.5%	3.0%	2.3%	2.0%

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: Bonds and Unamortized Premiums	Governmental Activities: Loans and Leases	Business-Type Activities: Bonds and Unamortized Premiums	Total Primary Government	Per Capita	Percentage of Personal Income	Percentage of Estimated Actual Taxable Value of Property
2024	$ 69,369,762	$ 572,273	$ 42,199,004	$ 112,141,039	$ 2,500	5.83%	2.15%
2023	67,646,907	625	41,578,360	109,225,892	2,454	6.33%	2.12%
2022	68,451,161	677	37,304,999	105,756,837	2,403	6.46%	2.07%
2021	64,741,813	3,998	37,957,428	102,703,239	2,335	6.53%	2.22%
2020	67,845,016	13,593	38,956,607	106,815,216	2,448	7.22%	2.46%
2019	65,295,547	23,188	36,976,773	102,295,508	2,356	7.29%	2.45%
2018	58,354,719	32,783	36,566,237	94,953,739	2,206	7.15%	2.36%
2017	52,624,030	-	34,797,070	87,421,100	2,038	6.70%	2.22%
2016	49,142,637	-	32,536,371	81,679,008	1,916	6.38%	2.12%
2015	48,874,693	-	27,679,766	76,554,459	1,804	5.94%	2.03%

City of Concord, New Hampshire

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

Fiscal Year	Local Assessed Value (1) Residential	Commercial/ Industrial	Utilities	Total Assessed Value	Less Exemptions to Assessed Value (1)	Total Taxable Assessed Value (1)	Total Direct Tax Rate per $1,000 of Assessed Value	Estimated Full Value (2)	Ratio of Total Assessed Value to Total Estimated Full Value
2024	$ 3,261,232,274	$1,765,264,910	$ 284,784,800	$5,311,281,984	$ 114,254,769	$ 5,197,027,215	$ 24.69	$ 7,402,442,899	71.8%
2023	3,241,954,931	1,746,910,474	276,071,000	5,264,936,405	109,828,481	5,155,107,924	23.74	6,744,400,131	78.1%
2022	3,217,759,281	1,713,136,711	270,280,900	5,201,176,892	97,267,636	5,103,909,256	22.86	5,606,823,125	92.8%
2021	2,830,551,174	1,654,802,768	239,004,500	4,724,358,442	91,557,083	4,632,801,359	24.32	4,995,493,062	94.6%
2020	2,590,372,174	1,627,391,900	218,854,000	4,436,618,074	92,714,134	4,343,903,940	25.08	4,607,017,330	96.3%
2019	2,462,226,874	1,602,481,857	203,135,500	4,267,844,231	87,033,611	4,180,810,620	25.44	4,430,221,635	96.3%
2018	2,341,028,799	1,531,794,890	188,082,990	4,060,906,679	30,676,026	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%

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)

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
General Fund										
Nonspendable	$ 152,871	$ 168,027	$ 212,814	$ 375,704	$ 380,210	$ 811,360	$ 817,292	$ 1,068,255	$ 414,811	$ 1,022,495
Committed	3,265,799	4,106,177	5,271,321	4,791,914	5,354,512	5,103,714	5,033,003	4,610,945	7,018,915	7,432,922
Assigned	960,000	930,000	975,000	975,000	1,400,000	2,780,000	2,800,389	1,425,000	2,979,500	3,709,760
Unassigned	10,171,068	10,735,579	11,015,079	11,371,395	11,769,490	11,025,950	12,067,362	13,219,990	15,570,778	15,645,535
Total General Fund	$ 14,549,738	$ 15,939,783	$ 17,474,214	$ 17,514,013	$ 18,904,212	$ 19,721,024	$ 20,718,046	$ 20,324,190	$ 25,984,004	$ 27,810,712
Other Governmental Funds										
Nonspendable	$ 12,631,335	$ 11,465,110	$ 12,586,124	$ 13,547,616	$ 11,229,848	$ 11,411,057	$ 13,091,419	$ 13,165,209	$ 14,128,372	$ 14,187,185
Restricted	11,848,567	11,105,618	13,594,542	11,556,505	17,159,828	20,778,744	22,621,252	26,110,269	27,284,644	38,304,808
Committed	6,977,411	5,439,600	4,083,185	3,038,764	4,903,220	3,017,327	2,909,845	4,668,610	5,858,698	6,880,088
Unassigned	(726,422)	(2,091,373)	(2,180,891)	(4,747,101)	(2,462,365)	(682,657)	(2,399,589)	(4,532,776)	(4,002,178)	(8,709,752)
Total Other Funds	$ 30,730,891	$ 25,918,955	$ 28,082,960	$ 23,395,784	$ 30,830,531	$ 34,524,471	$ 36,222,927	$ 39,411,312	$ 43,269,536	$ 50,662,329

Data Source:
Audited Financial Statements

FISCAL YEAR 2026
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
General								
2	Information Technology Hardware & Software Replacement	177,000	0	0	177,000	0	0	0
4	Fire Department Vehicle Replacement	1,180,000	1,180,000	0	0	0	0	0
17	Sidewalk, Bikeway and Streetscape Improvements	55,000	40,000	0	0	0	0	15,000
31*	Broadway / West Street Intersection Improvements (McKee Square)	375,000	0	0	0	0	375,000	0
31	Broadway / West Street Intersection Improvements (McKee Square)	25,000	0	0	0	0	0	25,000
36*	Manchester Street / Route 3 South	690,000	0	0	0	0	520,000	170,000
51	White Park	453,055	390,000	63,055	0	0	0	0
56	Rollins Park	110,000	110,000	0	0	0	0	0
60*	Kiwanis (Waterfront) Park	1,000,000	0	0	0	500,000	0	500,000
63	City Wide Recreation Facility Improvements	35,000	35,000	0	0	0	0	0
64	Arena Improvements	106,830	0	106,830	0	0	0	0
68	Library	400,631	320,000	80,631	0	0	0	0
78	Annual Highway Improvement Program	2,800,000	0	0	0	0	0	2,800,000
83	Storm Water Improvements	500,000	500,000	0	0	0	0	0
107	Golf Course Club House and Maintenance Buildings	5,850,000	5,600,000	0	0	250,000	0	0
121	Vehicle & Equipment Replacement Program	1,507,000	1,507,000	0	0	0	0	0
235	Golf Course Grounds Improvements	400,000	400,000	0	0	0	0	0
283*	Traffic Signals and Traffic Operations Improvements	54,000	0	0	0	0	54,000	0

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
283	Traffic Signals and Traffic Operations Improvements	1,105,528	1,100,000	5,528	0	0	0	0
297	Geographic Information Systems (GIS)	10,000	0	0	10,000	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	20,338	5,000	15,338	0	0	0	0
375	Fire Department Boats	22,500	0	0	22,500	0	0	0
376	Fire Department Hose & Equipment Replacement	36,849	21,000	15,849	0	0	0	0
443	City-Wide Community Center	130,000	130,000	0	0	0	0	0
515*	Golf Course Winter Recreation Improvements	100,000	0	0	0	100,000	0	0
520	Intersection Safety Improvements	180,000	0	0	0	0	0	180,000
543	Merrimack River Greenway Trail Project	100,000	20,000	0	0	0	80,000	0
557*	Memorial Field	1,360,000	610,000	0	0	750,000	0	0
557	Memorial Field	140,000	0	0	0	0	0	140,000
563	Master Plan Update	400,177	375,000	25,177	0	0	0	0
569	Parks and Cemeteries Small Turf Equipment	125,000	125,000	0	0	0	0	0
570	Pleasant/Warren/Fruit Intersection Improvements	100,000	0	0	0	0	0	100,000
573	Fire Department Personnel Protective Equipment	50,000	50,000	0	0	0	0	0
574	Development Permitting Software	77,894	0	77,894	0	0	0	0
575	Police Vehicle & Equipment Replacement	280,000	0	0	280,000	0	0	0
587	Cemetery Improvements	275,000	275,000	0	0	0	0	0

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
588	Loudon Road Bridge Improvement Project	500,000	0	0	0	0	400,000	100,000
590	Downtown Civic District Sidewalk Replacement	630,000	630,000	0	0	0	0	0
594	New Central Fire Station	150,000	150,000	0	0	0	0	0
602	Iron Works Road Bridge Replacement Project	75,000	0	0	0	0	0	75,000
615	Fiber System Replacement	25,000	0	0	25,000	0	0	0
628	LED Streetlight Replacement	1,150,000	1,150,000	0	0	0	0	0
631	Multi-Function Photocopy Machines	32,000	0	0	32,000	0	0	0
643*	Police Headquarters (New)	38,370,000	38,370,000	0	0	0	0	0
647	Inflow & Infiltration Removal	55,000	55,000	0	0	0	0	0
661	Traffic Signals: Gridsmart Processer Replacement	41,000	41,000	0	0	0	0	0
664*	Concord Stables Redevelopment	678,000	0	0	0	678,000	0	0
673	Election Equipment Replacement	90,000	90,000	0	0	0	0	0
	Subtotal General	**62,027,802**	**53,279,000**	**390,302**	**546,500**	**2,278,000**	**1,429,000**	**4,105,000**
	Less *	**42,627,000**	**38,980,000**	**0**	**0**	**2,028,000**	**949,000**	**670,000**
	Total General	**19,400,802**	**14,299,000**	**390,302**	**546,500**	**250,000**	**480,000**	**3,435,000**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
Parking								
432	State Street Parking Garage (Formerly Firehouse Block)	113,146	0	73,146	40,000	0	0	0
433	School Street Parking Garage (Formerly Durgin Block)	1,200,000	1,190,000	0	10,000	0	0	0
	Total Parking	**1,313,146**	**1,190,000**	**73,146**	**50,000**	**0**	**0**	**0**
Airport								
72*	Runway Pavement Improvements	184,750	0	0	0	0	184,750	0
72	Runway Pavement Improvements	9,750	0	0	9,750	0	0	0
471	Airport Fuel Farm	269,000	269,000	0	0	0	0	0
	Subtotal Airport	**463,500**	**269,000**	**0**	**9,750**	**0**	**184,750**	**0**
	Less *	**184,750**	**0**	**0**	**0**	**0**	**184,750**	**0**
	Total Airport	**278,750**	**269,000**	**0**	**9,750**	**0**	**0**	**0**
Golf								
107	Golf Course Club House and Maintenance Buildings	60,000	60,000	0	0	0	0	0
530	Golf Course Equipment	90,000	90,000	0	0	0	0	0
	Total Golf	**150,000**	**150,000**	**0**	**0**	**0**	**0**	**0**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
Water								
2	Information Technology Hardware & Software Replacement	29,500	0	0	29,500	0	0	0
85	Water Main Replacement	1,500,142	1,451,000	49,142	0	0	0	0
88	Water Plant Improvements	180,000	180,000	0	0	0	0	0
121	Vehicle & Equipment Replacement Program	82,000	82,000	0	0	0	0	0
124	Water System SCADA Improvements	30,000	0	0	30,000	0	0	0
244	Water Meter Replacement Program	375,000	250,000	0	125,000	0	0	0
297	Geographic Information Systems (GIS)	10,000	0	0	10,000	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	10,000	10,000	0	0	0	0	0
347	Water Storage Tank Repairs	50,000	50,000	0	0	0	0	0
372	Water System Pump Station Improvements	1,020,000	1,020,000	0	0	0	0	0
451	Leak Detection	10,000	0	0	10,000	0	0	0
588	Loudon Road Bridge Improvement Project	50,000	50,000	0	0	0	0	0
669	Water Meter Pit Rehabilitation	85,000	85,000	0	0	0	0	0
	Total Water	**3,431,642**	**3,178,000**	**49,142**	**204,500**	**0**	**0**	**0**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
Wastewater								
2	Information Technology Hardware & Software Replacement	29,500	0	0	29,500	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	5,900,330	5,654,000	96,330	0	0	0	150,000
121	Vehicle & Equipment Replacement Program	180,000	180,000	0	0	0	0	0
297	Geographic Information Systems (GIS)	10,000	0	0	10,000	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	10,000	10,000	0	0	0	0	0
647	Inflow & Infiltration Removal	55,000	55,000	0	0	0	0	0
648	Wastewater Master Plan Update	850,441	750,000	100,441	0	0	0	0
	Total Wastewater	**7,075,271**	**6,649,000**	**196,771**	**79,500**	**0**	**0**	**150,000**
	Subtotal	**74,461,361**	**64,715,000**	**709,361**	**890,250**	**2,278,000**	**1,613,750**	**4,255,000**
	Less *	**42,811,750**	**38,980,000**	**0**	**0**	**2,028,000**	**1,133,750**	**670,000**
	Grand Total	**31,649,611**	**25,735,000**	**709,361**	**890,250**	**250,000**	**480,000**	**3,585,000**

2026-2035
CAPITAL IMPROVEMENT
SUMMARY LISTING

Type	General	Parking	Arena	Cemetery	Golf	Airport	Water	Sewer	Solid Waste	Other	Total
Capital Close-out	**411,434**	**73,146**	**0**	**0**	**0**	**0**	**49,142**	**196,771**	**0**	**0**	**730,493**
Capital Transfer	**7,880,000**	**85,000**	**0**	**0**	**0**	**549,195**	**2,350,001**	**1,065,001**	**40,000**	**0**	**11,969,197**
Donations	**31,153,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**31,153,000**
Federal	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**59,736,202**	**59,736,202**
G.O. Bonds	**281,436,275**	**39,371,500**	**70,000**	**0**	**2,070,000**	**2,610,556**	**28,311,000**	**73,015,000**	**45,000**	**0**	**426,929,331**
Highway Reserve	**33,605,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**33,605,000**
HUD Grant	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**500,000**	**500,000**
Impact Fees Rec Dist 3	**140,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**140,000**
Impact Fees Traf Dist 3	**115,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**115,000**
Impact Fees Traf Dist 4	**180,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**180,000**
Investment Fee Reserve	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**150,000**	**0**	**0**	**150,000**
State	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**17,261,451**	**17,261,451**
Tax Increment Financing	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**13,240,000**	**13,240,000**
Trust	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,134,113**	**2,134,113**
Total	**354,920,709**	**39,529,646**	**70,000**	**0**	**2,070,000**	**3,159,751**	**30,710,143**	**74,426,772**	**85,000**	**92,871,766**	**597,843,787**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General /G.O. Bonds											
643 Police Headquarters (New)	38,370,000 *	0	0	0	0	0	0	0	0	0	38,370,000
107 Golf Course Club House and Maintenance Buildings	5,600,000	0	0	0	0	0	0	0	0	0	5,600,000
121 Vehicle & Equipment Replacement Program	1,507,000	1,924,000	1,806,000	1,792,000	1,874,000	1,394,000	1,864,000	2,033,000	2,646,000	2,130,000	18,970,000
4 Fire Department Vehicle Replacement	1,180,000	2,805,000	1,350,000	1,445,000	2,865,000	1,680,000	515,000	550,000	0	0	12,390,000
628 LED Streetlight Replacement	1,150,000	0	0	0	0	0	0	0	0	0	1,150,000
283 Traffic Signals and Traffic Operations Improvements	1,100,000	630,500	633,000	652,000	760,000	680,500	690,500	711,500	733,500	0	6,591,500
590 Downtown Civic District Sidewalk Replacement	630,000	0	0	750,000	0	0	0	0	0	0	1,380,000
557 Memorial Field	610,000 *	5,850,000	0	0	6,950,000	0	0	0	0	0	13,410,000
83 Storm Water Improvements	500,000	0	250,000	750,000	0	0	0	0	0	0	1,500,000
235 Golf Course Grounds Improvements	400,000	0	0	0	0	0	0	0	0	0	400,000
51 White Park	390,000	950,000	250,000	0	200,000	250,000	120,000	0	0	20,000	2,180,000
563 Master Plan Update	375,000	0	0	0	0	0	0	0	0	0	375,000
68 Library	320,000	0	2,610,000	0	26,100,000	0	0	0	0	0	29,030,000

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
587 Cemetery Improvements	275,000	700,000	350,000	2,430,000	220,000	0	150,000	200,000	950,000	0	5,275,000
594 New Central Fire Station	150,000	0	3,000,000	2,000,000	20,000,000	0	0	0	0	0	25,150,000
443 City-Wide Community Center	130,000	1,300,000	60,000	0	100,000	150,000	0	0	0	0	1,740,000
569 Parks and Cemeteries Small Turf Equipment	125,000	40,000	95,000	65,000	85,000	0	50,000	50,000	30,000	85,000	625,000
56 Rollins Park	110,000	175,000	350,000	0	70,000	0	305,000	30,000	0	0	1,040,000
673 Election Equipment Replacement	90,000	0	0	0	0	0	0	0	0	0	90,000
647 Inflow & Infiltration Removal	55,000	0	0	0	0	0	0	0	0	0	55,000
573 Fire Department Personnel Protective Equipment	50,000	0	0	0	0	0	0	0	0	0	50,000
661 Traffic Signals: Gridsmart Processer Replacement	41,000	0	0	0	0	0	0	70,000	0	0	111,000
17 Sidewalk, Bikeway and Streetscape Improvements	40,000	625,000	0	0	0	0	0	0	0	0	665,000
63 City Wide Recreation Facility Improvements	35,000	1,280,000	220,000	75,000	595,000	0	0	0	0	0	2,205,000
376 Fire Department Hose & Equipment Replacement	21,000	0	40,000	50,000	175,000	40,000	0	0	0	0	326,000
543 Merrimack River Greenway Trail Project	20,000	180,000	2,305,000	0	1,100,000	0	0	0	0	0	3,605,000

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
323 Combined Operations & Maintenance Facility (COMF) Improvements	5,000	375,000	335,000	485,000	0	0	0	0	30,000	0	1,230,000
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 Improvements (McKee Square)	0	840,000	0	0	0	0	0	0	0	0	840,000
36 Manchester Street / Route 3 South	0	0	3,200,000	0	0	0	0	0	0	0	3,200,000
52 Keach Park	0	130,000	350,000	0	70,000	30,000	20,000	0	700,000	80,000	1,380,000
54 Russell Martin Park	0	0	0	0	0	0	2,250,000	0	0	0	2,250,000
55 Rolfe Park	0	0	350,000	175,000	80,000	40,000	0	0	0	0	645,000
59 Terrill Park	0	0	3,000,000	0	0	0	1,500,000	0	0	0	4,500,000
60 Kiwanis (Waterfront) Park	0	0	0	0	7,000,000	0	0	0	0	0	7,000,000
64 Arena Improvements	0	1,990,000	0	0	200,000	0	150,000	0	75,000	0	2,415,000
65 City Hall Renovations	0	1,440,000	825,000	11,765,000	40,000	0	0	1,390,000	0	0	15,460,000
252 Fire Station Improvements	0	815,000	0	350,000	0	0	77,000	0	0	84,500	1,326,500
305 Fire Department Communications Equipment	0	820,000	0	0	0	150,000	0	0	0	0	970,000
335 Thermal Imaging Cameras	0	0	0	0	72,000	0	0	0	0	0	72,000
358 Garrison Park	0	0	50,000	350,000	0	0	0	175,000	0	0	575,000
359 Merrill Park	0	0	350,000	0	40,000	80,000	0	75,000	0	0	545,000

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
360 Kimball Park	0	0	0	350,000	0	0	80,000	0	0	75,000	505,000
368 Police Department Communications Equipment	0	80,000	0	0	0	180,000	180,000	100,000	0	0	540,000
370 Police Department Ballistic Vest Replacement Program	0	40,000	0	0	0	85,000	0	0	0	85,000	210,000
375 Fire Department Boats	0	0	0	0	0	65,000	0	0	0	0	65,000
381 Landfill Closure and Maintenance	0	0	0	0	0	0	0	15,000,000	0	0	15,000,000
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	300,000	0	0	0	0	0	0	0	0	300,000
527 Fire Department EMS Equipment Replacement	0	165,000	0	0	0	0	0	0	1,000,000	0	1,165,000
528 Pocket Parks	0	0	40,000	0	50,000	0	0	0	1,050,000	0	1,140,000
541 Regional Drive/Chenell Drive Intersection Improvements	0	0	300,000	0	1,900,000	0	0	0	0	0	2,200,000
551 Library Maintenance	0	205,000	625,000	1,500,000	0	0	0	0	0	0	2,330,000
560 Fire Training Facility	0	0	500,000	0	0	0	0	0	0	0	500,000
561 Fire Alarm Infrastructure Replacement	0	20,000	0	0	0	0	0	0	0	0	20,000
567 Penacook Riverfront Parks	0	500,000	0	0	0	0	100,000	0	0	0	600,000
570 Pleasant/Warren/Fruit Intersection Improvements	0	0	0	0	5,000,000	0	0	0	0	0	5,000,000

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
579 Downtown Squares	0	1,700,000	0	0	0	0	0	0	0	0	1,700,000
583 New Heights Fire Station	0	0	150,000	0	2,000,000	2,000,000	3,350,000	0	0	0	7,500,000
588 Loudon Road Bridge Improvement Project	0	0	2,630,275	0	0	0	0	0	0	0	2,630,275
602 Iron Works Road Bridge Replacement Project	0	0	0	0	104,000	0	700,000	0	0	0	804,000
611 Eastman Street Retaining Wall	0	0	0	190,000	0	0	0	0	0	0	190,000
630 Police Computer Crimes Hardware and Equipment	0	0	60,000	0	0	0	0	0	0	0	60,000
636 Electric Vehicle (EV) Charging Stations	0	75,000	0	0	50,000	0	0	0	0	0	125,000
645 Police Department RMS/CAD Upgrade	0	600,000	0	0	0	0	0	0	0	0	600,000
656 River Bank Stabilization Projects	0	0	1,000,000	0	0	0	0	0	0	0	1,000,000
659 North Main Street Corridor Improvements	0	0	0	0	200,000	0	0	0	0	0	200,000
664 Concord Stables Redevelopment	0	500,000	0	0	0	0	0	0	0	0	500,000
665 Broadway Fire Station	0	0	0	0	0	0	0	0	7,500,000	0	7,500,000
666 Manor Fire Station	0	0	0	0	0	0	0	0	7,500,000	0	7,500,000
671 Knox Key Secure	0	50,000	0	0	0	0	0	0	0	0	50,000
Total General /G.O. Bonds	53,279,000	27,104,500	27,084,275	25,174,000	77,900,000	6,824,500	12,101,500	20,384,500	22,874,500	8,709,500	281,436,275

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General /Capital Transfer											
575 Police Vehicle & Equipment Replacement	280,000	285,000	285,000	290,000	290,000	295,000	295,000	295,000	295,000	295,000	2,905,000
2 Information Technology Hardware & Software Replacement	177,000	276,000	262,875	322,500	258,000	294,750	246,375	234,750	233,250	184,500	2,490,000
631 Multi-Function Photocopy Machines	32,000	37,000	30,000	38,000	37,000	41,000	38,000	34,000	39,000	34,000	360,000
615 Fiber System Replacement	25,000	500,000	0	0	0	0	0	0	0	0	525,000
375 Fire Department Boats	22,500	22,500	0	0	0	0	0	0	0	0	45,000
297 Geographic Information Systems (GIS)	10,000	0	0	10,000	0	0	0	0	0	0	20,000
477 Library Equipment Replacement	0	25,000	0	0	0	0	0	0	0	0	25,000
521 Police Firearms Range Improvements	0	50,000	0	0	0	0	0	0	0	25,000	75,000
522 Patrol Rifle Replacements	0	10,000	0	0	30,000	30,000	0	0	30,000	0	100,000
555 Handgun Replacement	0	100,000	0	0	0	0	0	0	0	0	100,000
573 Fire Department Personnel Protective Equipment	0	0	0	425,000	0	0	0	0	0	0	425,000
599 Zoning Update	0	0	0	400,000	0	0	0	0	0	0	400,000
600 Impact Fee Ordinance Update	0	0	0	0	200,000	0	0	0	0	0	200,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
601 Design Guidelines Update	0	0	0	200,000	0	0	0	0	0	0	200,000
607 Video System Replacement	0	10,000	0	0	0	0	0	0	0	0	10,000
Total General /Capital Transfer	546,500	1,315,500	577,875	1,685,500	815,000	660,750	579,375	563,750	597,250	538,500	7,880,000
General /Capital Close-out											
64 Arena Improvements	106,830	0	0	0	0	0	0	0	0	0	106,830
68 Library	80,631	0	0	0	0	0	0	0	0	0	80,631
574 Development Permitting Software	77,894	0	0	0	0	0	0	0	0	0	77,894
51 White Park	63,055	0	0	0	0	0	0	0	0	0	63,055
563 Master Plan Update	25,177	0	0	0	0	0	0	0	0	0	25,177
376 Fire Department Hose & Equipment Replacement	15,849	0	0	0	0	0	0	0	0	0	15,849
323 Combined Operations & Maintenance Facility (COMF) Improvements	15,338	0	0	0	0	0	0	0	0	0	15,338
283 Traffic Signals and Traffic Operations Improvements	5,528	0	0	0	0	0	0	0	0	0	5,528
63 City Wide Recreation Facility Improvements	0	21,132	0	0	0	0	0	0	0	0	21,132
Total General /Capital Close-out	390,302	21,132	0	0	0	0	0	0	0	0	411,434

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General /Highway Reserve											
78 Annual Highway Improvement Program	2,800,000	2,800,000	2,800,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	3,550,000	3,550,000	32,650,000
520 Intersection Safety Improvements	180,000	0	0	0	0	100,000	100,000	100,000	100,000	100,000	680,000
17 Sidewalk, Bikeway and Streetscape Improvements	15,000	0	0	0	0	0	0	0	0	0	15,000
230 Opticom Replacement	0	20,000	0	0	20,000	0	0	20,000	0	0	60,000
518 Bridge and Dam Maintenance / Repairs	0	125,000	75,000	0	0	0	0	0	0	0	200,000
Total General /Highway Reserve	2,995,000	2,945,000	2,875,000	3,250,000	3,420,000	3,500,000	3,650,000	3,670,000	3,650,000	3,650,000	33,605,000
General /Donations											
557 Memorial Field	750,000 *	5,850,000	0	0	6,950,000	0	0	0	0	0	13,550,000
664 Concord Stables Redevelopment	678,000 *	0	0	0	0	0	0	0	0	0	678,000
60 Kiwanis (Waterfront) Park	500,000 *	0	0	0	0	0	0	0	0	0	500,000
107 Golf Course Club House and Maintenance Buildings	250,000	0	0	0	0	0	0	0	0	0	250,000
515 Golf Course Winter Recreation Improvements	100,000 *	100,000	0	0	50,000	0	0	0	0	0	250,000
59 Terrill Park	0	0	3,000,000	0	0	0	0	0	0	60,000	3,060,000
68 Library	0	0	290,000	0	2,900,000	0	0	0	0	0	3,190,000

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
359 Merrill Park	0	0	0	0	0	25,000	0	0	0	0	25,000
502 Whitney Road Extension	0	0	0	0	0	0	0	0	0	2,350,000	2,350,000
519 Manchester Street/Old Turnpike Road Intersection Improvements	0	0	0	2,200,000	0	0	0	0	0	0	2,200,000
543 Merrimack River Greenway Trail Project	0	0	4,000,000	0	1,100,000	0	0	0	0	0	5,100,000
Total General /Donations	2,278,000	5,950,000	7,290,000	2,200,000	11,000,000	25,000	0	0	0	2,410,000	31,153,000
Other /Tax Increment Financing											
18 Storrs Street Extension, North & South	0	0	0	1,390,000	11,850,000	0	0	0	0	0	13,240,000
Total Other /Tax Increment Financing	0	0	0	1,390,000	11,850,000	0	0	0	0	0	13,240,000
Other /Trust											
588 Loudon Road Bridge Improvement Project	100,000	0	1,959,113	0	0	0	0	0	0	0	2,059,113
602 Iron Works Road Bridge Replacement Project	75,000	0	0	0	0	0	0	0	0	0	75,000
Total Other /Trust	175,000	0	1,959,113	0	0	0	0	0	0	0	2,134,113
Other /HUD Grant											
60 Kiwanis (Waterfront) Park	500,000 *	0	0	0	0	0	0	0	0	0	500,000
Total Other /HUD Grant	500,000	0	0	0	0	0	0	0	0	0	500,000

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Other /Federal											
36 Manchester Street / Route 3 South	520,000 *	0	9,200,000	0	0	0	0	0	0	0	9,720,000
588 Loudon Road Bridge Improvement Project	400,000	0	18,357,552	0	0	0	0	0	0	0	18,757,552
72 Runway Pavement Improvements	175,000 *	500,000	1,040,000	6,220,000	19,800	0	0	0	0	0	7,954,800
543 Merrimack River Greenway Trail Project	80,000	0	1,222,000	0	0	0	0	0	0	0	1,302,000
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	470,250	0	0	0	470,250
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	693,000	0	0	0	0	0	0	0	0	693,000
114 Penacook Lake Dam and Spillway Rehabilitation	0	0	2,500,000	0	0	0	0	0	0	0	2,500,000
383 New Airport Terminal Building	0	405,000	378,000	990,000	9,900,000	0	0	0	0	0	11,673,000
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	165,000	1,100,000	0	0	0	0	1,265,000
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	205,200	205,200	0	0	0	0	0	0	410,400
534 Tie Down Rehabilitation and Expansion	0	0	0	0	165,000	742,500	1,188,000	0	0	0	2,095,500
536 Hangar Replacement	0	0	0	0	0	0	0	1,624,700	0	0	1,624,700

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
567 Penacook Riverfront Parks	0	500,000	0	0	0	0	0	0	0	0	500,000
572 Airport Master Plan	0	300,000	0	0	0	0	0	0	0	0	300,000
629 Police Body Worn Cameras and In-Car Video	0	470,000	0	0	0	0	0	0	0	0	470,000
Total Other /Federal	1,175,000	2,868,000	32,902,752	7,415,200	10,249,800	1,842,500	1,658,250	1,624,700	0	0	59,736,202
Other /State											
31 Broadway / West Street Intersection Improvements (McKee Square)	375,000 *	3,360,000	0	0	0	0	0	0	0	0	3,735,000
283 Traffic Signals and Traffic Operations Improvements	54,000 *	0	0	0	0	0	0	0	0	0	54,000
72 Runway Pavement Improvements	9,750 *	27,778	65,000	345,556	1,100	0	0	0	0	0	449,184
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	26,125	0	0	0	26,125
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	38,500	0	0	0	0	0	0	0	0	38,500
383 New Airport Terminal Building	0	22,500	21,000	55,000	550,000	0	0	0	0	0	648,500
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	9,168	61,112	0	0	0	0	70,280

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	11,400	11,400	0	0	0	0	0	0	22,800
534 Tie Down Rehabilitation and Expansion	0	0	0	0	9,162	41,250	66,000	0	0	0	116,412
536 Hangar Replacement	0	0	0	0	0	0	0	89,650	0	0	89,650
543 Merrimack River Greenway Trail Project	0	0	0	0	8,800,000	0	0	0	0	0	8,800,000
572 Airport Master Plan	0	15,000	0	0	0	0	0	0	0	0	15,000
602 Iron Works Road Bridge Replacement Project	0	0	0	0	416,000	0	2,780,000	0	0	0	3,196,000
Total Other /State	438,750	3,463,778	97,400	411,956	9,785,430	102,362	2,872,125	89,650	0	0	17,261,451
Parking /G.O. Bonds											
433 School Street Parking Garage (Formerly Durgin Block)	1,190,000	0	0	0	0	0	5,720,000	0	0	0	6,910,000
403 Parking Division Vehicle and Equipment Replacement Program	0	60,000	0	0	65,000	0	0	0	0	0	125,000
432 State Street Parking Garage (Formerly Firehouse Block)	0	675,000	11,945,000	0	0	0	0	200,000	1,500,000	0	14,320,000
529 Storrs Street Parking Garage (Formerly Capital Commons)	0	0	1,815,000	0	0	0	11,000,000	0	0	0	12,815,000
595 Parking Meters	0	0	800,000	1,550,000	0	0	0	0	0	0	2,350,000

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
596 Surface Lots	0	0	495,000	819,500	0	957,000	0	0	0	0	2,271,500
597 Parking Beacons	0	0	275,000	0	0	0	0	0	0	0	275,000
627 Parking Strategic Plan	0	0	0	0	0	0	305,000	0	0	0	305,000
Total Parking /G.O. Bonds	1,190,000	735,000	15,330,000	2,369,500	65,000	957,000	17,025,000	200,000	1,500,000	0	39,371,500
Parking /Capital Transfer											
432 State Street Parking Garage (Formerly Firehouse Block)	40,000	0	0	0	0	0	0	0	0	0	40,000
433 School Street Parking Garage (Formerly Durgin Block)	10,000	0	0	0	0	0	0	0	0	0	10,000
597 Parking Beacons	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000
Total Parking /Capital Transfer	50,000	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	85,000
Parking /Capital Close-out											
432 State Street Parking Garage (Formerly Firehouse Block)	73,146	0	0	0	0	0	0	0	0	0	73,146
Total Parking /Capital Close-out	73,146	0	0	0	0	0	0	0	0	0	73,146
Arena /G.O. Bonds											
64 Arena Improvements	0	0	0	0	70,000	0	0	0	0	0	70,000
Total Arena /G.O. Bonds	0	0	0	0	70,000	0	0	0	0	0	70,000

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Golf /G.O. Bonds											
530 Golf Course Equipment	90,000	35,000	90,000	65,000	35,000	90,000	90,000	35,000	65,000	65,000	660,000
107 Golf Course Club House and Maintenance Buildings	60,000	250,000	45,000	35,000	35,000	50,000	50,000	50,000	55,000	0	630,000
235 Golf Course Grounds Improvements	0	260,000	50,000	35,000	50,000	50,000	35,000	50,000	150,000	100,000	780,000
Total Golf /G.O. Bonds	150,000	545,000	185,000	135,000	120,000	190,000	175,000	135,000	270,000	165,000	2,070,000
Airport /G.O. Bonds											
471 Airport Fuel Farm	269,000	1,000,000	0	0	0	0	0	0	0	0	1,269,000
72 Runway Pavement Improvements	0	0	65,000	345,556	0	0	0	0	0	0	410,556
75 General Airport Repairs	0	0	150,000	0	0	0	0	0	0	0	150,000
383 New Airport Terminal Building	0	0	0	55,000	550,000	0	0	0	0	0	605,000
514 Airport Parking Lot Improvements	0	0	0	0	0	0	0	0	0	176,000	176,000
Total Airport /G.O. Bonds	269,000	1,000,000	215,000	400,556	550,000	0	0	0	0	176,000	2,610,556
Airport /Capital Transfer											
72 Runway Pavement Improvements	9,750	27,778	0	0	1,100	0	0	0	0	0	38,628
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	26,125	0	0	0	26,125

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
75 General Airport Repairs	0	10,000	0	10,000	0	10,000	0	10,000	0	0	40,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	38,500	0	0	0	0	0	0	0	0	38,500
383 New Airport Terminal Building	0	22,500	21,000	0	0	0	0	0	0	0	43,500
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	9,168	9,412	0	0	0	0	18,580
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	11,400	11,400	0	0	0	0	0	0	22,800
534 Tie Down Rehabilitation and Expansion	0	0	0	0	9,162	41,250	66,000	0	0	0	116,412
536 Hangar Replacement	0	0	0	0	0	0	0	89,650	0	0	89,650
572 Airport Master Plan	0	15,000	100,000	0	0	0	0	0	0	0	115,000
Total Airport /Capital Transfer	9,750	113,778	132,400	21,400	19,430	60,662	92,125	99,650	0	0	549,195
Water /G.O. Bonds											
85 Water Main Replacement	1,451,000	0	0	0	0	2,000,000	0	0	5,000,000	0	8,451,000
372 Water System Pump Station Improvements	1,020,000	250,000	0	0	0	0	550,000	0	0	0	1,820,000
244 Water Meter Replacement Program	250,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,725,000
88 Water Plant Improvements	180,000	400,000	400,000	0	950,000	1,025,000	120,000	150,000	300,000	400,000	3,925,000

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
669 Water Meter Pit Rehabilitation	85,000	0	0	0	0	0	0	0	0	0	85,000
121 Vehicle & Equipment Replacement Program	82,000	0	254,000	304,000	82,000	442,000	275,000	120,000	323,000	218,000	2,100,000
347 Water Storage Tank Repairs	50,000	55,000	55,000	80,000	0	50,000	60,000	55,000	65,000	80,000	550,000
588 Loudon Road Bridge Improvement Project	50,000	0	1,500,000	0	0	0	0	0	0	0	1,550,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	10,000	355,000	335,000	485,000	0	0	0	0	15,000	0	1,200,000
36 Manchester Street / Route 3 South	0	0	160,000	0	0	0	0	0	0	0	160,000
84 Water Main Cleaning & Lining	0	0	0	0	0	260,000	500,000	475,000	585,000	0	1,820,000
86 Water Main Construction	0	0	1,600,000	0	0	0	0	0	0	0	1,600,000
114 Penacook Lake Dam and Spillway Rehabilitation	0	0	0	0	0	0	0	75,000	0	0	75,000
345 Water Supply Well Field Maintenance	0	0	0	150,000	0	0	0	0	2,000,000	0	2,150,000
482 Water System Asset Management	0	0	0	0	0	0	0	75,000	0	0	75,000
636 Electric Vehicle (EV) Charging Stations	0	0	25,000	0	0	0	0	0	0	0	25,000
Total Water /G.O. Bonds	3,178,000	1,335,000	4,604,000	1,294,000	1,307,000	4,052,000	1,780,000	1,225,000	8,563,000	973,000	28,311,000

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water /Capital Transfer											
244 Water Meter Replacement Program	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,250,000
124 Water System SCADA Improvements	30,000	30,000	30,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	315,000
2 Information Technology Hardware & Software Replacement	29,500	46,000	43,813	53,750	43,000	49,125	41,063	39,125	38,875	30,750	415,001
297 Geographic Information Systems (GIS)	10,000	0	0	10,000	0	0	0	0	0	0	20,000
451 Leak Detection	10,000	0	0	0	0	15,000	0	0	0	20,000	45,000
88 Water Plant Improvements	0	0	0	0	0	0	0	25,000	0	0	25,000
321 Water System Master Plan & Implementation	0	80,000	40,000	90,000	0	0	70,000	0	0	0	280,000
Total Water /Capital Transfer	204,500	281,000	238,813	308,750	198,000	219,125	266,063	224,125	198,875	210,750	2,350,001
Water /Capital Close-out											
85 Water Main Replacement	49,142	0	0	0	0	0	0	0	0	0	49,142
Total Water /Capital Close-out	49,142	0	0	0	0	0	0	0	0	0	49,142
Sewer /G.O. Bonds											
104 Hall Street Waste Water Treatment Plant Improvements	5,654,000	2,005,000	27,025,000	25,000	25,000	150,000	0	1,100,000	0	18,300,000	54,284,000

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
648 Wastewater Master Plan Update	750,000	0	0	0	0	0	0	0	0	0	750,000
121 Vehicle & Equipment Replacement Program	180,000	190,000	130,000	280,000	347,000	257,000	415,000	525,000	25,000	417,000	2,766,000
647 Inflow & Infiltration Removal	55,000	0	0	0	0	0	0	0	0	0	55,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	10,000	355,000	335,000	485,000	0	0	0	0	15,000	0	1,200,000
36 Manchester Street / Route 3 South	0	0	500,000	0	0	0	0	0	0	0	500,000
89 Hall Street Waste Water Treatment Plant Odor Control	0	0	0	0	0	0	0	530,000	0	0	530,000
91 Sewer Main Rehabilitation and Construction	0	0	0	1,300,000	1,300,000	1,500,000	3,000,000	1,000,000	1,350,000	1,900,000	11,350,000
275 Sewer Pump Station Improvements	0	250,000	0	0	0	0	0	0	0	0	250,000
410 Sewer Video Inspection Equipment	0	0	0	0	0	0	80,000	0	0	0	80,000
466 Penacook Waste Water Treatment Plant Improvements	0	1,190,000	0	60,000	0	0	0	0	0	0	1,250,000
Total Sewer /G.O. Bonds	6,649,000	3,990,000	27,990,000	2,150,000	1,672,000	1,907,000	3,495,000	3,155,000	1,390,000	20,617,000	73,015,000

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Sewer /Capital Transfer											
91 Sewer Main Rehabilitation and Construction	40,000	40,000	40,000	40,000	40,000	40,000	160,000	70,000	70,000	70,000	610,000
2 Information Technology Hardware & Software Replacement	29,500	46,000	43,813	53,750	43,000	49,125	41,063	39,125	38,875	30,750	415,001
297 Geographic Information Systems (GIS)	10,000	0	0	10,000	0	0	0	0	0	0	20,000
410 Sewer Video Inspection Equipment	0	20,000	0	0	0	0	0	0	0	0	20,000
Total Sewer /Capital Transfer	79,500	106,000	83,813	103,750	83,000	89,125	201,063	109,125	108,875	100,750	1,065,001
Sewer /Capital Close-out											
648 Wastewater Master Plan Update	100,441	0	0	0	0	0	0	0	0	0	100,441
104 Hall Street Waste Water Treatment Plant Improvements	96,330	0	0	0	0	0	0	0	0	0	96,330
Total Sewer /Capital Close-out	196,771	0	0	0	0	0	0	0	0	0	196,771
Sewer /Investment Fee Reserve											
104 Hall Street Waste Water Treatment Plant Improvements	150,000	0	0	0	0	0	0	0	0	0	150,000
Total Sewer /Investment Fee Reserve	150,000	0	0	0	0	0	0	0	0	0	150,000

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Solid Waste /Capital Transfer											
447 Landfill Soil Vapor Extraction Systems	0	0	0	15,000	25,000	0	0	0	0	0	40,000
Total Solid Waste /Capital Transfer	0	0	0	15,000	25,000	0	0	0	0	0	40,000
Solid Waste /G.O. Bonds											
447 Landfill Soil Vapor Extraction Systems	0	0	0	45,000	0	0	0	0	0	0	45,000
Total Solid Waste /G.O. Bonds	0	0	0	45,000	0	0	0	0	0	0	45,000
General /Impact Fees Rec Dist 3											
557 Memorial Field	140,000	0	0	0	0	0	0	0	0	0	140,000
Total General /Impact Fees Rec Dist 3	140,000	0	0	0	0	0	0	0	0	0	140,000
General /Impact Fees Traf Dist 3											
570 Pleasant/Warren/Fruit Intersection Improvements	100,000	0	0	0	0	0	0	0	0	0	100,000
31 Broadway / West Street Intersection Improvements (McKee Square)	15,000	0	0	0	0	0	0	0	0	0	15,000
Total General /Impact Fees Traf Dist 3	115,000	0	0	0	0	0	0	0	0	0	115,000

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General /Impact Fees Traf Dist 4											
36 Manchester Street / Route 3 South	170,000 *	0	0	0	0	0	0	0	0	0	170,000
31 Broadway / West Street Intersection Improvements (McKee Square)	10,000	0	0	0	0	0	0	0	0	0	10,000
Total General /Impact Fees Traf Dist 4	180,000	0	0	0	0	0	0	0	0	0	180,000
Grand Total	74,461,361	51,773,688	121,565,441	48,374,612	129,134,660	20,435,024	43,900,501	31,485,500	39,157,500	37,555,500	597,843,787

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Airport											
71 Runway Protection Zones: Property Acquisition											
Airport Capital Transfer	0	0	0	0	0	0	26,125	0	0	0	26,125
Other Federal	0	0	0	0	0	0	470,250	0	0	0	470,250
Other State	0	0	0	0	0	0	26,125	0	0	0	26,125
Subtotal	0	0	0	0	0	0	522,500	0	0	0	522,500
72 Runway Pavement Improvements											
Airport Capital Transfer	9,750	27,778	0	0	1,100	0	0	0	0	0	38,628
Airport G.O. Bonds	0	0	65,000	345,556	0	0	0	0	0	0	410,556
Other Federal	175,000 *	500,000	1,040,000	6,220,000	19,800	0	0	0	0	0	7,954,800
Other State	9,750 *	27,778	65,000	345,556	1,100	0	0	0	0	0	449,184
Subtotal	194,500	555,556	1,170,000	6,911,112	22,000	0	0	0	0	0	8,853,168
75 General Airport Repairs											
Airport Capital Transfer	0	10,000	0	10,000	0	10,000	0	10,000	0	0	40,000
Airport G.O. Bonds	0	0	150,000	0	0	0	0	0	0	0	150,000
Subtotal	0	10,000	150,000	10,000	0	10,000	0	10,000	0	0	190,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility											
Airport Capital Transfer	0	38,500	0	0	0	0	0	0	0	0	38,500
Other Federal	0	693,000	0	0	0	0	0	0	0	0	693,000
Other State	0	38,500	0	0	0	0	0	0	0	0	38,500
Subtotal	0	770,000	0	0	0	0	0	0	0	0	770,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
383 New Airport Terminal Building											
Airport Capital Transfer	0	22,500	21,000	0	0	0	0	0	0	0	43,500
Airport G.O. Bonds	0	0	0	55,000	550,000	0	0	0	0	0	605,000
Other Federal	0	405,000	378,000	990,000	9,900,000	0	0	0	0	0	11,673,000
Other State	0	22,500	21,000	55,000	550,000	0	0	0	0	0	648,500
Subtotal	0	450,000	420,000	1,100,000	11,000,000	0	0	0	0	0	12,970,000
468 Reconstruct Taxiway A & Itinerant Ramp											
Airport Capital Transfer	0	0	0	0	9,168	9,412	0	0	0	0	18,580
Other Federal	0	0	0	0	165,000	1,100,000	0	0	0	0	1,265,000
Other State	0	0	0	0	9,168	61,112	0	0	0	0	70,280
Subtotal	0	0	0	0	183,336	1,170,524	0	0	0	0	1,353,860
471 Airport Fuel Farm											
Airport G.O. Bonds	269,000	1,000,000	0	0	0	0	0	0	0	0	1,269,000
Subtotal	269,000	1,000,000	0	0	0	0	0	0	0	0	1,269,000
492 Runway Protection Zone (RPZ) Obstruction Removal											
Airport Capital Transfer	0	0	11,400	11,400	0	0	0	0	0	0	22,800
Other Federal	0	0	205,200	205,200	0	0	0	0	0	0	410,400
Other State	0	0	11,400	11,400	0	0	0	0	0	0	22,800
Subtotal	0	0	228,000	228,000	0	0	0	0	0	0	456,000
514 Airport Parking Lot Improvements											
Airport G.O. Bonds	0	0	0	0	0	0	0	0	0	176,000	176,000
Subtotal	0	0	0	0	0	0	0	0	0	176,000	176,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
534 Tie Down Rehabilitation and Expansion											
Airport Capital Transfer	0	0	0	0	9,162	41,250	66,000	0	0	0	116,412
Other Federal	0	0	0	0	165,000	742,500	1,188,000	0	0	0	2,095,500
Other State	0	0	0	0	9,162	41,250	66,000	0	0	0	116,412
Subtotal	0	0	0	0	183,324	825,000	1,320,000	0	0	0	2,328,324
536 Hangar Replacement											
Airport Capital Transfer	0	0	0	0	0	0	0	89,650	0	0	89,650
Other Federal	0	0	0	0	0	0	0	1,624,700	0	0	1,624,700
Other State	0	0	0	0	0	0	0	89,650	0	0	89,650
Subtotal	0	0	0	0	0	0	0	1,804,000	0	0	1,804,000
572 Airport Master Plan											
Airport Capital Transfer	0	15,000	100,000	0	0	0	0	0	0	0	115,000
Other Federal	0	300,000	0	0	0	0	0	0	0	0	300,000
Other State	0	15,000	0	0	0	0	0	0	0	0	15,000
Subtotal	0	330,000	100,000	0	0	0	0	0	0	0	430,000
Total Airport	463,500	3,115,556	2,068,000	8,249,112	11,388,660	2,005,524	1,842,500	1,814,000	0	176,000	31,122,852
Arena											
64 Arena Improvements											
Arena G.O. Bonds	0	0	0	0	70,000	0	0	0	0	0	70,000
General Capital Close-out	106,830	0	0	0	0	0	0	0	0	0	106,830
General G.O. Bonds	0	1,990,000	0	0	200,000	0	150,000	0	75,000	0	2,415,000
Subtotal	106,830	1,990,000	0	0	270,000	0	150,000	0	75,000	0	2,591,830
Total Arena	106,830	1,990,000	0	0	270,000	0	150,000	0	75,000	0	2,591,830

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Bridges											
518 Bridge and Dam Maintenance / Repairs											
General G.O. Bonds	0	300,000	0	0	0	0	0	0	0	0	300,000
General Highway Reserve	0	125,000	75,000	0	0	0	0	0	0	0	200,000
Subtotal	0	425,000	75,000	0	0	0	0	0	0	0	500,000
588 Loudon Road Bridge Improvement Project											
General G.O. Bonds	0	0	2,630,275	0	0	0	0	0	0	0	2,630,275
Other Federal	400,000	0	18,357,552	0	0	0	0	0	0	0	18,757,552
Other Trust	100,000	0	1,959,113	0	0	0	0	0	0	0	2,059,113
Water G.O. Bonds	50,000	0	1,500,000	0	0	0	0	0	0	0	1,550,000
Subtotal	550,000	0	24,446,940	0	0	0	0	0	0	0	24,996,940
602 Iron Works Road Bridge Replacement Project											
General G.O. Bonds	0	0	0	0	104,000	0	700,000	0	0	0	804,000
Other State	0	0	0	0	416,000	0	2,780,000	0	0	0	3,196,000
Other Trust	75,000	0	0	0	0	0	0	0	0	0	75,000
Subtotal	75,000	0	0	0	520,000	0	3,480,000	0	0	0	4,075,000
Total Bridges	625,000	425,000	24,521,940	0	520,000	0	3,480,000	0	0	0	29,571,940
Cemeteries											
587 Cemetery Improvements											
General G.O. Bonds	275,000	700,000	350,000	2,430,000	220,000	0	150,000	200,000	950,000	0	5,275,000
Subtotal	275,000	700,000	350,000	2,430,000	220,000	0	150,000	200,000	950,000	0	5,275,000
Total Cemeteries	275,000	700,000	350,000	2,430,000	220,000	0	150,000	200,000	950,000	0	5,275,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Community Planning/Implementation											
563 Master Plan Update											
General Capital Close-out	25,177	0	0	0	0	0	0	0	0	0	25,177
General G.O. Bonds	375,000	0	0	0	0	0	0	0	0	0	375,000
Subtotal	400,177	0	0	0	0	0	0	0	0	0	400,177
599 Zoning Update											
General Capital Transfer	0	0	0	400,000	0	0	0	0	0	0	400,000
Subtotal	0	0	0	400,000	0	0	0	0	0	0	400,000
600 Impact Fee Ordinance Update											
General Capital Transfer	0	0	0	0	200,000	0	0	0	0	0	200,000
Subtotal	0	0	0	0	200,000	0	0	0	0	0	200,000
601 Design Guidelines Update											
General Capital Transfer	0	0	0	200,000	0	0	0	0	0	0	200,000
Subtotal	0	0	0	200,000	0	0	0	0	0	0	200,000
664 Concord Stables Redevelopment											
General Donations	678,000 *	0	0	0	0	0	0	0	0	0	678,000
General G.O. Bonds	0	500,000	0	0	0	0	0	0	0	0	500,000
Subtotal	678,000	500,000	0	0	0	0	0	0	0	0	1,178,000
Total Community Planning/Implementation	1,078,177	500,000	0	600,000	200,000	0	0	0	0	0	2,378,177

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Downtown											
579 Downtown Squares											
General G.O. Bonds	0	1,700,000	0	0	0	0	0	0	0	0	1,700,000
Subtotal	0	1,700,000	0	0	0	0	0	0	0	0	1,700,000
590 Downtown Civic District Sidewalk Replacement											
General G.O. Bonds	630,000	0	0	750,000	0	0	0	0	0	0	1,380,000
Subtotal	630,000	0	0	750,000	0	0	0	0	0	0	1,380,000
Total Downtown	630,000	1,700,000	0	750,000	0	0	0	0	0	0	3,080,000
Fire Vehicles											
4 Fire Department Vehicle Replacement											
General G.O. Bonds	1,180,000	2,805,000	1,350,000	1,445,000	2,865,000	1,680,000	515,000	550,000	0	0	12,390,000
Subtotal	1,180,000	2,805,000	1,350,000	1,445,000	2,865,000	1,680,000	515,000	550,000	0	0	12,390,000
375 Fire Department Boats											
General Capital Transfer	22,500	22,500	0	0	0	0	0	0	0	0	45,000
General G.O. Bonds	0	0	0	0	0	65,000	0	0	0	0	65,000
Subtotal	22,500	22,500	0	0	0	65,000	0	0	0	0	110,000
Total Fire Vehicles	1,202,500	2,827,500	1,350,000	1,445,000	2,865,000	1,745,000	515,000	550,000	0	0	12,500,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Golf											
107 Golf Course Club House and Maintenance Buildings											
General Donations	250,000	0	0	0	0	0	0	0	0	0	250,000
General G.O. Bonds	5,600,000	0	0	0	0	0	0	0	0	0	5,600,000
Golf G.O. Bonds	60,000	250,000	45,000	35,000	35,000	50,000	50,000	50,000	55,000	0	630,000
Subtotal	5,910,000	250,000	45,000	35,000	35,000	50,000	50,000	50,000	55,000	0	6,480,000
235 Golf Course Grounds Improvements											
General G.O. Bonds	400,000	0	0	0	0	0	0	0	0	0	400,000
Golf G.O. Bonds	0	260,000	50,000	35,000	50,000	50,000	35,000	50,000	150,000	100,000	780,000
Subtotal	400,000	260,000	50,000	35,000	50,000	50,000	35,000	50,000	150,000	100,000	1,180,000
530 Golf Course Equipment											
Golf G.O. Bonds	90,000	35,000	90,000	65,000	35,000	90,000	90,000	35,000	65,000	65,000	660,000
Subtotal	90,000	35,000	90,000	65,000	35,000	90,000	90,000	35,000	65,000	65,000	660,000
Total Golf	6,400,000	545,000	185,000	135,000	120,000	190,000	175,000	135,000	270,000	165,000	8,320,000
GSD Vehicles											
121 Vehicle & Equipment Replacement Program											
General G.O. Bonds	1,507,000	1,924,000	1,806,000	1,792,000	1,874,000	1,394,000	1,864,000	2,033,000	2,646,000	2,130,000	18,970,000
Sewer G.O. Bonds	180,000	190,000	130,000	280,000	347,000	257,000	415,000	525,000	25,000	417,000	2,766,000
Water G.O. Bonds	82,000	0	254,000	304,000	82,000	442,000	275,000	120,000	323,000	218,000	2,100,000
Subtotal	1,769,000	2,114,000	2,190,000	2,376,000	2,303,000	2,093,000	2,554,000	2,678,000	2,994,000	2,765,000	23,836,000
Total GSD Vehicles	1,769,000	2,114,000	2,190,000	2,376,000	2,303,000	2,093,000	2,554,000	2,678,000	2,994,000	2,765,000	23,836,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Information Technology & Communications											
2 Information Technology Hardware & Software Replacement											
General Capital Transfer	177,000	276,000	262,875	322,500	258,000	294,750	246,375	234,750	233,250	184,500	2,490,000
Sewer Capital Transfer	29,500	46,000	43,813	53,750	43,000	49,125	41,063	39,125	38,875	30,750	415,001
Water Capital Transfer	29,500	46,000	43,813	53,750	43,000	49,125	41,063	39,125	38,875	30,750	415,001
Subtotal	236,000	368,000	350,501	430,000	344,000	393,000	328,501	313,000	311,000	246,000	3,320,002
297 Geographic Information Systems (GIS)											
General Capital Transfer	10,000	0	0	10,000	0	0	0	0	0	0	20,000
Sewer Capital Transfer	10,000	0	0	10,000	0	0	0	0	0	0	20,000
Water Capital Transfer	10,000	0	0	10,000	0	0	0	0	0	0	20,000
Subtotal	30,000	0	0	30,000	0	0	0	0	0	0	60,000
477 Library Equipment Replacement											
General Capital Transfer	0	25,000	0	0	0	0	0	0	0	0	25,000
Subtotal	0	25,000	0	0	0	0	0	0	0	0	25,000
574 Development Permitting Software											
General Capital Close-out	77,894	0	0	0	0	0	0	0	0	0	77,894
Subtotal	77,894	0	0	0	0	0	0	0	0	0	77,894
615 Fiber System Replacement											
General Capital Transfer	25,000	500,000	0	0	0	0	0	0	0	0	525,000
Subtotal	25,000	500,000	0	0	0	0	0	0	0	0	525,000
631 Multi-Function Photocopy Machines											
General Capital Transfer	32,000	37,000	30,000	38,000	37,000	41,000	38,000	34,000	39,000	34,000	360,000
Subtotal	32,000	37,000	30,000	38,000	37,000	41,000	38,000	34,000	39,000	34,000	360,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
673 Election Equipment Replacement											
General G.O. Bonds	90,000	0	0	0	0	0	0	0	0	0	90,000
Subtotal	90,000	0	0	0	0	0	0	0	0	0	90,000
Total Information Technology & Communications	490,894	930,000	380,501	498,000	381,000	434,000	366,501	347,000	350,000	280,000	4,457,896
Intersections											
31 Broadway / West Street Intersection Improvements (McKee Square)											
General G.O. Bonds	0	840,000	0	0	0	0	0	0	0	0	840,000
General Impact Fees Traf Dist 3	15,000	0	0	0	0	0	0	0	0	0	15,000
General Impact Fees Traf Dist 4	10,000	0	0	0	0	0	0	0	0	0	10,000
Other State	375,000 *	3,360,000	0	0	0	0	0	0	0	0	3,735,000
Subtotal	400,000	4,200,000	0	0	0	0	0	0	0	0	4,600,000
283 Traffic Signals and Traffic Operations Improvements											
General Capital Close-out	5,528	0	0	0	0	0	0	0	0	0	5,528
General G.O. Bonds	1,100,000	630,500	633,000	652,000	760,000	680,500	690,500	711,500	733,500	0	6,591,500
Other State	54,000 *	0	0	0	0	0	0	0	0	0	54,000
Subtotal	1,159,528	630,500	633,000	652,000	760,000	680,500	690,500	711,500	733,500	0	6,651,028
519 Manchester Street/Old Turnpike Road Intersection Improvements											
General Donations	0	0	0	2,200,000	0	0	0	0	0	0	2,200,000
Subtotal	0	0	0	2,200,000	0	0	0	0	0	0	2,200,000
520 Intersection Safety Improvements											
General Highway Reserve	180,000	0	0	0	0	100,000	100,000	100,000	100,000	100,000	680,000
Subtotal	180,000	0	0	0	0	100,000	100,000	100,000	100,000	100,000	680,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
541 Regional Drive/Chenell Drive Intersection Improvements											
General G.O. Bonds	0	0	300,000	0	1,900,000	0	0	0	0	0	2,200,000
Subtotal	0	0	300,000	0	1,900,000	0	0	0	0	0	2,200,000
570 Pleasant/Warren/Fruit Intersection Improvements											
General G.O. Bonds	0	0	0	0	5,000,000	0	0	0	0	0	5,000,000
General Impact Fees Traf Dist 3	100,000	0	0	0	0	0	0	0	0	0	100,000
Subtotal	100,000	0	0	0	5,000,000	0	0	0	0	0	5,100,000
661 Traffic Signals: Gridsmart Processer Replacement											
General G.O. Bonds	41,000	0	0	0	0	0	0	70,000	0	0	111,000
Subtotal	41,000	0	0	0	0	0	0	70,000	0	0	111,000
Total Intersections	1,880,528	4,830,500	933,000	2,852,000	7,660,000	780,500	790,500	881,500	833,500	100,000	21,542,028
Other Vehicles											
569 Parks and Cemeteries Small Turf Equipment											
General G.O. Bonds	125,000	40,000	95,000	65,000	85,000	0	50,000	50,000	30,000	85,000	625,000
Subtotal	125,000	40,000	95,000	65,000	85,000	0	50,000	50,000	30,000	85,000	625,000
575 Police Vehicle & Equipment Replacement											
General Capital Transfer	280,000	285,000	285,000	290,000	290,000	295,000	295,000	295,000	295,000	295,000	2,905,000
Subtotal	280,000	285,000	285,000	290,000	290,000	295,000	295,000	295,000	295,000	295,000	2,905,000
Total Other Vehicles	405,000	325,000	380,000	355,000	375,000	295,000	345,000	345,000	325,000	380,000	3,530,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Parking											
403 Parking Division Vehicle and Equipment Replacement Program											
Parking G.O. Bonds	0	60,000	0	0	65,000	0	0	0	0	0	125,000
Subtotal	0	60,000	0	0	65,000	0	0	0	0	0	125,000
432 State Street Parking Garage (Formerly Firehouse Block)											
Parking Capital Close-out	73,146	0	0	0	0	0	0	0	0	0	73,146
Parking Capital Transfer	40,000	0	0	0	0	0	0	0	0	0	40,000
Parking G.O. Bonds	0	675,000	11,945,000	0	0	0	0	200,000	1,500,000	0	14,320,000
Subtotal	113,146	675,000	11,945,000	0	0	0	0	200,000	1,500,000	0	14,433,146
433 School Street Parking Garage (Formerly Durgin Block)											
Parking Capital Transfer	10,000	0	0	0	0	0	0	0	0	0	10,000
Parking G.O. Bonds	1,190,000	0	0	0	0	0	5,720,000	0	0	0	6,910,000
Subtotal	1,200,000	0	0	0	0	0	5,720,000	0	0	0	6,920,000
529 Storrs Street Parking Garage (Formerly Capital Commons)											
Parking G.O. Bonds	0	0	1,815,000	0	0	0	11,000,000	0	0	0	12,815,000
Subtotal	0	0	1,815,000	0	0	0	11,000,000	0	0	0	12,815,000
595 Parking Meters											
Parking G.O. Bonds	0	0	800,000	1,550,000	0	0	0	0	0	0	2,350,000
Subtotal	0	0	800,000	1,550,000	0	0	0	0	0	0	2,350,000
596 Surface Lots											
Parking G.O. Bonds	0	0	495,000	819,500	0	957,000	0	0	0	0	2,271,500
Subtotal	0	0	495,000	819,500	0	957,000	0	0	0	0	2,271,500

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
597 Parking Beacons											
Parking Capital Transfer	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000
Parking G.O. Bonds	0	0	275,000	0	0	0	0	0	0	0	275,000
Subtotal	0	0	275,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	310,000
627 Parking Strategic Plan											
Parking G.O. Bonds	0	0	0	0	0	0	305,000	0	0	0	305,000
Subtotal	0	0	0	0	0	0	305,000	0	0	0	305,000
Total Parking	1,313,146	735,000	15,330,000	2,374,500	70,000	962,000	17,030,000	205,000	1,505,000	5,000	39,529,646
Parks and Open Space											
51 White Park											
General Capital Close-out	63,055	0	0	0	0	0	0	0	0	0	63,055
General G.O. Bonds	390,000	950,000	250,000	0	200,000	250,000	120,000	0	0	20,000	2,180,000
Subtotal	453,055	950,000	250,000	0	200,000	250,000	120,000	0	0	20,000	2,243,055
52 Keach Park											
General G.O. Bonds	0	130,000	350,000	0	70,000	30,000	20,000	0	700,000	80,000	1,380,000
Subtotal	0	130,000	350,000	0	70,000	30,000	20,000	0	700,000	80,000	1,380,000
54 Russell Martin Park											
General G.O. Bonds	0	0	0	0	0	0	2,250,000	0	0	0	2,250,000
Subtotal	0	0	0	0	0	0	2,250,000	0	0	0	2,250,000
55 Rolfe Park											
General G.O. Bonds	0	0	350,000	175,000	80,000	40,000	0	0	0	0	645,000
Subtotal	0	0	350,000	175,000	80,000	40,000	0	0	0	0	645,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
56 Rollins Park											
General G.O. Bonds	110,000	175,000	350,000	0	70,000	0	305,000	30,000	0	0	1,040,000
Subtotal	110,000	175,000	350,000	0	70,000	0	305,000	30,000	0	0	1,040,000
59 Terrill Park											
General Donations	0	0	3,000,000	0	0	0	0	0	0	60,000	3,060,000
General G.O. Bonds	0	0	3,000,000	0	0	0	1,500,000	0	0	0	4,500,000
Subtotal	0	0	6,000,000	0	0	0	1,500,000	0	0	60,000	7,560,000
60 Kiwanis (Waterfront) Park											
General Donations	500,000 *	0	0	0	0	0	0	0	0	0	500,000
General G.O. Bonds	0	0	0	0	7,000,000	0	0	0	0	0	7,000,000
Other HUD Grant	500,000 *	0	0	0	0	0	0	0	0	0	500,000
Subtotal	1,000,000	0	0	0	7,000,000	0	0	0	0	0	8,000,000
358 Garrison Park											
General G.O. Bonds	0	0	50,000	350,000	0	0	0	175,000	0	0	575,000
Subtotal	0	0	50,000	350,000	0	0	0	175,000	0	0	575,000
359 Merrill Park											
General Donations	0	0	0	0	0	25,000	0	0	0	0	25,000
General G.O. Bonds	0	0	350,000	0	40,000	80,000	0	75,000	0	0	545,000
Subtotal	0	0	350,000	0	40,000	105,000	0	75,000	0	0	570,000
360 Kimball Park											
General G.O. Bonds	0	0	0	350,000	0	0	80,000	0	0	75,000	505,000
Subtotal	0	0	0	350,000	0	0	80,000	0	0	75,000	505,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
515 Golf Course Winter Recreation Improvements											
General Donations	100,000 *	100,000	0	0	50,000	0	0	0	0	0	250,000
Subtotal	100,000	100,000	0	0	50,000	0	0	0	0	0	250,000
528 Pocket Parks											
General G.O. Bonds	0	0	40,000	0	50,000	0	0	0	1,050,000	0	1,140,000
Subtotal	0	0	40,000	0	50,000	0	0	0	1,050,000	0	1,140,000
557 Memorial Field											
General Donations	750,000 *	5,850,000	0	0	6,950,000	0	0	0	0	0	13,550,000
General G.O. Bonds	610,000 *	5,850,000	0	0	6,950,000	0	0	0	0	0	13,410,000
General Impact Fees Rec Dist 3	140,000	0	0	0	0	0	0	0	0	0	140,000
Subtotal	1,500,000	11,700,000	0	0	13,900,000	0	0	0	0	0	27,100,000
567 Penacook Riverfront Parks											
General G.O. Bonds	0	500,000	0	0	0	0	100,000	0	0	0	600,000
Other Federal	0	500,000	0	0	0	0	0	0	0	0	500,000
Subtotal	0	1,000,000	0	0	0	0	100,000	0	0	0	1,100,000
Total Parks and Open Space	3,163,055	14,055,000	7,740,000	875,000	21,460,000	425,000	4,375,000	280,000	1,750,000	235,000	54,358,055
Public Buildings											
63 City Wide Recreation Facility Improvements											
General Capital Close-out	0	21,132	0	0	0	0	0	0	0	0	21,132
General G.O. Bonds	35,000	1,280,000	220,000	75,000	595,000	0	0	0	0	0	2,205,000
Subtotal	35,000	1,301,132	220,000	75,000	595,000	0	0	0	0	0	2,226,132

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
65 City Hall Renovations											
General G.O. Bonds	0	1,440,000	825,000	11,765,000	40,000	0	0	1,390,000	0	0	15,460,000
Subtotal	0	1,440,000	825,000	11,765,000	40,000	0	0	1,390,000	0	0	15,460,000
68 Library											
General Capital Close-out	80,631	0	0	0	0	0	0	0	0	0	80,631
General Donations	0	0	290,000	0	2,900,000	0	0	0	0	0	3,190,000
General G.O. Bonds	320,000	0	2,610,000	0	26,100,000	0	0	0	0	0	29,030,000
Subtotal	400,631	0	2,900,000	0	29,000,000	0	0	0	0	0	32,300,631
252 Fire Station Improvements											
General G.O. Bonds	0	815,000	0	350,000	0	0	77,000	0	0	84,500	1,326,500
Subtotal	0	815,000	0	350,000	0	0	77,000	0	0	84,500	1,326,500
323 Combined Operations & Maintenance Facility (COMF) Improvements											
General Capital Close-out	15,338	0	0	0	0	0	0	0	0	0	15,338
General G.O. Bonds	5,000	375,000	335,000	485,000	0	0	0	0	30,000	0	1,230,000
Sewer G.O. Bonds	10,000	355,000	335,000	485,000	0	0	0	0	15,000	0	1,200,000
Water G.O. Bonds	10,000	355,000	335,000	485,000	0	0	0	0	15,000	0	1,200,000
Subtotal	40,338	1,085,000	1,005,000	1,455,000	0	0	0	0	60,000	0	3,645,338
443 City-Wide Community Center											
General G.O. Bonds	130,000	1,300,000	60,000	0	100,000	150,000	0	0	0	0	1,740,000
Subtotal	130,000	1,300,000	60,000	0	100,000	150,000	0	0	0	0	1,740,000
521 Police Firearms Range Improvements											
General Capital Transfer	0	50,000	0	0	0	0	0	0	0	25,000	75,000
Subtotal	0	50,000	0	0	0	0	0	0	0	25,000	75,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
551 Library Maintenance											
General G.O. Bonds	0	205,000	625,000	1,500,000	0	0	0	0	0	0	2,330,000
Subtotal	0	205,000	625,000	1,500,000	0	0	0	0	0	0	2,330,000
583 New Heights Fire Station											
General G.O. Bonds	0	0	150,000	0	2,000,000	2,000,000	3,350,000	0	0	0	7,500,000
Subtotal	0	0	150,000	0	2,000,000	2,000,000	3,350,000	0	0	0	7,500,000
594 New Central Fire Station											
General G.O. Bonds	150,000	0	3,000,000	2,000,000	20,000,000	0	0	0	0	0	25,150,000
Subtotal	150,000	0	3,000,000	2,000,000	20,000,000	0	0	0	0	0	25,150,000
636 Electric Vehicle (EV) Charging Stations											
General G.O. Bonds	0	75,000	0	0	50,000	0	0	0	0	0	125,000
Water G.O. Bonds	0	0	25,000	0	0	0	0	0	0	0	25,000
Subtotal	0	75,000	25,000	0	50,000	0	0	0	0	0	150,000
643 Police Headquarters (New)											
General G.O. Bonds	38,370,000 *	0	0	0	0	0	0	0	0	0	38,370,000
Subtotal	38,370,000	0	0	0	0	0	0	0	0	0	38,370,000
665 Broadway Fire Station											
General G.O. Bonds	0	0	0	0	0	0	0	0	7,500,000	0	7,500,000
Subtotal	0	0	0	0	0	0	0	0	7,500,000	0	7,500,000
666 Manor Fire Station											
General G.O. Bonds	0	0	0	0	0	0	0	0	7,500,000	0	7,500,000
Subtotal	0	0	0	0	0	0	0	0	7,500,000	0	7,500,000
Total Public Buildings	39,125,969	6,271,132	8,810,000	17,145,000	51,785,000	2,150,000	3,427,000	1,390,000	15,060,000	109,500	145,273,601

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Public Safety											
230 Opticom Replacement											
General Highway Reserve	0	20,000	0	0	20,000	0	0	20,000	0	0	60,000
Subtotal	0	20,000	0	0	20,000	0	0	20,000	0	0	60,000
305 Fire Department Communications Equipment											
General G.O. Bonds	0	820,000	0	0	0	150,000	0	0	0	0	970,000
Subtotal	0	820,000	0	0	0	150,000	0	0	0	0	970,000
335 Thermal Imaging Cameras											
General G.O. Bonds	0	0	0	0	72,000	0	0	0	0	0	72,000
Subtotal	0	0	0	0	72,000	0	0	0	0	0	72,000
368 Police Department Communications Equipment											
General G.O. Bonds	0	80,000	0	0	0	180,000	180,000	100,000	0	0	540,000
Subtotal	0	80,000	0	0	0	180,000	180,000	100,000	0	0	540,000
370 Police Department Ballistic Vest Replacement Program											
General G.O. Bonds	0	40,000	0	0	0	85,000	0	0	0	85,000	210,000
Subtotal	0	40,000	0	0	0	85,000	0	0	0	85,000	210,000
376 Fire Department Hose & Equipment Replacement											
General Capital Close-out	15,849	0	0	0	0	0	0	0	0	0	15,849
General G.O. Bonds	21,000	0	40,000	50,000	175,000	40,000	0	0	0	0	326,000
Subtotal	36,849	0	40,000	50,000	175,000	40,000	0	0	0	0	341,849
522 Patrol Rifle Replacements											
General Capital Transfer	0	10,000	0	0	30,000	30,000	0	0	30,000	0	100,000
Subtotal	0	10,000	0	0	30,000	30,000	0	0	30,000	0	100,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
527 Fire Department EMS Equipment Replacement											
General G.O. Bonds	0	165,000	0	0	0	0	0	0	1,000,000	0	1,165,000
Subtotal	0	165,000	0	0	0	0	0	0	1,000,000	0	1,165,000
555 Handgun Replacement											
General Capital Transfer	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
560 Fire Training Facility											
General G.O. Bonds	0	0	500,000	0	0	0	0	0	0	0	500,000
Subtotal	0	0	500,000	0	0	0	0	0	0	0	500,000
561 Fire Alarm Infrastructure Replacement											
General G.O. Bonds	0	20,000	0	0	0	0	0	0	0	0	20,000
Subtotal	0	20,000	0	0	0	0	0	0	0	0	20,000
573 Fire Department Personnel Protective Equipment											
General Capital Transfer	0	0	0	425,000	0	0	0	0	0	0	425,000
General G.O. Bonds	50,000	0	0	0	0	0	0	0	0	0	50,000
Subtotal	50,000	0	0	425,000	0	0	0	0	0	0	475,000
607 Video System Replacement											
General Capital Transfer	0	10,000	0	0	0	0	0	0	0	0	10,000
Subtotal	0	10,000	0	0	0	0	0	0	0	0	10,000
629 Police Body Worn Cameras and In-Car Video											
Other Federal	0	470,000	0	0	0	0	0	0	0	0	470,000
Subtotal	0	470,000	0	0	0	0	0	0	0	0	470,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
630 Police Computer Crimes Hardware and Equipment											
General G.O. Bonds	0	0	60,000	0	0	0	0	0	0	0	60,000
Subtotal	0	0	60,000	0	0	0	0	0	0	0	60,000
645 Police Department RMS/CAD Upgrade											
General G.O. Bonds	0	600,000	0	0	0	0	0	0	0	0	600,000
Subtotal	0	600,000	0	0	0	0	0	0	0	0	600,000
671 Knox Key Secure											
General G.O. Bonds	0	50,000	0	0	0	0	0	0	0	0	50,000
Subtotal	0	50,000	0	0	0	0	0	0	0	0	50,000
Total Public Safety	86,849	2,385,000	600,000	475,000	297,000	485,000	180,000	120,000	1,030,000	85,000	5,743,849
Sewer Collection											
91 Sewer Main Rehabilitation and Construction											
Sewer Capital Transfer	40,000	40,000	40,000	40,000	40,000	40,000	160,000	70,000	70,000	70,000	610,000
Sewer G.O. Bonds	0	0	0	1,300,000	1,300,000	1,500,000	3,000,000	1,000,000	1,350,000	1,900,000	11,350,000
Subtotal	40,000	40,000	40,000	1,340,000	1,340,000	1,540,000	3,160,000	1,070,000	1,420,000	1,970,000	11,960,000
275 Sewer Pump Station Improvements											
Sewer G.O. Bonds	0	250,000	0	0	0	0	0	0	0	0	250,000
Subtotal	0	250,000	0	0	0	0	0	0	0	0	250,000
410 Sewer Video Inspection Equipment											
Sewer Capital Transfer	0	20,000	0	0	0	0	0	0	0	0	20,000
Sewer G.O. Bonds	0	0	0	0	0	0	80,000	0	0	0	80,000
Subtotal	0	20,000	0	0	0	0	80,000	0	0	0	100,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
648 Wastewater Master Plan Update											
Sewer Capital Close-out	100,441	0	0	0	0	0	0	0	0	0	100,441
Sewer G.O. Bonds	750,000	0	0	0	0	0	0	0	0	0	750,000
Subtotal	850,441	0	0	0	0	0	0	0	0	0	850,441
Total Sewer Collection	890,441	310,000	40,000	1,340,000	1,340,000	1,540,000	3,240,000	1,070,000	1,420,000	1,970,000	13,160,441
Sewer Treatment											
89 Hall Street Waste Water Treatment Plant Odor Control											
Sewer G.O. Bonds	0	0	0	0	0	0	0	530,000	0	0	530,000
Subtotal	0	0	0	0	0	0	0	530,000	0	0	530,000
104 Hall Street Waste Water Treatment Plant Improvements											
Sewer Capital Close-out	96,330	0	0	0	0	0	0	0	0	0	96,330
Sewer G.O. Bonds	5,654,000	2,005,000	27,025,000	25,000	25,000	150,000	0	1,100,000	0	18,300,000	54,284,000
Sewer Investment Fee Reserve	150,000	0	0	0	0	0	0	0	0	0	150,000
Subtotal	5,900,330	2,005,000	27,025,000	25,000	25,000	150,000	0	1,100,000	0	18,300,000	54,530,330
466 Penacook Waste Water Treatment Plant Improvements											
Sewer G.O. Bonds	0	1,190,000	0	60,000	0	0	0	0	0	0	1,250,000
Subtotal	0	1,190,000	0	60,000	0	0	0	0	0	0	1,250,000
Total Sewer Treatment	5,900,330	3,195,000	27,025,000	85,000	25,000	150,000	0	1,630,000	0	18,300,000	56,310,330

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Sidewalks and Streetscapes											
17 Sidewalk, Bikeway and Streetscape Improvements											
General G.O. Bonds	40,000	625,000	0	0	0	0	0	0	0	0	665,000
General Highway Reserve	15,000	0	0	0	0	0	0	0	0	0	15,000
Subtotal	55,000	625,000	0	0	0	0	0	0	0	0	680,000
543 Merrimack River Greenway Trail Project											
General Donations	0	0	4,000,000	0	1,100,000	0	0	0	0	0	5,100,000
General G.O. Bonds	20,000	180,000	2,305,000	0	1,100,000	0	0	0	0	0	3,605,000
Other Federal	80,000	0	1,222,000	0	0	0	0	0	0	0	1,302,000
Other State	0	0	0	0	8,800,000	0	0	0	0	0	8,800,000
Subtotal	100,000	180,000	7,527,000	0	11,000,000	0	0	0	0	0	18,807,000
Total Sidewalks and Streetscapes	155,000	805,000	7,527,000	0	11,000,000	0	0	0	0	0	19,487,000
Solid Waste Management											
381 Landfill Closure and Maintenance											
General G.O. Bonds	0	0	0	0	0	0	0	15,000,000	0	0	15,000,000
Subtotal	0	0	0	0	0	0	0	15,000,000	0	0	15,000,000
447 Landfill Soil Vapor Extraction Systems											
Solid Waste Capital Transfer	0	0	0	15,000	25,000	0	0	0	0	0	40,000
Solid Waste G.O. Bonds	0	0	0	45,000	0	0	0	0	0	0	45,000
Subtotal	0	0	0	60,000	25,000	0	0	0	0	0	85,000
Total Solid Waste Management	0	0	0	60,000	25,000	0	0	15,000,000	0	0	15,085,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Storm Sewer											
83 Storm Water Improvements											
General G.O. Bonds	500,000	0	250,000	750,000	0	0	0	0	0	0	1,500,000
Subtotal	500,000	0	250,000	750,000	0	0	0	0	0	0	1,500,000
647 Inflow & Infiltration Removal											
General G.O. Bonds	55,000	0	0	0	0	0	0	0	0	0	55,000
Sewer G.O. Bonds	55,000	0	0	0	0	0	0	0	0	0	55,000
Subtotal	110,000	0	0	0	0	0	0	0	0	0	110,000
656 River Bank Stabilization Projects											
General G.O. Bonds	0	0	1,000,000	0	0	0	0	0	0	0	1,000,000
Subtotal	0	0	1,000,000	0	0	0	0	0	0	0	1,000,000
Total Storm Sewer	610,000	0	1,250,000	750,000	0	0	0	0	0	0	2,610,000
Street Corridor Improvements											
36 Manchester Street / Route 3 South											
General G.O. Bonds	0	0	3,200,000	0	0	0	0	0	0	0	3,200,000
General Impact Fees Traf Dist 4	170,000 *	0	0	0	0	0	0	0	0	0	170,000
Other Federal	520,000 *	0	9,200,000	0	0	0	0	0	0	0	9,720,000
Sewer G.O. Bonds	0	0	500,000	0	0	0	0	0	0	0	500,000
Water G.O. Bonds	0	0	160,000	0	0	0	0	0	0	0	160,000
Subtotal	690,000	0	13,060,000	0	0	0	0	0	0	0	13,750,000
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

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
611 Eastman Street Retaining Wall											
General G.O. Bonds	0	0	0	190,000	0	0	0	0	0	0	190,000
Subtotal	0	0	0	190,000	0	0	0	0	0	0	190,000
628 LED Streetlight Replacement											
General G.O. Bonds	1,150,000	0	0	0	0	0	0	0	0	0	1,150,000
Subtotal	1,150,000	0	0	0	0	0	0	0	0	0	1,150,000
659 North Main Street Corridor Improvements											
General G.O. Bonds	0	0	0	0	200,000	0	0	0	0	0	200,000
Subtotal	0	0	0	0	200,000	0	0	0	0	0	200,000
Total Street Corridor Improvements	1,840,000	0	13,060,000	190,000	200,000	0	0	0	160,000	1,150,000	16,600,000
Street Rehabilitation											
78 Annual Highway Improvement Program											
General Highway Reserve	2,800,000	2,800,000	2,800,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	3,550,000	3,550,000	32,650,000
Subtotal	2,800,000	2,800,000	2,800,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	3,550,000	3,550,000	32,650,000
Total Street Rehabilitation	2,800,000	2,800,000	2,800,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	3,550,000	3,550,000	32,650,000
Streets New Construction											
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
Other Tax Increment Financing	0	0	0	1,390,000	11,850,000	0	0	0	0	0	13,240,000
Subtotal	0	0	0	1,390,000	11,850,000	0	0	0	500,000	5,000,000	18,740,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
502 Whitney Road Extension											
General Donations	0	0	0	0	0	0	0	0	0	2,350,000	2,350,000
Subtotal	0	0	0	0	0	0	0	0	0	2,350,000	2,350,000
Total Streets New Construction	0	0	0	1,390,000	11,850,000	0	0	0	500,000	7,350,000	21,090,000
Water Distribution System											
84 Water Main Cleaning & Lining											
Water G.O. Bonds	0	0	0	0	0	260,000	500,000	475,000	585,000	0	1,820,000
Subtotal	0	0	0	0	0	260,000	500,000	475,000	585,000	0	1,820,000
85 Water Main Replacement											
Water Capital Close-out	49,142	0	0	0	0	0	0	0	0	0	49,142
Water G.O. Bonds	1,451,000	0	0	0	0	2,000,000	0	0	5,000,000	0	8,451,000
Subtotal	1,500,142	0	0	0	0	2,000,000	0	0	5,000,000	0	8,500,142
86 Water Main Construction											
Water G.O. Bonds	0	0	1,600,000	0	0	0	0	0	0	0	1,600,000
Subtotal	0	0	1,600,000	0	0	0	0	0	0	0	1,600,000
244 Water Meter Replacement Program											
Water Capital Transfer	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,250,000
Water G.O. Bonds	250,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,725,000
Subtotal	375,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,975,000
451 Leak Detection											
Water Capital Transfer	10,000	0	0	0	0	15,000	0	0	0	20,000	45,000
Subtotal	10,000	0	0	0	0	15,000	0	0	0	20,000	45,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
669 Water Meter Pit Rehabilitation											
Water G.O. Bonds	85,000	0	0	0	0	0	0	0	0	0	85,000
Subtotal	85,000	0	0	0	0	0	0	0	0	0	85,000
Total Water Distribution System	1,970,142	400,000	2,000,000	400,000	400,000	2,675,000	900,000	875,000	5,985,000	420,000	16,025,142
Water Treatment											
88 Water Plant Improvements											
Water Capital Transfer	0	0	0	0	0	0	0	25,000	0	0	25,000
Water G.O. Bonds	180,000	400,000	400,000	0	950,000	1,025,000	120,000	150,000	300,000	400,000	3,925,000
Subtotal	180,000	400,000	400,000	0	950,000	1,025,000	120,000	175,000	300,000	400,000	3,950,000
114 Penacook Lake Dam and Spillway Rehabilitation											
Other Federal	0	0	2,500,000	0	0	0	0	0	0	0	2,500,000
Water G.O. Bonds	0	0	0	0	0	0	0	75,000	0	0	75,000
Subtotal	0	0	2,500,000	0	0	0	0	75,000	0	0	2,575,000
124 Water System SCADA Improvements											
Water Capital Transfer	30,000	30,000	30,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	315,000
Subtotal	30,000	30,000	30,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	315,000
321 Water System Master Plan & Implementation											
Water Capital Transfer	0	80,000	40,000	90,000	0	0	70,000	0	0	0	280,000
Subtotal	0	80,000	40,000	90,000	0	0	70,000	0	0	0	280,000
345 Water Supply Well Field Maintenance											
Water G.O. Bonds	0	0	0	150,000	0	0	0	0	2,000,000	0	2,150,000
Subtotal	0	0	0	150,000	0	0	0	0	2,000,000	0	2,150,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
347 Water Storage Tank Repairs											
Water G.O. Bonds	50,000	55,000	55,000	80,000	0	50,000	60,000	55,000	65,000	80,000	550,000
Subtotal	50,000	55,000	55,000	80,000	0	50,000	60,000	55,000	65,000	80,000	550,000
372 Water System Pump Station Improvements											
Water G.O. Bonds	1,020,000	250,000	0	0	0	0	550,000	0	0	0	1,820,000
Subtotal	1,020,000	250,000	0	0	0	0	550,000	0	0	0	1,820,000
482 Water System Asset Management											
Water G.O. Bonds	0	0	0	0	0	0	0	75,000	0	0	75,000
Subtotal	0	0	0	0	0	0	0	75,000	0	0	75,000
Total Water Treatment	1,280,000	815,000	3,025,000	350,000	980,000	1,105,000	830,000	415,000	2,400,000	515,000	11,715,000
Grand Total	74,461,361	51,773,688	121,565,441	48,374,612	129,134,660	20,435,024	43,900,501	31,485,500	39,157,500	37,555,500	597,843,787

***Excluded from Budget Appropriation**

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City Agencies

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1998 PREVIOUS AMOUNT:

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

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

VI. PROJECT FUND SUMMARY

Fund Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Sewer Capital Transfer	29,500	46,000	43,813	53,750	43,000	49,125	41,063	39,125	38,875	30,750	415,001
Water Capital Transfer	29,500	46,000	43,813	53,750	43,000	49,125	41,063	39,125	38,875	30,750	415,001
General Capital Transfer	177,000	276,000	262,875	322,500	258,000	294,750	246,375	234,750	233,250	184,500	2,490,000
Total	236,000	368,000	350,501	430,000	344,000	393,000	328,501	313,000	311,000	246,000	3,320,002

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Capital Transfer	177,000	Replace Hardware, computers, laptops, monitors, and servers ($228,000). Printers ($5,000). Replace Police Department mobile computers ($110,000). Security system upgrades/replacement ($8,000)
	Water Capital Transfer	29,500	Water share of above.
	Sewer Capital Transfer	29,500	Sewer share of above.
		$236,000	2026 Subtotal
2027	General Capital Transfer	276,000	Replace hardware, computers, laptops, monitors, and servers ($275,000). Software upgrades ($30,000). Replace Fire Department mobile computers ($80,000). Security system upgrades/replacement ($8,000)
	Sewer Capital Transfer	46,000	Sewer share of above.
	Water Capital Transfer	46,000	Water share of above.
		$368,000	2027 Subtotal
2028	General Capital Transfer	262,875	Replace hardware, computers, laptops, monitors, and servers ($57,000). Printers ($5,000). Software upgrades ($20,000). Networking upgrades ($70,000), Security system upgrades/replacement ($48,000), iPads (25,500)
	Water Capital Transfer	43,813	Water share of above.
	Sewer Capital Transfer	43,813	Sewer share of above.
		$350,501	2028 Subtotal
2029	General Capital Transfer	322,500	Replace hardware, computers, laptops, monitors, and servers ($280,000). Printers ($5,000). Software upgrades ($120,000). Security system upgrades/replacement ($8,000). iPads ($12,000)

PROJECT:	INFORMATION TECHNOLOGY	#2-Information Technology Hardware & Software Replacement	
	Sewer Capital Transfer	53,750	Sewer share of above.
	Water Capital Transfer	53,750	Water share of above.
		$430,000	2029 Subtotal
2030	General Capital Transfer	258,000	Replace Hardware, computers, laptops, monitors, and servers ($34,000). Printers ($5,000). Software upgrades ($65,000), Networking upgrades ($65,000), Security system upgrades/replacement ($48,000), Replace Police Department mobile computers ($110,000)
	Sewer Capital Transfer	43,000	Sewer share of above.
	Water Capital Transfer	43,000	Water share of above
		$344,000	2030 Subtotal
2031	General Capital Transfer	294,750	Replace Hardware, computers, laptops, monitors, and servers ($230,000). Printers ($10,000). Networking upgrades ($35,000), Software upgrades (20,000), Replace Fire Department mobile computers ($80,000), Security system upgrades/replacement ($8,000)
	Water Capital Transfer	49,125	Water share of above.
	Sewer Capital Transfer	49,125	Sewer share of above.
		$393,000	2031 Subtotal
2032	General Capital Transfer	246,375	Replace Hardware, computers, laptops, monitors, and servers ($285,000). Printers ($5,000). Security system upgrades/replacement ($8,000), iPads ($25,000)
	Water Capital Transfer	41,063	Water share of above.
	Sewer Capital Transfer	41,063	Sewer share of above.
		$328,501	2032 Subtotal
2033	General Capital Transfer	234,750	Replace Hardware, computers, laptops, monitors, and servers ($55,000). Printers ($5,000). Software upgrades ($120,000). Networking upgrades ($30,000), Security system upgrades/replacement ($53,000)
	Sewer Capital Transfer	39,125	Sewer share of above.
	Water Capital Transfer	39,125	Water share of above.
		$313,000	2033 Subtotal

PROJECT:	INFORMATION TECHNOLOGY		#2-Information Technology Hardware & Software Replacement
2034	General Capital Transfer	233,250	Replace Hardware, computers, laptops, monitors, and servers ($18,000). Printers ($5,000). Networking upgrades ($115,000), Security system upgrades/replacement ($58,000), Replace Police Department mobile computers ($110,000)
	Water Capital Transfer	38,875	Water portion
	Sewer Capital Transfer	38,875	Sewer portion
		$311,000	2034 Subtotal
2035	General Capital Transfer	184,500	Replace Hardware, computers, laptops, monitors, and servers ($5,000). Printers ($5,000). Software upgrades ($68,000), Networking upgrades ($75,000), Security system upgrades/replacement ($8,000), Replace Fire Department mobile computers ($80,000)
	Water Capital Transfer	30,750	Water portion
	Sewer Capital Transfer	30,750	Sewer portion
		$246,000	2035 Subtotal
	TOTAL	$3,320,002	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #4-Fire Department Vehicle Replacement

I. PROJECT TYPE: Fire Vehicles

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

1 Tanker (2,000 gallons). Generally kept for 20 years of service. Serves rural areas of City without City Water and is used to supplement water supply in special incident types throughout the City.

Ambulances: 6 total. 4 frontline, 2 reserve. Generally kept for 4 years of front line service, with 4 years in reserve (for 8 years total).

Forestry Units: 3 total. Kept for 10 years.

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

UTV: 1 total. Kept for 10 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).

Battalion Chief Vehicles: 2 Total. 5 years front line service followed by 5 years in reserve.

Staff Vehicles (Replace every 10 years):

PROJECT: FIRE #4-Fire Department Vehicle Replacement

Chief (1)
Deputy Chief (2)
Training Captain (1)
EMS Captain (1)
Fire Marshal (1)
Asst. Fire Marshal (1)
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: 2025 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	1,180,000	2,805,000	1,350,000	1,445,000	2,865,000	1,680,000	515,000	550,000	0	0	12,390,000
	Total	1,180,000	2,805,000	1,350,000	1,445,000	2,865,000	1,680,000	515,000	550,000	0	0	12,390,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	1,100,000	Replace Engine 7 (2017)
	General G.O. Bonds	80,000	Replace 1 Staff Vehicles Training Officer Pick Up.(2018)
		$1,180,000	2026 Subtotal
2027	General G.O. Bonds	1,300,000	Replace Engine 4 (2021)
	General G.O. Bonds	1,300,000	Replace Rescue 1 (2006)

PROJECT: FIRE #4-Fire Department Vehicle Replacement

	General	G.O. Bonds	125,000	Replace Command Car (2022)
	General	G.O. Bonds	80,000	Replace Utility 1 (2017)
			$2,805,000	2027 Subtotal
2028	General	G.O. Bonds	1,210,000	Replace Ambulances 4 and 1 (2022)
	General	G.O. Bonds	140,000	Replace 2 Staff Cars DC Operations (2017) and DC of Administration Vehicles (2016)
			$1,350,000	2028 Subtotal
2029	General	G.O. Bonds	1,210,000	Replace Ambulance 7 & Ambulance 5 (2024)
	General	G.O. Bonds	150,000	Replace Forestry 4 (2017)
	General	G.O. Bonds	85,000	Replace 1 Staff Vehicle Fire Chief (2018)
			$1,445,000	2029 Subtotal
2030	General	G.O. Bonds	2,500,000	Replace Ladder Truck (2023)
	General	G.O. Bonds	150,000	Replace Forestry 5 (2019)
	General	G.O. Bonds	150,000	Replace Forestry 7 (2020)
	General	G.O. Bonds	65,000	Replace UTV (2020)
			$2,865,000	2030 Subtotal
2031	General	G.O. Bonds	1,540,000	Replace Ambulances 4 & 1 (2027)
	General	G.O. Bonds	140,000	Replace Command Car (2022)
			$1,680,000	2031 Subtotal
2032	General	G.O. Bonds	275,000	Replace Fire Alarm Utility Truck (2022)
	General	G.O. Bonds	240,000	Replace EMS Officer's Vehicle Replace Deputy Chief-Operations Vehicle Replace Fire Marshal Vehicle (2026) Replace Deputy Chief-Administration Vehicle
			$515,000	2032 Subtotal

PROJECT: FIRE #4-Fire Department Vehicle Replacement

2033	General	G.O. Bonds	550,000	Ambulance 1 Replacement - (2028)
			$550,000	2033 Subtotal
	TOTAL		$12,390,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

This program was developed through the Transportation Policy Advisory Committee and presented and accepted by the City Council in 2021.

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

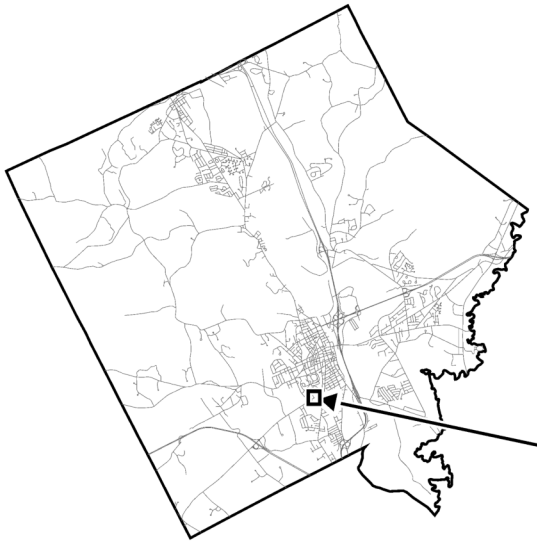
VI. PROJECT FUND SUMMARY

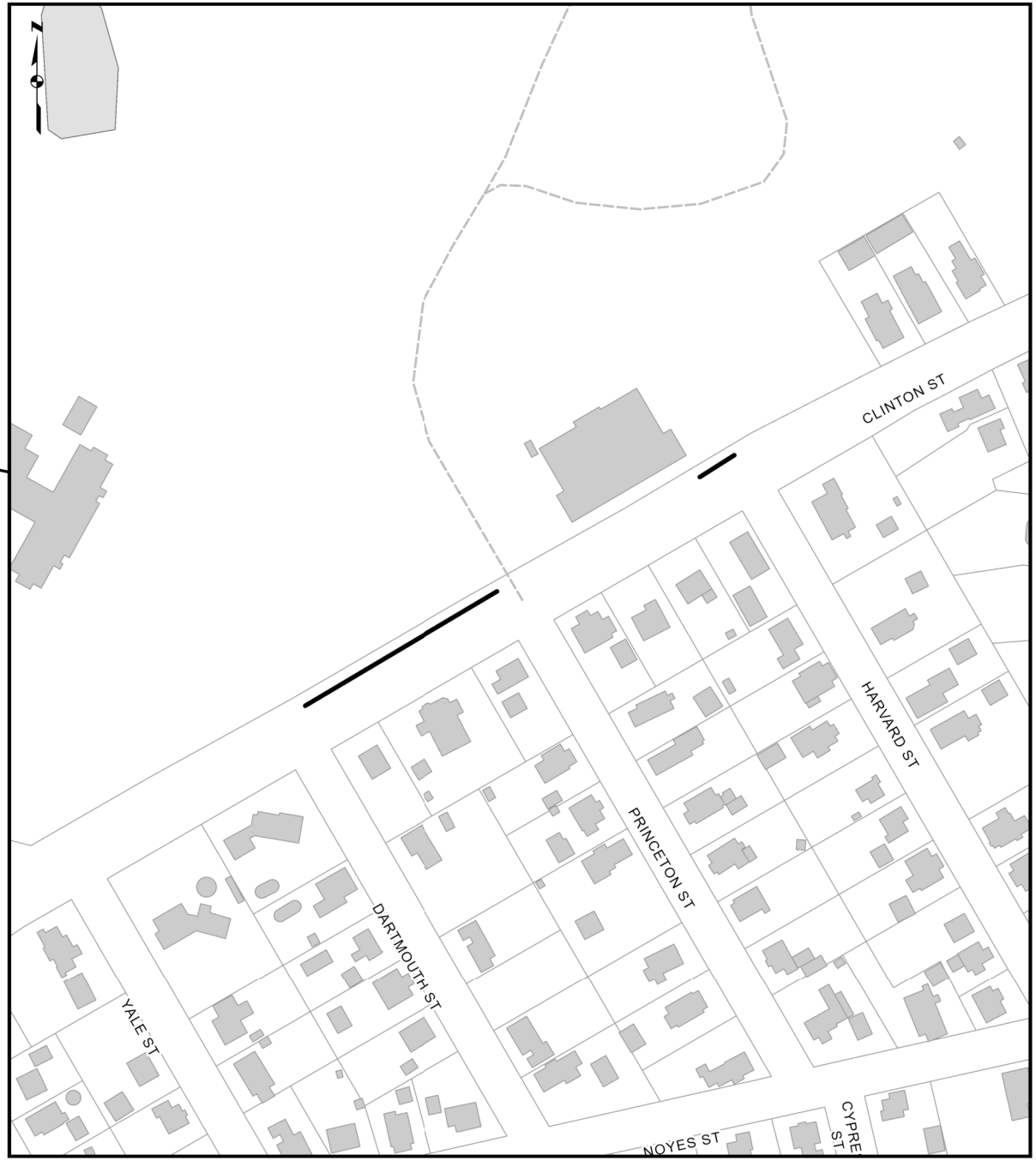
Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	40,000	625,000	0	0	0	0	0	0	0	0	665,000
General	Highway Reserve	15,000	0	0	0	0	0	0	0	0	0	15,000
	Total	55,000	625,000	0	0	0	0	0	0	0	0	680,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	G.O. Bonds	40,000	Construction of sidewalk and crosswalk improvements on Clinton Street near Harvard Street, to be coordinated with CIP #78.
	General	Highway Reserve	15,000	Final Design and survey for sidewalk, crosswalk and bus stop improvements on N Main Street (Storrs Street and Bouton Street), to be coordinated with CIP #78.
			$55,000	2026 Subtotal
2027	General	G.O. Bonds	375,000	Construct sidewalk on Pembroke Road (Guay Street to Sheep Davis Road), to be coordinated with CIP #78
	General	G.O. Bonds	250,000	Construction of sidewalk, crosswalk, and bus stop improvements on N Main Street (Storrs Street and Bouton Street), to be coordinated with CIP #78.
			$625,000	2027 Subtotal
	TOTAL		$680,000	





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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

FY 2026
CIP PROJECT #17

SIDEWALK, BIKEWAY AND STREETSCAPE IMPROVEMENTS

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Streets New Construction

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

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

The first phase of the project shall extend Storrs Street north to Constitution Avenue.
In coordination with Phase 1, the existing Storrs Street Corridor shall be studied for coordination and cohesion of the entirety of the corridor.
The second phase of the project shall extend Storrs Street south to Langdon Avenue.

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

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

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

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

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	500,000	5,000,000	5,500,000
Other	Tax Increment Financing	0	0	0	1,390,000	11,850,000	0	0	0	0	0	13,240,000
	Total	0	0	0	1,390,000	11,850,000	0	0	0	500,000	5,000,000	18,740,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	Other Tax Increment Financing	940,000	Discontinuance and acquisition of Northern Main Railroad from Loudon Road to Horseshoe Pond Lane to facilitate Storrs Street North from Pan Am Systems; rehabilitation of Pan Am Systems' existing siding located in South-End Rail Yard. Financed by the NEOCTIF District.
	Other Tax Increment Financing	450,000	Preliminary Design for Storrs Street North Extension to include the design of North Main Street and Storrs Street intersection (previously programmed in FY21 CIP 34). Financed by the NEOCTIF District.
		$1,390,000	2029 Subtotal
2030	Other Tax Increment Financing	11,850,000	Final design, permitting, and construction of Storrs Street North Extension including North Main Street and Storrs Street Intersection.. Financed by the NEOCTIF District.
		$11,850,000	2030 Subtotal
2034	General G.O. Bonds	500,000	Design - Storrs Street Extension South from Storrs Street at the intersection of Theatre Street southerly beneath the Water Street bridge to Langdon Avenue.
		$500,000	2034 Subtotal
2035	General G.O. Bonds	5,000,000	Construction - Storrs Street Extension South from Theatre Street beneath the Water Street bridge to Langdon Avenue.
		$5,000,000	2035 Subtotal
	TOTAL	$18,740,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Intersections

II. LOCATION: Broadway / West Street Intersection (McKee Square)

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

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

In January 2023, the City submitted a grant application through the New Hampshire Department of Transportation Congestion Mitigation and Air Quality Program for this project with funding 80% Federal and 20% City.

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

IMPACT IF NOT FUNDED: Increased traffic congestion and delays.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2000 PREVIOUS AMOUNT:

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

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	840,000	0	0	0	0	0	0	0	0	840,000
General	Impact Fees Traf Dist 3	15,000	0	0	0	0	0	0	0	0	0	15,000
General	Impact Fees Traf Dist 4	10,000	0	0	0	0	0	0	0	0	0	10,000
Other	State	375,000*	3,360,000	0	0	0	0	0	0	0	0	3,735,000
	Total	400,000	4,200,000	0	0	0	0	0	0	0	0	4,600,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other State	280,000	Preliminary and Final Engineering, NEPA Permitting Process and ROW, State Share 80%.City share appropriated in FY24 Budget.
	Other State	95,000	Required Right of way acqusition. State share 80%..
	General Impact Fees Traf Dist 3	15,000	Required Right of way acqusition. City share 20%.
	General Impact Fees Traf Dist 4	10,000	Required Right of way acqusition. City share 20%.
		$400,000	2026 Subtotal
2027	Other State	3,360,000	Phase 3: Construction of preferred intersection improvements. Preliminary estimate. (State 80% share).
	General G.O. Bonds	840,000	Phase 3: Construction of preferred intersection improvements. Preliminary estimate. (City 20% share).
		$4,200,000	2027 Subtotal
	TOTAL	$4,600,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: Manchester Street from Exit 13 Terminus to Pembroke Town Line

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

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

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

In 2023, this project has been included in the NHDOT Ten Year Plan and project costs and schedule have been adjusted for an 80/20% state/city funding match.

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.

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

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Sewer	G.O. Bonds	0	0	500,000	0	0	0	0	0	0	0	500,000
Other	Federal	520,000*	0	9,200,000	0	0	0	0	0	0	0	9,720,000
General	Impact Fees Traf Dist 4	170,000*	0	0	0	0	0	0	0	0	0	170,000
General	G.O. Bonds	0	0	3,200,000	0	0	0	0	0	0	0	3,200,000
Water	G.O. Bonds	0	0	160,000	0	0	0	0	0	0	0	160,000
	Total	690,000	0	13,060,000	0	0	0	0	0	0	0	13,750,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other Federal	470,000	Final Design and ROW (federal portion).
	General Impact Fees Traf Dist 4	120,000	Final Design and ROW (city portion).
	General Impact Fees Traf Dist 4	50,000	Engineering Study update, initiate NEPA process and complete preliminary design (city portion).
	Other Federal	50,000	Engineering Study update, initiate NEPA process and complete preliminary design (federal portion).
		$690,000	2026 Subtotal
2028	Sewer G.O. Bonds	500,000	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. Replace deteriorated sewer services.
	Water G.O. Bonds	160,000	Replace deteriorated service mains, install new service mains, hydrants and valves.
	Other Federal	9,200,000	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. (80% federal share).
	General G.O. Bonds	2,300,000	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. (20% City share).
	General G.O. Bonds	900,000	Construction of the signalized intersection of Manchester Street and Old Suncook Road ($300,000).

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

		Discontinue Garvins Falls Road ($50,000). Review and potential construction of intersection improvements at Crestwood Manufactured Home Park ($550,000). Previously approved by City Council in 2005.
	$13,060,000	2028 Subtotal
TOTAL	$13,750,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #51-White Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: 1 White Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

White Park was conveyed to the city by Armenia White in 1884, in memory of her husband Nathaniel. Mr. White.

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

IMPACT IF NOT FUNDED: Facilities will deteriorate thereby increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future. Lack of routine maintenance may result in closure of some park amenities to reduce liability.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	390,000	950,000	250,000	0	200,000	250,000	120,000	0	0	20,000	2,180,000
General	Capital Close-out	63,055	0	0	0	0	0	0	0	0	0	63,055
	Total	453,055	950,000	250,000	0	200,000	250,000	120,000	0	0	20,000	2,243,055

PROJECT: REC-GROUNDS #51-White Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	Capital Close-out	63,055	Phase 2 of building improvements to include adding equipment lift and needed life safety upgrades
	General	G.O. Bonds	390,000	Phase 2 of building improvements to include adding equipment lift and needed life safety upgrades
			$453,055	2026 Subtotal
2027	General	G.O. Bonds	750,000	Remove sediment and lotus plant growing in the pond.
	General	G.O. Bonds	200,000	Rehabilitate the impervious surface of the hockey rink and new hockey boards.
			$950,000	2027 Subtotal
2028	General	G.O. Bonds	50,000	Replace irrigation system pump.
	General	G.O. Bonds	200,000	Phase 1 of perimeter ornamental fence repair / replacement that is damaged along White Street
			$250,000	2028 Subtotal
2030	General	G.O. Bonds	200,000	Phase 2 of perimeter ornamental fence repair / replacement. Along Washington and Center Streets
			$200,000	2030 Subtotal
2031	General	G.O. Bonds	250,000	Phase 3 of 3 of ornamental fence repair / replacement. Along Beacon Street
			$250,000	2031 Subtotal
2032	General	G.O. Bonds	120,000	Repair and repoint stone wall in the outfield of baseball field along White Street and small rock wall around maintenance building.
			$120,000	2032 Subtotal
2035	General	G.O. Bonds	20,000	Crack seal and re-surface basketball court.
			$20,000	2035 Subtotal
	TOTAL		$2,243,055	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #52-Keach Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Newton Avenue

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

In 1928 a tract of land in the Plains district was acquired by the city for playground purposes and in 1933 the land became a park and set aside for the development of a community Park and Public Playground.

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

IMPACT IF NOT FUNDED: Facilities will deteriorate thereby increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future. Lack of routine maintenance may result in closure of some park amenities to reduce liability.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	130,000	350,000	0	70,000	30,000	20,000	0	700,000	80,000	1,380,000
	Total	0	130,000	350,000	0	70,000	30,000	20,000	0	700,000	80,000	1,380,000

PROJECT: REC-GROUNDS #52-Keach Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	90,000	Pave the existing 1/2 mile long walking path around the perimeter of the park.
	General G.O. Bonds	40,000	Replace controls and pump for irrigation system.
		$130,000	2027 Subtotal
2028	General G.O. Bonds	350,000	Replace playground equipment; includes poured in place safety surfacing.
		$350,000	2028 Subtotal
2030	General G.O. Bonds	70,000	Replace two backstops (Little League and Softball Fields).
		$70,000	2030 Subtotal
2031	General G.O. Bonds	30,000	Crack seal and paint basketball court and soccer mini pitch.
		$30,000	2031 Subtotal
2032	General G.O. Bonds	20,000	Install a water line and grade area for new outdoor skating rink.
		$20,000	2032 Subtotal
2034	General G.O. Bonds	700,000	Acquisition of property for park expansion.
		$700,000	2034 Subtotal
2035	General G.O. Bonds	80,000	Purchase and install adult exercise equipment along walking trail in park.
		$80,000	2035 Subtotal
	TOTAL	$1,380,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #54-Russell Martin Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Iron Works Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for 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 at Russell Martin Park 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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	2,250,000	0	0	0	2,250,000
	Total	0	0	0	0	0	0	2,250,000	0	0	0	2,250,000

PROJECT: REC-GROUNDS #54-Russell Martin Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2032	General	G.O. Bonds	2,250,000	Design and Construction - East & west side playing field including drainage and irrigation.
			$2,250,000	2032 Subtotal
	TOTAL		$2,250,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #55-Rolfe Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Community Drive Penacook

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

Abial Walker Rolfe donated land to City in 1920 to be used for a Park, Playground and Athletic Field.

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

IMPACT IF NOT FUNDED: Facilities will deteriorate thereby increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future. Lack of routine maintenance may result in closure of some park amenities to reduce liability.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	350,000	175,000	80,000	40,000	0	0	0	0	645,000
	Total	0	0	350,000	175,000	80,000	40,000	0	0	0	0	645,000

PROJECT: REC-GROUNDS #55-Rolfe Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2028	General	G.O. Bonds	350,000	Replace playground equipment; installed in early 2000s.
			$350,000	2028 Subtotal
2029	General	G.O. Bonds	175,000	Design and construct a pump station, piping, and irrigation heads for baseball, and the soccer fields in outfield of baseball field.
			$175,000	2029 Subtotal
2030	General	G.O. Bonds	80,000	Replace softball and baseball field backstops.
			$80,000	2030 Subtotal
2031	General	G.O. Bonds	40,000	Crack seal, colorize and stripe two tennis, basketball courts and include 6 pickleball courts.
			$40,000	2031 Subtotal
	TOTAL		$645,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #56-Rollins Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Bow Street and Broadway

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

In 1920 land was accepted and named Rollins Park. Was a gift of the late Governor Frank West Rollins, in memory of a distinguished townsman and senator, the Honorable Edward. H. Rollins.

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

IMPACT IF NOT FUNDED: Facilities will deteriorate thereby increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future. Lack of routine maintenance may result in closure of some park amenities to reduce liability.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	110,000	175,000	350,000	0	70,000	0	305,000	30,000	0	0	1,040,000
	Total	110,000	175,000	350,000	0	70,000	0	305,000	30,000	0	0	1,040,000

PROJECT: REC-GROUNDS #56-Rollins Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	110,000	Grade and repave the paved road inside the park (1,500 ft +/-).
		$110,000	2026 Subtotal
2027	General G.O. Bonds	175,000	Install automatic irrigation at softball and baseball fields, which are also used for Field Hockey during the fall months.
		$175,000	2027 Subtotal
2028	General G.O. Bonds	350,000	Replace playground equipment installed in early 2000's; includes poured in place surfacing.
		$350,000	2028 Subtotal
2030	General G.O. Bonds	70,000	Replace baseball and softball field backstops.
		$70,000	2030 Subtotal
2032	General G.O. Bonds	175,000	Restore the former pond / water feature. Includes decorative aeration fountain and protective fencing.
	General G.O. Bonds	130,000	Pave existing stone dust walking trails within park to increase ADA accessibility
		$305,000	2032 Subtotal
2033	General G.O. Bonds	30,000	Crack seal, colorize and stripe the basketball and tennis court.
		$30,000	2033 Subtotal
	TOTAL	$1,040,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #59-Terrill Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Old Turnpike Road at Manchester Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

In FY 2017 the consulting firm VHB was engaged to undertake preliminary design of proposed improvements, as well as update cost estimates for the project. Development permits and approvals have been secured for the project. Final design documents and all permits are valid until mid 2027.

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: Community dissatisfaction, disuse, and avoidance of this recreational asset, and increased future costs associated with delayed improvements. This significant recreational asset will remain underdeveloped.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	3,000,000	0	0	0	1,500,000	0	0	0	4,500,000
General	Donations	0	0	3,000,000	0	0	0	0	0	0	60,000	3,060,000
	Total	0	0	6,000,000	0	0	0	1,500,000	0	0	60,000	7,560,000

PROJECT: REC-GROUNDS #59-Terrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2028	General	Donations	3,000,000	Phase 2: Construct multi-purpose grass playing field, fencing, parking lot and maintenance/storage building per 2018 concept plan prepared by VHB and approved by City Council. Includes conduit for future field lights. Excludes riverbank stabilization carried in CIP 656.
	General	G.O. Bonds	3,000,000	Phase 2: Construct multi-purpose grass playing field, fencing, parking lot and maintenance/storage building per 2018 concept plan prepared by VHB and approved by City Council. Includes conduit for future field lights. Excludes riverbank stabilization carried in CIP 656.
			$6,000,000	2028 Subtotal
2032	General	G.O. Bonds	500,000	Phase 3: Install lights at field per Park Master Plan.
	General	G.O. Bonds	1,000,000	Phase 4: Construct combination bathroom/concession building and playground in accordance with 2018 concept plan prepared by VHB and approved by City Council.
			$1,500,000	2032 Subtotal
2035	General	Donations	60,000	Phase 5 Add fitness equipment along paved trail per 2018 concept plan prepared by VHB and approved by City Council.
			$60,000	2035 Subtotal
	TOTAL		$7,560,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Parks and Open Space

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

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: On January 19, 2023, the City completed a Visioning Charrette for the Merrimack River Open Space and Recreation Corridor. The purpose of this project is to implement the goals, objectives, and recommendations resulting from the Charrette process.

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

IMPACT IF NOT FUNDED: This significant recreational asset will remain underdeveloped, Existing parking lot and skateboard park condiations will continue to decline.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Other	HUD Grant	500,000*	0	0	0	0	0	0	0	0	0	500,000
General	G.O. Bonds	0	0	0	0	7,000,000	0	0	0	0	0	7,000,000
General	Donations	500,000*	0	0	0	0	0	0	0	0	0	500,000
	Total	1,000,000	0	0	0	7,000,000	0	0	0	0	0	8,000,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	Other	HUD Grant	500,000	Construction of skateboard park identified in 2023 Merrimack River Recreation and Open Space Corridor Visioning Charrette and public meetings in 2024 with the skate board park community. CDBG Public Facilities Grant share. *
	General	Donations	500,000	Construction of skateboard park identified in 2023 Merrimack River Recreation and Open Space Corridor Visioning Charrette and public meetings in 2024 with the skate board park community. Private donations share. *
			$1,000,000	2026 Subtotal
2030	General	G.O. Bonds	7,000,000	Construct parking lot improvements and landscaping per the new Master Plan. Pavement shall consist of traditional asphalt pavement, as well as green parking surfaces. Parking lot improvements for the park shall include parking lot improvements for the Everett Arena (CIP #64).
			$7,000,000	2030 Subtotal
	TOTAL		$8,000,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Public Buildings

II. LOCATION: Various City Locations

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

SERVICE IMPACT: Increased usability and reduced maintenance.

IMPACT IF NOT FUNDED: Deterioration of buildings will accelerate.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	35,000	1,280,000	220,000	75,000	595,000	0	0	0	0	0	2,205,000
General	Capital Close-out	0	21,132	0	0	0	0	0	0	0	0	21,132
	Total	35,000	1,301,132	220,000	75,000	595,000	0	0	0	0	0	2,226,132

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	G.O. Bonds	35,000	Green Street Community Center (GSCC) Locker Room HVAC replacement
			$35,000	2026 Subtotal
2027	General	G.O. Bonds	680,000	Garrison Park: Replace pool
	General	G.O. Bonds	350,000	Rollins Park: Replaster pool
	General	G.O. Bonds	250,000	Various recreation outbuildings repairs.
	General	Capital Close-out	21,132	Garrison Park: Replace pool
			$1,301,132	2027 Subtotal
2028	General	G.O. Bonds	220,000	Rolfe Park: Replaster pool
			$220,000	2028 Subtotal
2029	General	G.O. Bonds	75,000	Keach Park: Replaster pool.
			$75,000	2029 Subtotal
2030	General	G.O. Bonds	350,000	West Street Ward House roof replacement.
	General	G.O. Bonds	100,000	West Street Ward House: Replace wood floors.
	General	G.O. Bonds	75,000	Kimball Park: Replaster pool.
	General	G.O. Bonds	35,000	West Street Ward House: window replacement.
	General	G.O. Bonds	25,000	West Street Ward House: Replace acoustic ceiling tiles and insulation.
	General	G.O. Bonds	10,000	West Street Ward House: LED lighting improvements.
			$595,000	2030 Subtotal
	TOTAL		$2,226,132	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-PUBLIC PROPERTIES #64-Arena Improvements

I. PROJECT TYPE: Arena

II. LOCATION: Everett Arena

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to make regular capital investments in the Everett Arena. Projects shall include, but not be limited to, repair / reconstruction of parking lots, electrical improvements, chiller unit replacement, as well as periodic replacement of roofing and exterior siding.

SERVICE IMPACT: Regular capital improvements will help maintain the facility, improve safety, decrease escalations in operating and maintenance expenses, and help keep the facility competitive in the market place.

IMPACT IF NOT FUNDED: The Arena is competing in a very competitive market that has seen dramatic growth in recent years. If the City does not make investments in the property, the arena's market share could be negatively affected, thereby reducing revenues and threatening its ability to remain financially self sufficient.

IV PREVIOUS FISCAL YEAR AUTHORIZED: June 1997 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Close-out	106,830	0	0	0	0	0	0	0	0	0	106,830
General	G.O. Bonds	0	1,990,000	0	0	200,000	0	150,000	0	75,000	0	2,415,000
Arena	G.O. Bonds	0	0	0	0	70,000	0	0	0	0	0	70,000
	Total	106,830	1,990,000	0	0	270,000	0	150,000	0	75,000	0	2,591,830

PROJECT: GS-PUBLIC PROPERTIES #64-Arena Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	Capital Close-out	106,830	Design of outside ice-making plant mechanical room
			$106,830	2026 Subtotal
2027	General	G.O. Bonds	1,990,000	New outside Mechanical Room, includes compressors and total EPA compliance.
			$1,990,000	2027 Subtotal
2030	General	G.O. Bonds	200,000	Replace main bleachers.
	Arena	G.O. Bonds	70,000	Purchase tables and chairs to rent for with Arena events.
			$270,000	2030 Subtotal
2032	General	G.O. Bonds	150,000	Replace Munters Dehumidification System.
			$150,000	2032 Subtotal
2034	General	G.O. Bonds	75,000	Membrane roof replacement.
			$75,000	2034 Subtotal
	TOTAL		$2,591,830	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Public Buildings

II. LOCATION: City Hall - Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to make routine investments to preserve, restore, and maintain City Hall and the Annex. Structural components, exterior integrity, service systems and the appearance of City Hall have deteriorated due to age and myriad of interim fixes. Deterioration is an ongoing issue, which must be continuously addressed in order to prevent more expensive repairs in the future, eliminate potential hazards and liabilities, as well as to maintain employee morale. This project addresses Council Goal #7.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	1,440,000	825,000	11,765,000	40,000	0	0	1,390,000	0	0	15,460,000
	Total	0	1,440,000	825,000	11,765,000	40,000	0	0	1,390,000	0	0	15,460,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2027	General	G.O. Bonds	1,090,000	Design for the renovation of the existing Green Street Police Station into a new use following relocation of Police Department to 4 Bouton Street.
	General	G.O. Bonds	300,000	City Hall: Replace elevator (in-kind replacement).
	General	G.O. Bonds	50,000	City Administration / Legal Department: Renovate office suite. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings.
			$1,440,000	2027 Subtotal
2028	General	G.O. Bonds	450,000	City Hall: Renovate 6 restrooms.
	General	G.O. Bonds	300,000	City Auditorium: Replace ceiling and paint theatre.
	General	G.O. Bonds	75,000	Replace the Annex Roof
			$825,000	2028 Subtotal
2029	General	G.O. Bonds	10,895,000	Renovate Police Station (35 Green Street) for new municipal use.
	General	G.O. Bonds	200,000	Community Development Engineering and Planning Divisions. Renovate office suites. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings.
	General	G.O. Bonds	200,000	City Hall: Renovate employee breakroom and kitchen.
	General	G.O. Bonds	165,000	City Hall: In-kind replacement of handicap accessible entry ramp.
	General	G.O. Bonds	100,000	City Council Chambers renovation. Electrical upgrades, ceiling tile replacement, new LED lighting, paint interior and replace carpet.
	General	G.O. Bonds	100,000	Finance / Community Development Administration Office Renovation. Renovate office suite. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings.
	General	G.O. Bonds	75,000	Human Resources and Public Information Officer. Renovate office suites. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings.
	General	G.O. Bonds	30,000	Second Floor Conference Room Renovation. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings. Includes large 2nd Floor Conference Room and former Economic Development Director office suite.
			$11,765,000	2029 Subtotal

PROJECT:		GS-PUBLIC PROPERTIES	#65-City Hall Renovations	
2030	General	G.O. Bonds	40,000	Renovate City Hall Lobby and 1st Floor Conference Room. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings.
			$40,000	2030 Subtotal
2033	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	500,000	Landscape improvements at Municipal Complex - Phase II.
	General	G.O. Bonds	240,000	Replace exterior lighting at City Hall.
	General	G.O. Bonds	55,000	Updated exterior way finding signage at City Hall.
			$1,390,000	2033 Subtotal
	TOTAL		$15,460,000	

2026-2035
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:										
	☐ New	L	Safety	M	Facility Cond.	N/A	Productivity			
	☑ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.	
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness		Public Facilities	

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

DESCRIPTION: In 1995, Tappe and Associates completed a comprehensive facility needs assessment of the library building at 45 Green Street. The survey recommended a variety of improvements to the roof of the library, windows, exterior surfaces and mechanical systems designed to protect the integrity of the structure. In addition, handicap accessibility related issues were identified and corrections proposed.

In October 2007 an updated library needs assessment was completed by J. Stewart Roberts Associates, Inc. This report, which was accepted by the City Council in December 2007, recommended that the City pursue construction of a new 40,000 SF public library in downtown Concord with associated parking areas. In September 2008 the City Council directed the formation of the 21st Century Library Task Force to conduct a fundraising feasibility study, develop estimates of operating costs for a new facility, as well as formal site selection study. The Task Force presented its findings to the City Council in January 2011. The Task Force's report reaffirmed the findings of the 2007 needs assessment and recommended that the City pursue acquisition of property in downtown for construction of a new facility.

During its review of the CIP in February 2018, the City Council directed the City Administration to revise this project to specifically contemplate renovation and potential expansion of the existing Green Street Library at the Municipal Campus.

In October 2020, an updated plan to renovate and expand the Green Street Library was presented to the City Council. The plan, prepared by Oudens Ello Architects of Boston, Massachusetts, called for demolition of the 1968 addition and construction of a new wing located on the west side of the building along Prince Street. The plan would result in the loss of existing parking lots at the library, as well as 10 Prince Street.

SERVICE IMPACT: Improved library services for the community. The project would allow for a greater portion of the Library's collection to be displayed (much is currently in storage). The project would also feature more seating, meeting and programming space, an expanded supply of technology for public use, as well as provide for a more efficient use of building space and better access to parking for patrons.

IMPACT IF NOT FUNDED: Inability of library to expand its service or collection to meet the growing needs of the community.

PROJECT: LIBRARY #68-Library

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Close-out	80,631	0	0	0	0	0	0	0	0	0	80,631
General	Donations	0	0	290,000	0	2,900,000	0	0	0	0	0	3,190,000
General	G.O. Bonds	320,000	0	2,610,000	0	26,100,000	0	0	0	0	0	29,030,000
	Total	400,631	0	2,900,000	0	29,000,000	0	0	0	0	0	32,300,631

VII. PROJECT FUND DETAIL

Fiscal Year	Fund	Type	Amount	Action
2026	General	G.O. Bonds	320,000	Property acquisition for expansion of Concord Public Library (Prince Street).
	General	Capital Close-out	80,631	Property acquisition for expansion of Concord Public Library (Prince Street).
			$400,631	2026 Subtotal
2028	General	G.O. Bonds	2,610,000	Design renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. City share (90%).
	General	Donations	290,000	Design renovation and expansion of Concord Public Library (Green Street) per Oudens Ello Architecture 2020 concept plan. Total anticipated cost of design is $2,900,000 based upon $29,000,000 projected construction cost. Donation share (10%)
			$2,900,000	2028 Subtotal
2030	General	G.O. Bonds	26,100,000	Construct renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. Total anticipated construction cost of $26,100,000 projected construction cost. City share 90%.
	General	Donations	2,900,000	Construct renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. Total anticipated construction cost of $29,000,000 projected construction cost. Donation share.
			$29,000,000	2030 Subtotal
	TOTAL		$32,300,631	

PROJECT: LIBRARY #68-Library

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The 2006 Airport Master Plan outlined a capital improvement program to acquire property available in the runway protection zone for Runway 17/35 located near Grant and Greeley Streets. Property acquisition began in 2005. In 2008, the City purchased seven of the eight properties targeted for acquisition using FAA grants. At the time, the owner of the eighth property did not wish to sell. The City will revisit this possible acquisition with the property owner in the future.

SERVICE IMPACT: Provides for compliance with Federal Aviation Administration mandated control of safety areas.

IMPACT IF NOT FUNDED: Possible loss of future Federal funding for Airport capital projects due to noncompliance with Federal Aviation Administration safety mandates.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Other Federal	0	0	0	0	0	0	470,250	0	0	0	470,250
Other State	0	0	0	0	0	0	26,125	0	0	0	26,125
Airport Capital Transfer	0	0	0	0	0	0	26,125	0	0	0	26,125
Total	0	0	0	0	0	0	522,500	0	0	0	522,500

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2032	Other Federal	470,250	Acquire available property in Runway 17 protection zone. Federal Share.
	Airport Capital Transfer	26,125	City share of acquisition project.
	Other State	26,125	State share of acquisition project.
		$522,500	2032 Subtotal
	TOTAL	$522,500	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: Reclaim runways 17/35. Abandon Runway 3/21 was reconstructed in 2023 with the development of the United Therapeutics Hangar.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Airport	Capital Transfer	9,750	27,778	0	0	1,100	0	0	0	0	0	38,628
Airport	G.O. Bonds	0	0	65,000	345,556	0	0	0	0	0	0	410,556
Other	State	9,750*	27,778	65,000	345,556	1,100	0	0	0	0	0	449,184
Other	Federal	175,000*	500,000	1,040,000	6,220,000	19,800	0	0	0	0	0	7,954,800
	Total	194,500	555,556	1,170,000	6,911,112	22,000	0	0	0	0	0	8,853,168

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other Federal	148,000	Design and construction of signage and lighting for new Taxiway to service United Therapeutics and existing/future Hangar development. Federal Share.
	Other Federal	27,000	Crack seal portions of apron adjacent to Runway 17/35. (Programmed maintenance) Federal Share.
	Airport Capital Transfer	8,250	Design and construction of signage and lighting for new Taxiway to service United Therapeutics and existing/future Hangar development.. City Share.
	Other State	8,250	Design and construction of signage and lighting for new Taxiway to service United Therapeutics and existing/future Hangar development.. State Share.
	Other State	1,500	Crack seal portions of apron adjacent to Runway 17/35. (Programmed maintenance). State Share.
	Airport Capital Transfer	1,500	Crack seal portions of apron adjacent to Runway 17/35. (Programmed maintenance). City Share.
		$194,500	2026 Subtotal
2027	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.
	Airport Capital Transfer	27,778	Design the reclaim runway 17/35. City share.
	Other State	27,778	Design the reclaim runway 17/35. State share.
		$555,556	2027 Subtotal
2028	Other Federal	1,040,000	Shift runway 300 feet to the south to comply with Runway Determination Safety Study. Federal Share.
	Airport G.O. Bonds	65,000	Shift runway 300 feet to the south to comply with Runway Determination Safety Study. City Share.
	Other State	65,000	Shift runway 300 feet to the south to comply with Runway Determination Safety Study. State share.
		$1,170,000	2028 Subtotal
2029	Other Federal	6,220,000	Reclaim runway 17/35 and upgrade signage and lighting on the airfield to comply with current FAA regulations. Complete drainage repairs in the vicinity of the ramp area as recommended in the Airport Master Plan SWPPP.
	Airport G.O. Bonds	345,556	Reclaim runway 17/35. City share.

PROJECT:	CD-ENGINEERING SERVICES		#72-Runway Pavement Improvements	
	Other	State	345,556	Reclaim runway 17/35. State share.
			$6,911,112	2029 Subtotal
2030	Other	Federal	19,800	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.
	Other	State	1,100	State share.
	Airport	Capital Transfer	1,100	City share.
			$22,000	2030 Subtotal
	TOTAL		$8,853,168	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: Project entails general maintenance of city-owned infrastructure at the airport, which are not reimbursable by the Federal Aviation Administration or State of New Hampshire. Typical projects include hanger repairs, improvements to the terminal building, as well as refurbishment of parking areas.

SERVICE IMPACT: Routine maintenance of infrastructure is required to avoid potential liability with deteriorated facilities, as well as to create an environment to spur growth and economic development at the airport.

IMPACT IF NOT FUNDED: Deteriorated buildings will result in higher operating and maintenance cost, as well as potential liabilities for the City.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Airport	Capital Transfer	0	10,000	0	10,000	0	10,000	0	10,000	0	0	40,000
Airport	G.O. Bonds	0	0	150,000	0	0	0	0	0	0	0	150,000
	Total	0	10,000	150,000	10,000	0	10,000	0	10,000	0	0	190,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2027	Airport	Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
			$10,000	2027 Subtotal
2028	Airport	G.O. Bonds	150,000	Replace Hangar 4 roof.
			$150,000	2028 Subtotal
2029	Airport	Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
			$10,000	2029 Subtotal
2031	Airport	Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
			$10,000	2031 Subtotal
2033	Airport	Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
			$10,000	2033 Subtotal
	TOTAL		$190,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to purchase new winter operations equipment for the Airport, as well as make improvements to the building used to store said equipment.

SERVICE IMPACT: Routine equipment replacement ensures that snow removal at airport shall continue to comply with Federal Aviation Administration (FAA) grant agreements. Investments in equipment also help to maintain, and enhance, efficiency of snow removal operations.

IMPACT IF NOT FUNDED: Potential loss of future FAA grant funding for infrastructure improvements. Inability to remove snow from airport to meet grant assurances. Inability to keep the Airport operational during winter storms.

IV PREVIOUS FISCAL YEAR AUTHORIZED: July 1999 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Airport	Capital Transfer	0	38,500	0	0	0	0	0	0	0	0	38,500
Other	Federal	0	693,000	0	0	0	0	0	0	0	0	693,000
Other	State	0	38,500	0	0	0	0	0	0	0	0	38,500
	Total	0	770,000	0	0	0	0	0	0	0	0	770,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Other Federal	693,000	Purchase new snow blower, tow-behind sweeper, sander with liquid system, and ice spreader for dump truck with plow snow removal equipment. Federal share.
	Other State	38,500	State share.
	Airport Capital Transfer	38,500	City share.
		$770,000	2027 Subtotal
	TOTAL	$770,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Street Rehabilitation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to fund routine repair and reconstruction of City streets, including minor alterations to improve safety and flow of traffic.

There are generally two techniques used to improve streets; cold planing and reclaiming. Cold planing and overlaying involves removal of the top 1-2" of existing pavement with a milling machine, followed by the installation of new pavement. Reclaiming involves in-place crushing and recycling of all underlying asphalt and gravel road base, which is then graded and compacted to form the foundation for new pavement.

All streets scheduled for cold plane / overlay or reclamation receive drainage improvements, as might be required to correct existing deficiencies in order to prolong longevity of the roadway.

Crack sealing is also included within this project in order to prolong the longevity of past paving projects.

SERVICE IMPACT: Improved roadway surfaces and drainage infrastructure. Reduced maintenance. Improved drivability / rideability for motorists.

IMPACT IF NOT FUNDED: Deferred maintenance results in increased deterioration of roadway infrastructure, thus necessitating more involved and expensive repairs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years) 20

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Highway Reserve	2,800,000	2,800,000	2,800,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	3,550,000	3,550,000	32,650,000
	Total	2,800,000	2,800,000	2,800,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	3,550,000	3,550,000	32,650,000

VII. PROJECT FUND DETAIL

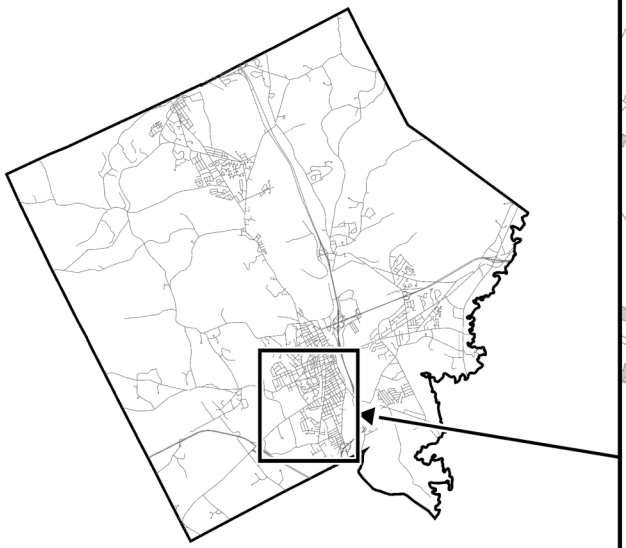
Fiscal Year	Fund Type	Amount	Action
2026	General Highway Reserve	2,275,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets. RECLAIM: Avon St; Full Length Broad Ave; Full Length Cote St; Full Length Fellow St; Full Length Haig St; Full Length Hope Ave; Full Length Kellom St; Full Length Meadow St; Full Length Midland St; Full Length Mooreland Ave; Full Length Nivelle St; Full Length Wood Ave; Full Length COLD PLANE/OVERLAY Capitol St; Green St to State St Clinton St; Avon to Mandevilla Ln Green St; School St to Capitol St plus 100' each way North State St; School St to Capitol St plus 100' each way School St; Green St to State St
	General Highway Reserve	300,000	Select sidewalks on the cold plane/overlay and shim overlay:
	General Highway Reserve	100,000	Drainage repairs.
	General Highway Reserve	100,000	Pavement preservation.

PROJECT:	GS-HIGHWAY / UTILITIES	#78-Annual Highway Improvement Program	
	General Highway Reserve	25,000	Emergency overlays.
		$2,800,000	2026 Subtotal
2027	General Highway Reserve	2,228,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets. COLD PLANE/OVERLAY: Blackwater Road Bouton St; Full Length D'Amante Dr; Full Length Eastside Dr; Loudon Rd to E. Sugar Ball Rd Horse Hill Road North Main St; Storrs St to Bouton St Storrs St; Parking garage to N. Main St RECLAIM Brandy Ln; Full Length Prescott St; Full Length Thomas St; Full Length
	General Highway Reserve	347,000	Sidewalks on the cold plane/overlay and shim overlay:
	General Highway Reserve	100,000	Pavement preservation.
	General Highway Reserve	100,000	Drainage repairs.
	General Highway Reserve	25,000	Emergency overlays.
		$2,800,000	2027 Subtotal
2028	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	2028 Subtotal
2029	General Highway Reserve	2,925,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	200,000	Pavement preservation.
	General Highway Reserve	100,000	Drainage repairs.

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

	General	Highway Reserve	25,000	Emergency overlays.
			$3,250,000	2029 Subtotal
2030	General	Highway Reserve	3,075,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			$3,400,000	2030 Subtotal
2031	General	Highway Reserve	3,075,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			$3,400,000	2031 Subtotal
2032	General	Highway Reserve	3,225,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement Preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			$3,550,000	2032 Subtotal
2033	General	Highway Reserve	3,225,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement Preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays
			$3,550,000	2033 Subtotal
2034	General	Highway Reserve	3,225,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.

PROJECT:	GS-HIGHWAY / UTILITIES		#78-Annual Highway Improvement Program
	General Highway Reserve	200,000	Pavement Preservation.
	General Highway Reserve	100,000	Drainage repairs.
	General Highway Reserve	25,000	Emergency overlays
		$3,550,000	2034 Subtotal
2035	General Highway Reserve	3,225,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	200,000	Pavement Preservation.
	General Highway Reserve	100,000	Drainage repairs.
	General Highway Reserve	25,000	Emergency overlays.
		$3,550,000	2035 Subtotal
	TOTAL	$32,650,000	



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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.

Not to Scale

FY 2026
CIP PROJECT #78

ANNUAL HIGHWAY IMPROVEMENT PROGRAM

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Storm Sewer

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: A City-wide master plan of existing storm drainage facilities was completed and approved by City Council in 2007. The study included a comprehensive field assessment of existing conditions, location surveys and mapping of the entire drainage system/drainage areas in the GIS system. Results of the study are being used to prioritize maintenance activities and provide a plan for storm drainage replacement and/or expansion of the system.

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

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED: June 1997 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 30 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	500,000	0	250,000	750,000	0	0	0	0	0	0	1,500,000
	Total	500,000	0	250,000	750,000	0	0	0	0	0	0	1,500,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	G.O. Bonds	500,000	Abbottville Sewer Access Road - Additional construction funds to complete full access road and storm drainage channel restoration in accordance with current NHDES regulations.Construction administratiion services for consultant. Prior construction funds approved in FY24 budget.
			$500,000	2026 Subtotal
2028	General	G.O. Bonds	250,000	Design, permitting and bidding of the replacement structure for the deteriorated 24 inch x 42 inch granite culvert located near 53 South Curtisville Road.
			$250,000	2028 Subtotal
2029	General	G.O. Bonds	750,000	Construction replacement of the deteriorated 24 inch x 42 inch granite culvert located near 53 South Curtisville Road.
			$750,000	2029 Subtotal
	TOTAL		$1,500,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide for routine cleaning and lining of potable water mains throughout the City.

SERVICE IMPACT: Routine cleaning and lining helps to maintain water quality, as well as water pressure. Project will also help eliminate leaks.

IMPACT IF NOT FUNDED: Decreased quality of water for users. Higher costs to repair or replace water mains in the future. Potential loss of water due to leaks in systems.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	G.O. Bonds	0	0	0	0	0	260,000	500,000	475,000	585,000	0	1,820,000
	Total	0	0	0	0	0	260,000	500,000	475,000	585,000	0	1,820,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2031	Water G.O. Bonds	260,000	Design and line approximately 1,250 LF of 8" water mains on Orion Street and Valley Road.
		$260,000	2031 Subtotal

PROJECT:		CD-ENGINEERING SERVICES		#84-Water Main Cleaning & Lining
2032	Water	G.O. Bonds	500,000	Design and line 1250 LF of 6" and 8" water main on Fernald St, Ormond St, Winthrop St, Fifield St, and Welch St.
			$500,000	2032 Subtotal
2033	Water	G.O. Bonds	475,000	Design and line 2350 LF of 6" water main in Ridge Rd.
			$475,000	2033 Subtotal
2034	Water	G.O. Bonds	585,000	Design and line 2830 LF of 6' and 8" water main in Curtice, Edgemont, Engle, Ferry, Foster, Prospect, Blanchard, N. Essex and Rowel.
			$585,000	2034 Subtotal
	TOTAL		$1,820,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the routine replacement of undersized or severely deteriorated water mains with new pipe.

SERVICE IMPACT: Routine replacement corrects inadequacies and improves hydraulic configuration of distribution system. Corrects water quality deficiencies when cleaning and lining would be ineffective or of limited value.

IMPACT IF NOT FUNDED: Decreased quality of water for users. Higher costs to repair or replace water mains in the future. Potential loss of water due to leaks in systems.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 90 Expected Bond Term (in Years) 20

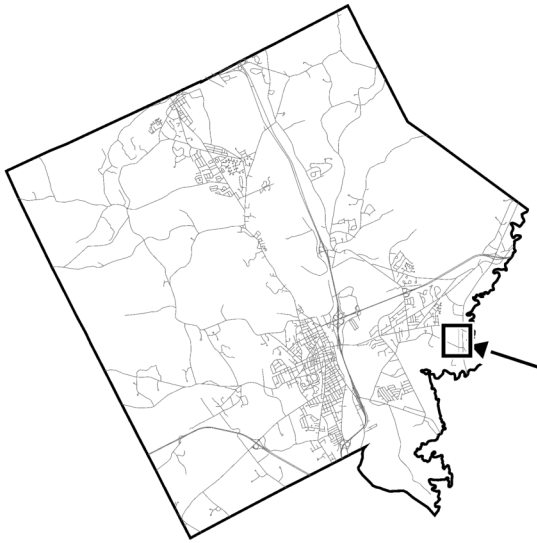
VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	G.O. Bonds	1,451,000	0	0	0	0	2,000,000	0	0	5,000,000	0	8,451,000
Water	Capital Close-out	49,142	0	0	0	0	0	0	0	0	0	49,142
	Total	1,500,142	0	0	0	0	2,000,000	0	0	5,000,000	0	8,500,142

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Water G.O. Bonds	1,451,000	Industrial Park Dr and a portion of Pembroke Road (from Industrial Park Drive to 400 feet westerly) - Design and construct 3100 LF of 12 and 8 inch water main replacement to replace old infrastructure and meet current water flow demands.
	Water Capital Close-out	49,142	Industrial Park Dr and a portion of Pembroke Road (from Industrial Park Drive to 400 feet westerly) - Design and construct 3100 LF of 12 and 8 inch water main replacement to replace old infrastructure and meet current water flow demands.
		$1,500,142	2026 Subtotal
2031	Water G.O. Bonds	2,000,000	Replace 8 inch main on Portsmouth Street (East Side Drive to water tank), as well as undersized/deteriorated mains on Oak Street, B Street and Fuller Street.
		$2,000,000	2031 Subtotal
2034	Water G.O. Bonds	5,000,000	Replace approximately 10,000 LF of 4 inch, 6 inch, and 8 inch mains city wide.
		$5,000,000	2034 Subtotal
	TOTAL	$8,500,142	



Disclaimer of Mapping Accuracy
Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

FY 2026
CIP PROJECT #85

WATER MAIN
REPLACEMENT

PROJECT: CD-ENGINEERING SERVICES #86-Water Main Construction

I. PROJECT TYPE: Water Distribution System

II. LOCATION: See Attached List

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the construction of new water mains to strengthen the transmission and distribution systems.

SERVICE IMPACT: Improves water quality, increases efficiency of system, and expands the distribution network throughout the City.

IMPACT IF NOT FUNDED: Existing service deficiencies will remain unchanged.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 90 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	G.O. Bonds	0	0	1,600,000	0	0	0	0	0	0	0	1,600,000
	Total	0	0	1,600,000	0	0	0	0	0	0	0	1,600,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Water G.O. Bonds	1,600,000	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.
		$1,600,000	2028 Subtotal

PROJECT: CD-ENGINEERING SERVICES #86-Water Main Construction

TOTAL	$1,600,000

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-WATER #88-Water Plant Improvements

I. PROJECT TYPE: Water Treatment

II. LOCATION: Hutchins Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The project will allow for various equipment improvements as recommended by Phase II of the Water Master Plan completed in 2007.

SERVICE IMPACT: Preserve or improve the reliability and efficiency of Water Treatment Plant and associated equipment.

IMPACT IF NOT FUNDED: It is becoming increasing difficult to find replacement parts for obsolete equipment. Consequently, equipment failures could result in significant or prolonged service interruptions. Limited pumping capacity will cause continuation of inefficient operating configurations that may not meet forecasted demand.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	Capital Transfer	0	0	0	0	0	0	0	25,000	0	0	25,000
Water	G.O. Bonds	180,000	400,000	400,000	0	950,000	1,025,000	120,000	150,000	300,000	400,000	3,925,000
	Total	180,000	400,000	400,000	0	950,000	1,025,000	120,000	175,000	300,000	400,000	3,950,000

PROJECT: GS-WATER #88-Water Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Water G.O. Bonds	100,000	Rebuild four treatment trains (concrete improvements).
	Water G.O. Bonds	80,000	Turbidity meter replacements - nine units.
		$180,000	2026 Subtotal
2027	Water G.O. Bonds	400,000	Filter and underdrain improvements.
		$400,000	2027 Subtotal
2028	Water G.O. Bonds	400,000	Filter and underdrain improvements.
		$400,000	2028 Subtotal
2030	Water G.O. Bonds	800,000	Plant filter re-build.
	Water G.O. Bonds	150,000	Plant boiler replacement.
		$950,000	2030 Subtotal
2031	Water G.O. Bonds	500,000	Rebuilding of treatment trains (concrete improvements).
	Water G.O. Bonds	200,000	Rebuild plant filter.
	Water G.O. Bonds	175,000	Plant roof rehabilitation.
	Water G.O. Bonds	150,000	Warehouse building improvements (roof, walls, and storage areas).
		$1,025,000	2031 Subtotal
2032	Water G.O. Bonds	120,000	Flooring replacement.
		$120,000	2032 Subtotal
2033	Water G.O. Bonds	150,000	Check valve replacement raw water pumps - three units.
	Water Capital Transfer	25,000	Raw water meter replacement.
		$175,000	2033 Subtotal

PROJECT: GS-WATER #88-Water Plant Improvements

2034	Water	G.O. Bonds	200,000	Backwash pumps repair / replacement
	Water	G.O. Bonds	100,000	Process water pump skid replacement
			$300,000	2034 Subtotal
2035	Water	G.O. Bonds	400,000	Replace four influent filter valves and four air scour valves.
			$400,000	2035 Subtotal
	TOTAL		$3,950,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-SEWER #89-Hall Street Waste Water Treatment Plant Odor Control

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 125 Hall Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: In FY2005 the engineering firm Fay, Spofford and Thorndike conducted an evaluation of odor related issues at the Hall Street Waste Water Treatment Plant. Per the findings of this evaluation, a multiphase implementation plan was established to construct improvements at the plant to reduce the impact of odors on the surrounding neighborhood. This project provides funding for design and construction of various odor control systems for both the solids and liquids treatment processes conducted at the facility.

SERVICE IMPACT: Improved abatement of plant related odors in surrounding neighborhoods. Operating costs will increase due to additional power, chemical and maintenance requirements.

IMPACT IF NOT FUNDED: Forgo reduction in odor emissions.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Sewer	G.O. Bonds	0	0	0	0	0	0	0	530,000	0	0	530,000
	Total	0	0	0	0	0	0	0	530,000	0	0	530,000

PROJECT: GS-SEWER #89-Hall Street Waste Water Treatment Plant Odor Control

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2033	Sewer G.O. Bonds	530,000	Refurbishment of Siemens Scrubber.
		$530,000	2033 Subtotal
TOTAL		$530,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Sewer Collection

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to line or replace sewer mains, which are in poor condition. This project also includes maintenance of the sewer interceptors access roads.

SERVICE IMPACT: Reduced maintenance and improved service.

IMPACT IF NOT FUNDED: Continued deterioration of sewer system will result in escalated maintenance costs, potential health and safety liabilities, as well as more expensive permanent repairs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2024 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Sewer	Capital Transfer	40,000	40,000	40,000	40,000	40,000	40,000	160,000	70,000	70,000	70,000	610,000
Sewer	G.O. Bonds	0	0	0	1,300,000	1,300,000	1,500,000	3,000,000	1,000,000	1,350,000	1,900,000	11,350,000
	Total	40,000	40,000	40,000	1,340,000	1,340,000	1,540,000	3,160,000	1,070,000	1,420,000	1,970,000	11,960,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$40,000	2026 Subtotal
2027	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$40,000	2027 Subtotal
2028	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$40,000	2028 Subtotal
2029	Sewer G.O. Bonds	1,300,000	Sewer Main Lining / Replacement per Wright-Pierce Collection System Priority Study.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$1,340,000	2029 Subtotal
2030	Sewer G.O. Bonds	1,300,000	Sewer Main Lining / Replacement per Wright-Pierce Collection System Priority Study.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$1,340,000	2030 Subtotal
2031	Sewer G.O. Bonds	1,500,000	Sewer Main Lining / Replacement per Wright-Pierce Collection System Priority Study.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$1,540,000	2031 Subtotal
2032	Sewer G.O. Bonds	3,000,000	Sewer Main Lining / Replacement per Wright-Pierce Collection System Priority Study.
	Sewer Capital Transfer	90,000	Replace 225 feet of 8 inch main on B Street.
	Sewer Capital Transfer	70,000	Interceptor Access Road Maintenance.
		$3,160,000	2032 Subtotal

PROJECT:	CD-ENGINEERING SERVICES		#91-Sewer Main Rehabilitation and Construction
2033	Sewer G.O. Bonds	1,000,000	Sewer Main Lining / Replacement per Wright-Pierce Collection System Priority Study.
	Sewer Capital Transfer	70,000	Interceptor Access Road Maintenance.
		$1,070,000	2033 Subtotal
2034	Sewer G.O. Bonds	1,350,000	Sewer Main Lining / Replacement per Wright-Pierce Collection System Priority Study.
	Sewer Capital Transfer	70,000	Interceptor Access Road Maintenance.
		$1,420,000	2034 Subtotal
2035	Sewer G.O. Bonds	1,900,000	Sewer Main Lining / Replacement per Wright-Pierce Collection System Priority Study.
	Sewer Capital Transfer	70,000	Interceptor Access Road Maintenance.
		$1,970,000	2035 Subtotal
	TOTAL	$11,960,000	

PROJECT: GS-SEWER #104-Hall Street Waste Water Treatment Plant Improvements

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 125 Hall Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to implement a variety of improvements as recommended in the 2014 evaluation of the City's Wastewater Treatment Facilities. Projects included within this CIP address code and safety issues, as well as immediate and long-term capital needs.

SERVICE IMPACT: Provides planned upgrade and renovation of existing infrastructure to provide short-term and long-term reliability, meet code and regulation modifications established since the plant was built, and improve overall efficiency.

IMPACT IF NOT FUNDED: Potential for increased operating and maintenance costs over time; potential for costly emergency repairs or replacements as outdated components fail; potential compliance issues with applicable codes and regulations.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Sewer	Capital Close-out	96,330	0	0	0	0	0	0	0	0	0	96,330
Sewer	G.O. Bonds	5,654,000	2,005,000	27,025,000	25,000	25,000	150,000	0	1,100,000	0	18,300,000	54,284,000
Sewer	Investment Fee Reserve	150,000	0	0	0	0	0	0	0	0	0	150,000
	Total	5,900,330	2,005,000	27,025,000	25,000	25,000	150,000	0	1,100,000	0	18,300,000	54,530,330

PROJECT: GS-SEWER #104-Hall Street Waste Water Treatment Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Sewer G.O. Bonds	3,000,000	Dewatering equipment refurbishments construction and construction administration
	Sewer G.O. Bonds	1,500,000	Process Upgrades Preliminary Design
	Sewer G.O. Bonds	904,000	Headworks windows, Electrical Room HVAC and Control Building Sealing
	Sewer G.O. Bonds	250,000	Replacement of fire alarm panel and devices
	Sewer Investment Fee Reserve	150,000	Motor Control Center Testing
	Sewer Capital Close-out	96,330	Headworks windows, Electrical Room HVAC and Control Building Sealing
		$5,900,330	2026 Subtotal
2027	Sewer G.O. Bonds	1,500,000	Process Upgrades Final Design
	Sewer G.O. Bonds	320,000	SCADA system upgrades
	Sewer G.O. Bonds	160,000	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.
		$2,005,000	2027 Subtotal
2028	Sewer G.O. Bonds	27,000,000	Process Upgrades Construction and Construction Administration
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		$27,025,000	2028 Subtotal
2029	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		$25,000	2029 Subtotal
2030	Sewer G.O. Bonds	25,000	Structural coatings for chlorine building ceiling beams.
		$25,000	2030 Subtotal
2031	Sewer G.O. Bonds	150,000	Motor Control Center Testing
		$150,000	2031 Subtotal

PROJECT: GS-SEWER #104-Hall Street Waste Water Treatment Plant Improvements

2033	Sewer G.O. Bonds	700,000	Administration building roof replacement.
	Sewer G.O. Bonds	400,000	Primary sludge pump replacement.
		$1,100,000	2033 Subtotal
2035	Sewer G.O. Bonds	5,200,000	Grit removal equipment replacement.
	Sewer G.O. Bonds	5,200,000	Equipment Replacement - Motor Control Center
	Sewer G.O. Bonds	3,700,000	Influent bar rack and wash press replacement.
	Sewer G.O. Bonds	2,400,000	Plant water piping replacement.
	Sewer G.O. Bonds	1,500,000	Repave facility roadways.
	Sewer G.O. Bonds	300,000	Solar Field Expansion
		$18,300,000	2035 Subtotal
	TOTAL	$54,530,330	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #107-Golf Course Club House and Maintenance Buildings

I. PROJECT TYPE: Golf

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

SERVICE IMPACT: Routine investment in the golf course will preserve and improve the quality of the course thereby maintaining customer satisfaction and market share.

IMPACT IF NOT FUNDED: Without routine investments, the facility will deteriorate resulting in loss of market share, as well as more expensive repairs and renovations in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Golf	G.O. Bonds	60,000	250,000	45,000	35,000	35,000	50,000	50,000	50,000	55,000	0	630,000
General	Donations	250,000	0	0	0	0	0	0	0	0	0	250,000
General	G.O. Bonds	5,600,000	0	0	0	0	0	0	0	0	0	5,600,000
	Total	5,910,000	250,000	45,000	35,000	35,000	50,000	50,000	50,000	55,000	0	6,480,000

PROJECT: REC-GROUNDS #107-Golf Course Club House and Maintenance Buildings

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	5,600,000	Construct New Clubhouse. (Bonded portion)
	General Donations	250,000	Construct New Clubhouse. (Donation portion)
	Golf G.O. Bonds	60,000	Update Cart Barn to include new storage areas
		$5,910,000	2026 Subtotal
2027	Golf G.O. Bonds	250,000	Maintenance Barn Updates to include new Chemical Storage
		$250,000	2027 Subtotal
2028	Golf G.O. Bonds	45,000	Construct Permanent on Course Bathrooms
		$45,000	2028 Subtotal
2029	Golf G.O. Bonds	35,000	Range Shed Building Updates
		$35,000	2029 Subtotal
2030	Golf G.O. Bonds	35,000	Pump House Updates
		$35,000	2030 Subtotal
2031	Golf G.O. Bonds	50,000	Construct Permanent on Course Bathrooms
		$50,000	2031 Subtotal
2032	Golf G.O. Bonds	50,000	Replace Event Tent Flooring
		$50,000	2032 Subtotal
2033	Golf G.O. Bonds	50,000	Tent Shell replacement
		$50,000	2033 Subtotal

PROJECT:	REC-GROUNDS	#107-Golf Course Club House and Maintenance Buildings		
2034	Golf	G.O. Bonds	55,000	Construct Permanent on Course Bathrooms
			$55,000	2034 Subtotal
	TOTAL		$6,480,000	

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: 53 Hutchins Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to make routine repairs and improvements to the Penacook Lake dam, associated spillway, and related infrastructure. The dam provides retention for Penacook Lake, the City's primary source of potable water for the municipal water system.

SERVICE IMPACT: Routine repairs will preserve the dam and related facilities, thereby maintaining and protecting the City's primary water supply, as well as downstream properties.

IMPACT IF NOT FUNDED: Unmitigated deterioration of the dam and related infrastructure could negatively impact the City's ability to use Penacook Lake to supply the potable water system. Structural failure of the dam could negatively impact downstream properties.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Other	Federal	0	0	2,500,000	0	0	0	0	0	0	0	2,500,000
Water	G.O. Bonds	0	0	0	0	0	0	0	75,000	0	0	75,000
	Total	0	0	2,500,000	0	0	0	0	75,000	0	0	2,575,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Other Federal	2,500,000	Rebuild Penacook Lake spillway.
		$2,500,000	2028 Subtotal
2033	Water G.O. Bonds	75,000	Rehabilitation/repairs of dam and spillway.
		$75,000	2033 Subtotal
	TOTAL	$2,575,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: GSD Vehicles

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project establishes a long-range replacement plan for City Highway/Utilities, Water Treatment Plant, Waste Water Treatment Plants, as well as Parks and Recreation Department vehicles and heavy equipment. Vehicle and equipment replacement for the Police and Fire Departments are addressed through other capital improvement program projects, or the annual operating budget. Routine replacement of vehicles and equipment will minimize potential service interruptions due to break downs / failures and provides for cost savings through economies of scale which are made possible from multiple vehicle procurement where applicable. Restructuring of the fleet to a more efficient blend of vehicles will coincide with vehicle replacement.

SERVICE IMPACT: Establishes long range replacement plan that improves service with more reliable vehicles, lower costs due to multi-vehicle procurements and maintenance support. Supports appropriate reassignment of some serviceable vehicles to less critical tasks instead of replacement.

IMPACT IF NOT FUNDED: Failure to routinely replace vehicles and equipment at the end of their useful life will result in higher maintenance and repair costs, increased down time associated with equipment failures, as well as less efficient operations.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Sewer	G.O. Bonds	180,000	190,000	130,000	280,000	347,000	257,000	415,000	525,000	25,000	417,000	2,766,000
Water	G.O. Bonds	82,000	0	254,000	304,000	82,000	442,000	275,000	120,000	323,000	218,000	2,100,000
General	G.O. Bonds	1,507,000	1,924,000	1,806,000	1,792,000	1,874,000	1,394,000	1,864,000	2,033,000	2,646,000	2,130,000	18,970,000
	Total	1,769,000	2,114,000	2,190,000	2,376,000	2,303,000	2,093,000	2,554,000	2,678,000	2,994,000	2,765,000	23,836,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	532,000	Replace two (2) dump trucks (2013) (Units #1235 and #1236)
	General G.O. Bonds	250,000	Replace Case 721 Loader (unit #1301)
	General G.O. Bonds	225,000	Replace one sidewalk tractor (Unit #1367)
	Sewer G.O. Bonds	180,000	Replace Ford F-350 Crew Cab Unit #724
	General G.O. Bonds	180,000	Replace one service truck F-450 (Unit #009)
	General G.O. Bonds	175,000	Replace two Ford F-250 crew cab rack body trucks (Units #1107 & #1108)
	General G.O. Bonds	92,000	Replace Loader Plow/Double wing (unit #1301)
	Water G.O. Bonds	82,000	Replace one 4x4 Ford pickup truck (Unit #827)
	General G.O. Bonds	45,000	Replace Case Skid steer with Bobcat Unit #1362
	General G.O. Bonds	8,000	Replace one 9 -ton trailer with 5-ton (Unit #672)
		$1,769,000	2026 Subtotal
2027	General G.O. Bonds	385,000	Replace Grader John Deere (Unit #1310)
	General G.O. Bonds	285,000	Replace 10-wheel dump trucks unit #1237
	General G.O. Bonds	238,000	Replace Sidewalk Tractor Unit #1368
	General G.O. Bonds	220,000	Replace snow blower unit #004
	Sewer G.O. Bonds	190,000	Replace Ford F-550 Platform body 4x2 (Unit # 136)
	General G.O. Bonds	135,000	Replace Ford F550/Utility Body Unit #905
	General G.O. Bonds	131,000	Replace 4x2 Super Cab Pickup ENG. (UNIT #463 and #462)
	General G.O. Bonds	122,000	Replace Ford F350 (Unit #907)
	General G.O. Bonds	88,000	Replace Ford F-450 Unit #659
	General G.O. Bonds	88,000	Replace Ford F-350 Utility 4x4 (Unit #1111)
	General G.O. Bonds	82,000	Asphalt Hauler Unit #60
	General G.O. Bonds	82,000	Replace 4x2 Pickup Unit #908
	General G.O. Bonds	48,000	Replace 2 SS Sanders Unit #1235SS & #1236SS

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	General G.O. Bonds	20,000	Replace Utility Trailer Unit #1402
		$2,114,000	2027 Subtotal
2028	General G.O. Bonds	345,000	Replace Case Loader Unit #1302
	General G.O. Bonds	285,000	Replace Street Sweeper Unit #1391
	General G.O. Bonds	245,000	Replace Backhoe (Unit #1344)
	General G.O. Bonds	130,000	Replace Two (2) F-250 4x4 PU Unit #657 & 658
	General G.O. Bonds	128,000	Tool Cat #1369
	Water G.O. Bonds	105,000	Replace Ford F-550 4WD Dump/Plow Unit #829
	General G.O. Bonds	104,000	Replace 4x4 pickup/dump #691
	General G.O. Bonds	92,000	Replace OBD Leaf Blower Trailer (Unit #1377)
	General G.O. Bonds	90,000	Replace John Deere Tractor #665
	General G.O. Bonds	78,000	Replace F-350 Crew Cab 4x4 Unit #603
	General G.O. Bonds	78,000	Replace F-350 PU 4x4 Unit #604
	Water G.O. Bonds	75,000	Replace Vac-Tron Trailer Unit #828
	Water G.O. Bonds	74,000	F250 4X4 PU #880
	Sewer G.O. Bonds	72,000	Replace 4x4 pick-up truck F250 (2018) units #757
	General G.O. Bonds	68,000	Trackless Leaf Loader #1460
	General G.O. Bonds	65,000	Replace Super Cab Pickup (Unit #464)
	General G.O. Bonds	60,000	Replace one Ford F150 4x2 Pickup (Unit #461)
	Sewer G.O. Bonds	58,000	Replace SUV Edge Unit #756
	General G.O. Bonds	20,000	Replace trailer #1401
	General G.O. Bonds	18,000	Mid-Atlantic Trailer Unit #1403
		$2,190,000	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	265,000	Replace 6-Wheel Dump Truck #1238
	Sewer G.O. Bonds	255,000	Replace 6 Wheel Dump Unit #705

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	General G.O. Bonds	245,000	Replace Backhoe (Unit #1345)
	General G.O. Bonds	210,000	Replace Backhoe Loader #617
	Water G.O. Bonds	204,000	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	104,000	Replace skid-steer Unit #1363
	General G.O. Bonds	72,000	G2500 Cargo Van #908
	Water G.O. Bonds	72,000	Replace Ford F-150 4x2 PU Unit #873
	General G.O. Bonds	62,000	Replace Tow Behind Sweeper Unit #1390
	Water G.O. Bonds	28,000	Replace Genesis Boat Trailer Unit #879
	Sewer G.O. Bonds	25,000	Replace Box Trailer Unit # 722
	General G.O. Bonds	24,000	Replace one Stainless steel spreader (Unit #1226SS)
	General G.O. Bonds	15,000	Replace one 3.4 CY sander (Unit 1103SS)
		$2,376,000	2029 Subtotal
2030	General G.O. Bonds	325,000	6 Wheel 4x4 Bucket Truck Unit #675
	General G.O. Bonds	265,000	6 Wheel Dump Trucks #1239
	General G.O. Bonds	265,000	Replace 6 Wheel Dump Truck Unit #1240
	Sewer G.O. Bonds	245,000	Replace Case Backhoe Unit #726
	General G.O. Bonds	245,000	Replace Backhoe Unit #1346
	General G.O. Bonds	220,000	Replace Two (2) skid-steer Unit #1371 and 1364
	General G.O. Bonds	161,000	Replace two F-250 4x4 PU Unit #660 and 661
	General G.O. Bonds	145,000	Replace Golf Tractor Unit #677
	General G.O. Bonds	115,000	Replace Ford F-450 4x4 Dump Unit #605
	Sewer G.O. Bonds	102,000	Replace F-550 4x2 Pickup Unit #136
	General G.O. Bonds	95,000	Replace Ford F-350 Unit #909
	Water G.O. Bonds	64,000	Replace Extra Cab pickup unit #824
	General G.O. Bonds	38,000	Replace Welder Unit #398

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	Water G.O. Bonds	18,000	Replace Utility Trailer Unit #878
		$2,303,000	2030 Subtotal
2031	General G.O. Bonds	530,000	6 Wheel Dump Trucks #1241 and #1242
	General G.O. Bonds	230,000	Replace RPM Snow Blower Unit #2
	General G.O. Bonds	220,000	Replace Sicard Snow Blower unit #1375
	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	70,000	Replace Super cab 1/2Ton PU Unit #908A
	Water G.O. Bonds	60,000	Replace Ford F-150 Extra Cab (2wd) Unit #826
	General G.O. Bonds	60,000	4x2 Super Cab Pickup #1445
	General G.O. Bonds	56,000	Replace 4x2 Super Cab Pickup #1110A
	Water G.O. Bonds	42,000	Replace Ford F-150 4x4 #809
	Water G.O. Bonds	39,000	Replace Ford Edge AWD #810
	Water G.O. Bonds	36,000	Replace Tow behind Compressor Unit #830
	Sewer G.O. Bonds	36,000	Replace Tow behind Compressor Unit #725
	Water G.O. Bonds	265,000	Replace 6 Wheel In-body/Dump 102CA #1243
		$2,093,000	2031 Subtotal
2032	General G.O. Bonds	490,000	Replace Two Sidewalk Tractors Unit #1379 & #1380
	General G.O. Bonds	285,000	Replace 6 Wheel Dump Truck #1244
	General G.O. Bonds	285,000	Replace International HV507 (Unit # 1245)
	General G.O. Bonds	245,000	Replace Sidewalk Tractor Unit #1379A
	General G.O. Bonds	240,000	Replace 2 skid-steer loaders Units #1381 & #1382
	Sewer G.O. Bonds	210,000	Replace Case Loader Backhoe #726
	Sewer G.O. Bonds	205,000	Replace Cut-Away Van (Camera) #715

PROJECT:	GS-HIGHWAY / UTILITIES		#121-Vehicle & Equipment Replacement Program
	Water G.O. Bonds	165,000	Replace Mini Excavator #831
	General G.O. Bonds	92,000	Replace John Deere Mower #673
	Water G.O. Bonds	74,000	Replace 4x4 Pickup Ext Cab (#811)
	General G.O. Bonds	65,000	Replace 4 Ton Asphalt Hauler #66
	General G.O. Bonds	48,000	Replace 20 Ton Trailer #1308
	General G.O. Bonds	45,000	Replace Cam Deck over 20 Ton Tri #1304
	Water G.O. Bonds	36,000	Replace 10 Ton Trailer #832
	General G.O. Bonds	25,000	Replace Tandem Trailer #1472
	General G.O. Bonds	24,000	Replace SS 11cy sander
	General G.O. Bonds	20,000	Replace Tandem Trailer #1464
		$2,554,000	2032 Subtotal
2033	General G.O. Bonds	355,000	Replace Case Loader Unit #1303
	Sewer G.O. Bonds	330,000	Replace 10 Wheeler Sludge Hauler Unit #112
	General G.O. Bonds	295,000	Replace International 25k Dump #1246
	General G.O. Bonds	290,000	Replace 6 Wheel Dump Truck Unit #1247
	General G.O. Bonds	290,000	Replace 6 Wheel Dump Truck #1248
	Sewer G.O. Bonds	195,000	Replace 6 Wheel Dump Truck Unit #761
	General G.O. Bonds	130,000	Replace Ford F-350 Dump 4wd Unit #1112
	Water G.O. Bonds	120,000	Replace Crew Cab Utility Body Unit #825
	General G.O. Bonds	120,000	Replace Leaf Loader Unit #190
	General G.O. Bonds	94,000	Replace Chipper Unit #668
	General G.O. Bonds	92,000	Replace F-450 Dump 4wd Unit #901
	General G.O. Bonds	82,000	Replace 4x4 Super Cab Pickup Unit #1119
	General G.O. Bonds	70,000	Replace 2 Sign Boards Solar Unit # 447 and #449
	General G.O. Bonds	64,000	Replace Sign Board #444 and #445
	General G.O. Bonds	44,000	Replace 2 SS 6CY sanders Unit # 1231SS and #1232SS
	General G.O. Bonds	36,000	Replace Tow Behind Comp Unit #422

PROJECT:	GS-HIGHWAY / UTILITIES		#121-Vehicle & Equipment Replacement Program
	General G.O. Bonds	26,000	Replace SS 11Cy sander Unit #1235SS
	General G.O. Bonds	25,000	Replace Low Floor Tilt Top Trailer Unit #185
	General G.O. Bonds	20,000	Replace 5 Ton Trailer Unit #64
		$2,678,000	2033 Subtotal
2034	General G.O. Bonds	648,000	Replace 4 Ford F-550 Pickups Unit # 1114, #1115, #1116 and #1117
	General G.O. Bonds	365,000	Replace Case Loader (Unit #1301)
	General G.O. Bonds	290,000	Replace 6 Wheel Dump Truck (Unit #1249)
	General G.O. Bonds	290,000	Replace Ford F-550 Dump 4x4 Unit #1250
	Water G.O. Bonds	288,000	Replace 7 Ford F150 (Unit # 805, 806, 807, & 873)
	General G.O. Bonds	215,000	Replace New Sicard Unit #1375
	General G.O. Bonds	210,000	Replace Backhoe Loader Unit #617
	General G.O. Bonds	125,000	Replace Pickup F-450 4x4 Unit #659
	General G.O. Bonds	115,000	Replace John Deer Mower Unit #673
	General G.O. Bonds	115,000	Replace Skid steer Unit #1363
	General G.O. Bonds	80,000	Replace 4x2 super cab Pickup Unit #908
	General G.O. Bonds	76,000	Replace Tow Behind Sweeper Unit #1390
	General G.O. Bonds	75,000	Slide-in Hot Box Unit #1404
	General G.O. Bonds	42,000	Replace Air Compressor Unit #630
	Water G.O. Bonds	35,000	Replace Genesis Boat Trailer (Unit #879)
	Sewer G.O. Bonds	25,000	Replace Box Trailer Unit #722
		$2,994,000	2034 Subtotal
2035	General G.O. Bonds	365,000	Replace Case Loader (Unit #1306)
	General G.O. Bonds	325,000	Replace 10 Wheeler Dump Truck Unit #1252
	General G.O. Bonds	295,000	Replace 6 Wheel Dump Truck
	Sewer G.O. Bonds	295,000	Replace 6 Wheel Dump Truck (Unit #705)
	General G.O. Bonds	260,000	Replace Sidewalk Tractor (Unit #1365

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

General G.O. Bonds	145,000	Replace Loader Boom Mower (Unit #M1366)
General G.O. Bonds	145,000	Replace Park Lawn mower (Unit #676)
General G.O. Bonds	118,000	Replace F-350 Utility 4wd (Unit #1112)
Water G.O. Bonds	108,000	Replace Ford F-350 P/U (Unit #877)
General G.O. Bonds	95,000	Replace Mini-Loader (Unit #1383)
General G.O. Bonds	88,000	Replace 4x2 Super cab pickup (Unit #906)
Sewer G.O. Bonds	87,000	Replace Ford F-250 P/U 4x4 (Unit #713)
General G.O. Bonds	85,000	Replace Road Widener (Unit #1228RW)
General G.O. Bonds	80,000	Replace Grapple Trailer (Unit #666)
Water G.O. Bonds	75,000	Replace F-150 Extra Cab P/U (Unit #826)
General G.O. Bonds	74,000	Replace 4X2 F-150 Super cab pick-up truck Unit #460
General G.O. Bonds	55,000	Mobile Truck Lift 72K
Sewer G.O. Bonds	35,000	Mobile Truck Lift 72K
Water G.O. Bonds	35,000	Mobile Truck Lift 72K
	$2,765,000	2035 Subtotal
TOTAL	$23,836,000	

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: 53 Hutchins St. and pump stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide for routine replacement and upgrading of the Supervisory, Control and Data Acquisition (SCADA) software system. First implemented in 2005, SCADA assists with monitoring and operating equipment at the Water Treatment Plant, as well as water tanks and remote pump stations.

SERVICE IMPACT: SCADA preserves and improves operational efficiencies by monitoring and controlling all facilities from a central station. The system allows for collection of historical data, which can be analyzed to improve and adjust operations based upon changing conditions.

IMPACT IF NOT FUNDED: Continuation of current system with only partial and uncoordinated implementation. Reliance on manual operations and manual input of all information will continue. The existing data collection system is proprietary and will not convert to an industry standard SCADA system.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	Capital Transfer	30,000	30,000	30,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	315,000
	Total	30,000	30,000	30,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	315,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2026 Subtotal
2027	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2027 Subtotal
2028	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2028 Subtotal
2029	Water Capital Transfer	30,000	SCADA equipment and upgrades.
		$30,000	2029 Subtotal
2030	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2030 Subtotal
2031	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2031 Subtotal
2032	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2032 Subtotal
2033	Water Capital Transfer	35,000	SCADA equipment and software updates.
		$35,000	2033 Subtotal
2034	Water Capital Transfer	35,000	SCADA equipment and software updates.
		$35,000	2034 Subtotal

PROJECT:		GS-WATER	#124-Water System SCADA Improvements		
2035	Water	Capital Transfer	35,000	SCADA equipment and software updates.	
			$35,000	2035 Subtotal	
	TOTAL		$315,000		

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #230-Opticom Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides funding for systematic replacement of "Opticom" units throughout the City. Opticom units allow emergency vehicles to control traffic signals when responding to emergencies. Presently, Opticom units are located at 56 intersections, all 4 fire station driveways, as well as 5 signalized pedestrian crosswalks on Loudon Road.

SERVICE IMPACT: Routine replacement of units allows for safe and efficient responses to emergency calls by City Fire Department and Police Department.

IMPACT IF NOT FUNDED: Failure to routinely maintain Opticom units may result in equipment failure, as well as accidents at intersections involving emergency response vehicles.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Highway Reserve	0	20,000	0	0	20,000	0	0	20,000	0	0	60,000
	Total	0	20,000	0	0	20,000	0	0	20,000	0	0	60,000

PROJECT: FIRE #230-Opticom Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2027	General	Highway Reserve	20,000	Opticom replacement. (City Wide)
			$20,000	2027 Subtotal
2030	General	Highway Reserve	20,000	Opticom replacement. (City Wide)
			$20,000	2030 Subtotal
2033	General	Highway Reserve	20,000	Opticom Replacement (City Wide)
			$20,000	2033 Subtotal
	TOTAL		$60,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #235-Golf Course Grounds Improvements

I. PROJECT TYPE: Golf

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

IMPACT IF NOT FUNDED: Course conditions and player satisfaction will deteriorate, resulting in loss of market share and potential threat to the long-term viability of the facility.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	400,000	0	0	0	0	0	0	0	0	0	400,000
Golf	G.O. Bonds	0	260,000	50,000	35,000	50,000	50,000	35,000	50,000	150,000	100,000	780,000
	Total	400,000	260,000	50,000	35,000	50,000	50,000	35,000	50,000	150,000	100,000	1,180,000

PROJECT: REC-GROUNDS #235-Golf Course Grounds Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	400,000	Irrigation Final Phase Holes 3,4,5,6,7
		$400,000	2026 Subtotal
2027	Golf G.O. Bonds	150,000	Rebuild the 16th Green Complex
	Golf G.O. Bonds	110,000	Bunker Renovation
		$260,000	2027 Subtotal
2028	Golf G.O. Bonds	50,000	Driving Range Upgrade
		$50,000	2028 Subtotal
2029	Golf G.O. Bonds	35,000	Bunker Improvements
		$35,000	2029 Subtotal
2030	Golf G.O. Bonds	50,000	Cart path improvements including drainage
		$50,000	2030 Subtotal
2031	Golf G.O. Bonds	50,000	Cart path improvement including drainage
		$50,000	2031 Subtotal
2032	Golf G.O. Bonds	35,000	Bunkers
		$35,000	2032 Subtotal
2033	Golf G.O. Bonds	50,000	Drainage improvements 15 & 16
		$50,000	2033 Subtotal
2034	Golf G.O. Bonds	150,000	Rebuild and Move 9th Green

PROJECT:	REC-GROUNDS	#235-Golf Course Grounds Improvements		
			$150,000	2034 Subtotal
2035	Golf G.O. Bonds		100,000	Expand Practice Green and Practice Area
			$100,000	2035 Subtotal
	TOTAL		$1,180,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-WATER #244-Water Meter Replacement Program

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the routine replacement of meters, automatic meter reading devices, gate valves, as well as associated components and equipment.

SERVICE IMPACT: Meters and reading devices provide the only means of accurately measuring customer consumption. The accuracy of meters and reading devices is critical to ensure fair and accurate billing for water and sewer customers.

IMPACT IF NOT FUNDED: Potential increase for inaccurate billing, as well as loss of revenue for water and sewer funds.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	Capital Transfer	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,250,000
Water	G.O. Bonds	250,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,725,000
	Total	375,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,975,000

PROJECT: GS-WATER #244-Water Meter Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	50,000	Phased installation of meters and reading devices. 600 units.
		$375,000	2026 Subtotal
2027	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2027 Subtotal
2028	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2028 Subtotal
2029	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2029 Subtotal
2030	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2030 Subtotal
2031	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.

PROJECT: GS-WATER #244-Water Meter Replacement Program

	Water	Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water	G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
			$400,000	2031 Subtotal
2032	Water	G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water	Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water	G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
			$400,000	2032 Subtotal
2033	Water	G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water	Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water	G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
			$400,000	2033 Subtotal
2034	Water	G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water	Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water	G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
			$400,000	2034 Subtotal
2035	Water	G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water	Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water	G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
			$400,000	2035 Subtotal
	TOTAL		$3,975,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #252-Fire Station Improvements

I. PROJECT TYPE: Public Buildings

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for a variety of repairs and improvements to the four existing fire stations on an annual basis. The four stations, plus the Department's headquarters, total approximately 49,000 square feet, combined. A summary of each station is below:

The Broadway Station is located at 15 Broadway. The 5,716SF facility was constructed in 1984 and is set on 0.72 Acres.

The Manor Station is located at 46 Village Street. The 11,376SF facility was constructed in 1974 and is set on 1.28 Acres.

The Heights Station is located at 74 Loudon Rd. The 5,016SF facility was constructed in 1966 and is set on 1.02 Acres.

The Central Station is located at 150 N. State Street. The facility was constructed in 1977 and features 11,260SF.

The Concord Fire Department Headquarters is located at 24 Horseshoe Pond Lane and was opened circa 2000. The 15,290SF facility is set on 1.52 Acres.

SERVICE IMPACT: Routine repairs and improvements help to prolong the useful life of facilities, as well as provide a safe and pleasant working environmental for employees thereby helping to maintain morale.

IMPACT IF NOT FUNDED: Increased cost for repairs due to deferred maintenance.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years)

PROJECT: FIRE #252-Fire Station Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	815,000	0	350,000	0	0	77,000	0	0	84,500	1,326,500
	Total	0	815,000	0	350,000	0	0	77,000	0	0	84,500	1,326,500

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	815,000	Systematic Replacement of Fire Station Windows & Doors
		$815,000	2027 Subtotal
2029	General G.O. Bonds	350,000	Improvements to paved parking areas at the Heights, Broadway, and Central Fire Stations.
		$350,000	2029 Subtotal
2032	General G.O. Bonds	77,000	Repair Central Station Retaining Wall
		$77,000	2032 Subtotal
2035	General G.O. Bonds	84,500	Manor Staton exterior insulation and finish system (EIFS) Repairs
		$84,500	2035 Subtotal
	TOTAL	$1,326,500	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Sewer Collection

II. LOCATION: Various Pump Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the routine replacement, upgrade and refurbishment of aging equipment at sewer pump stations. The City has 8 waste water pump stations, as follows: East Concord, Loudon Road, Chenell Drive, Antrim Avenue, Hannah Dustin, Mountain Green South, Mountain Green North, and the Steeplegate Mall.

SERVICE IMPACT: Routine capital investments minimizing risk of unanticipated repairs and service disruptions due to pump station failures, while simultaneously helping to control ongoing operating and maintenance costs.

IMPACT IF NOT FUNDED: Potential for unanticipated equipment failures, which could disrupt service and result in significant costs to repair or replace.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Sewer	G.O. Bonds	0	250,000	0	0	0	0	0	0	0	0	250,000
	Total	0	250,000	0	0	0	0	0	0	0	0	250,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Sewer G.O. Bonds	250,000	SCADA system improvements.
		$250,000	2027 Subtotal
	TOTAL	$250,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #283-Traffic Signals and Traffic Operations Improvements

I. PROJECT TYPE: Intersections II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to implement routine capital improvements at traffic signals to improve traffic operations, enhance public safety for motorists and pedestrians, as well as comply with applicable State and Federal regulatory requirements.

A number of City-owned signalized intersections are approaching their design life. As a result of recent failures, the program has been established to fully replace and maintain the traffic signal infrastructure at intersections based on a priority system established by inspection results.

SERVICE IMPACT: Improved and enhanced vehicle and pedestrian safety throughout the City. A nominal increase in operating and maintenance costs is expected to accommodate new systems.

IMPACT IF NOT FUNDED: Potential failure of equipment resulting in traffic disruptions, increased operating and maintenance costs for older equipment, public safety concerns will remain unaddressed.

IV PREVIOUS FISCAL YEAR AUTHORIZED: Jan. 2000 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Close-out	5,528	0	0	0	0	0	0	0	0	0	5,528
General	G.O. Bonds	1,100,000	630,500	633,000	652,000	760,000	680,500	690,500	711,500	733,500	0	6,591,500
Other	State	54,000*	0	0	0	0	0	0	0	0	0	54,000
	Total	1,159,528	630,500	633,000	652,000	760,000	680,500	690,500	711,500	733,500	0	6,651,028

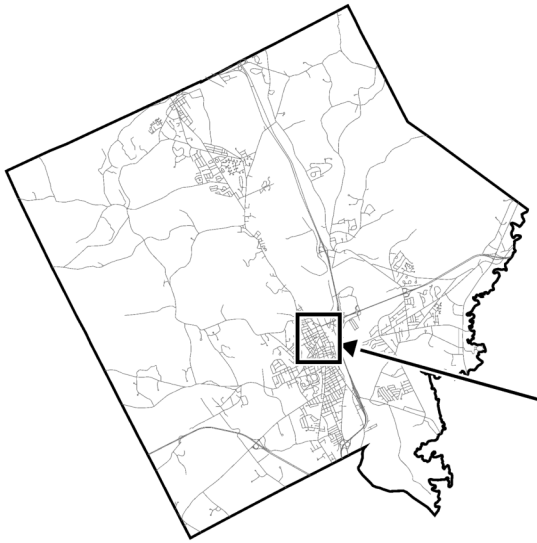
PROJECT: CD-ENGINEERING SERVICES #283-Traffic Signals and Traffic Operations Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	G.O. Bonds	515,000	Construction of N State/Penacook Intersection: Replace existing traffic signal equipment with new equipment including mast arms, controller cabinet, countdown pedestrian signals, accessible push button stations, and video detection. Improve sidewalk corners, crosswalk geometry and pavement graphics.
	General	G.O. Bonds	515,000	Construction of N State/Bouton Intersection: Replace existing traffic signal equipment with new equipment including mast arms, controller cabinet, countdown pedestrian signals, accessible push button stations, and video detection. Improve sidewalk corners, crosswalk geometry and pavement graphics.
	General	G.O. Bonds	50,000	Design of signalized intersection improvements at Ft Eddy/Ft Eddy Plaza.
	Other	State	34,000	Install new traffic signal controllers at the intersections of N State/Warren, N State/School, N State/Capitol, and Centre/Green. Estimate $8,500/each.
	Other	State	20,000	Install countdown pedestrian signals and accessible pedestrian push button stations and other ancillary traffic safety signal improvements at the intersections of N State/School and N State/Capitol. (State share)
	General	G.O. Bonds	20,000	Install countdown pedestrian signals and accessible pedestrian push button stations and other ancillary traffic safety signal improvements at the intersections of N State/School and N State/Capitol. (City share)
	General	Capital Close-out	5,528	Design of signalized intersection improvements at Ft Eddy/Ft Eddy Plaza.
			$1,159,528	2026 Subtotal
2027	General	G.O. Bonds	530,500	Construction of Ft Eddy/Ft Eddy Plaza Intersection: Replace existing traffic signal equipment with new equipment including mast arms, controller cabinet, countdown pedestrian signals, accessible push button stations, and video detection. Improve sidewalk corners, crosswalk geometry and pavement graphics.
	General	G.O. Bonds	55,000	Design of signalized intersection improvements at Loudon/Hazen.
	General	G.O. Bonds	45,000	Install new traffic signal controllers at the intersections of Ft Eddy/Lowes, D'Amante/Triangle Park, Loudon/East Mall, Loudon/Dicks, and Loudon/Walmart. Estimate $9,000/each.
			$630,500	2027 Subtotal
2028	General	G.O. Bonds	546,500	Construction of Loudon/Hazen Intersection: Replace existing traffic signal equipment with new equipment including mast arms, controller cabinet, countdown pedestrian signals, accessible push button stations, and video detection. Improve sidewalk corners, crosswalk geometry and pavement graphics.
	General	G.O. Bonds	58,000	Design of signalized intersection improvements at Centre/Green.

PROJECT:	CD-ENGINEERING SERVICES		#283-Traffic Signals and Traffic Operations Improvements
	General G.O. Bonds	28,500	Install new traffic signal controllers at the intersections of Loudon/East Side-Canterbury, Loudon/Everett Arena East, and Loudon/Everett Arena West. Estimate $9,500/each.
		$633,000	2028 Subtotal
2029	General G.O. Bonds	563,000	Construction of signalized intersection improvements at Centre/Green.
	General G.O. Bonds	60,000	Design of signalized intersection improvements at N State/Capitol.
	General G.O. Bonds	19,000	Install new traffic signal controllers at the intersections of S State/West and Pleasant/Langley. Estimate $9,500/each.
	General G.O. Bonds	10,000	Design of mast arm and traffic signal poles at the intersection of N Main/Bouton-I393.
		$652,000	2029 Subtotal
2030	General G.O. Bonds	580,000	Construction of signalized intersection improvements at N State/Capitol.
	General G.O. Bonds	100,000	Construction of new mast arm and traffic signal poles at the intersection of N Main/Bouton-I393.
	General G.O. Bonds	60,000	Design of signalized intersection improvements at N State/School.
	General G.O. Bonds	20,000	Install new traffic signal controllers at the intersections of Clinton/S Fruit and Water/Hall. Estimate $10,000/each.
		$760,000	2030 Subtotal
2031	General G.O. Bonds	597,500	Construction of signalized intersection improvements at N State/School.
	General G.O. Bonds	62,000	Design of signalized intersection improvements at N State/Warren.
	General G.O. Bonds	21,000	Install new traffic signal controllers at the intersections of Loudon/D'Amante and D'Amante/West Mall - Shaws. Estimate $10,500/each.
		$680,500	2031 Subtotal
2032	General G.O. Bonds	615,500	Construction of signalized intersection improvements at N State/Warren.
	General G.O. Bonds	64,000	Design of signalized intersection improvements at S Main/Storrs-Perley.
	General G.O. Bonds	11,000	Install new traffic signal controller at the intersection of Airport/Regional.
		$690,500	2032 Subtotal
2033	General G.O. Bonds	634,000	Construction of signalized intersection improvements at S Main/Storrs-Perley.

PROJECT:	CD-ENGINEERING SERVICES		#283-Traffic Signals and Traffic Operations Improvements	
	General	G.O. Bonds	66,000	Design of signalized intersection improvements at S Main/Water-West.
	General	G.O. Bonds	11,500	Install new traffic signal controller at the intersection of Fisherville/Sewalls Falls.
			$711,500	2033 Subtotal
2034	General	G.O. Bonds	653,500	Construction of signalized intersection improvements at S Main/Water-West.
	General	G.O. Bonds	68,000	Design of signalized intersection improvements at Water/Hall.
	General	G.O. Bonds	12,000	Install new traffic signal controller at the intersection of Clinton/Langley.
			$733,500	2034 Subtotal
	TOTAL		$6,651,028	



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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

FY 2026
CIP PROJECT #283

TRAFFIC SIGNALS AND TRAFFIC OPERATIONS IMPROVEMENTS

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The City's comprehensive Geographic Information System (GIS) Master Plan was completed and approved by Information Technology Advisory Committee (ITAC) and the City Council in 2006. The Master Plan was intended to define the long-term GIS capital needs.

Internet based GIS software has been operational since 2005 allowing access to the City's GIS network with a web browser. Property information, street, zoning, voting wards, aerial photos, and contours are available on this public website.

Recent document management innovations added to the City GIS made property development plans and utility records available to the public from interactive web maps. The digital tax map project was introduced to merge three existing versions of the City's tax maps into one single database for improved accuracy and efficiency.

SERVICE IMPACT: Routine investments in GIS technology are essential for the delivery of services to the internal and external customers. The need to share the most current data available has become imperative to the way the City conducts business. Without access to GIS information, many of the City's personnel would not be hindered in the performance of their duties.

IMPACT IF NOT FUNDED: GIS data will deteriorate to the point where it will become functionally obsolete. The ability to capture and update information as new development occurs will diminish. Propagation of GIS databases to the City's other departments will not happen as quickly or efficiently.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2006 PREVIOUS AMOUNT:

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

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	Capital Transfer	10,000	0	0	10,000	0	0	0	0	0	0	20,000
Sewer	Capital Transfer	10,000	0	0	10,000	0	0	0	0	0	0	20,000
General	Capital Transfer	10,000	0	0	10,000	0	0	0	0	0	0	20,000
	Total	30,000	0	0	30,000	0	0	0	0	0	0	60,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Sewer Capital Transfer	10,000	Development of updated custom GIS applications (Sewer share)
	Water Capital Transfer	10,000	Development of updated custom GIS applications (water share)
	General Capital Transfer	10,000	Development of updated custom GIS applications (General Fund share)
		$30,000	2026 Subtotal
2029	Sewer Capital Transfer	10,000	GIS Software Replacement.
	Water Capital Transfer	10,000	GIS Software Replacement.
	General Capital Transfer	10,000	GIS Software Replacement.
		$30,000	2029 Subtotal
	TOTAL	$60,000	

PROJECT: FIRE #305-Fire Department Communications Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION:

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the routine replacement of emergency communications equipment for the Fire Department.

SERVICE IMPACT: Improved reliability, thus improving safety for the public and City personnel, as well as maintaining operational efficiency.

IMPACT IF NOT FUNDED: Less reliable communication equipment results in increased threat to health and safety of City personnel, as well as the general public.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 7 Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	820,000	0	0	0	150,000	0	0	0	0	970,000
	Total	0	820,000	0	0	0	150,000	0	0	0	0	970,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	820,000	Portable radio replacement.
		$820,000	2027 Subtotal

PROJECT: FIRE #305-Fire Department Communications Equipment

2031	General	G.O. Bonds	150,000	Replace tower based communications equipment.
			$150,000	2031 Subtotal
	TOTAL		$970,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: General Services

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this projects is to undertake a comprehensive update select portions of the Water Master Plan.

The current Water Master Plan was completed in three separate phases during 2006-2010.

Phase 1 examined alternative water sources, and recommended future use of the Merrimack River to augment current sources of potable water.

Phase 2 evaluated the existing water treatment facility and examined future treatment options. Based upon this analysis, the Study recommended future refurbishment of the existing water treatment plant located on Hutchinson Street to accommodate the City's anticipated needs.

Phase 3 reviewed the City's anticipated future distribution network and storage needs, and provided recommendations associated therewith.

SERVICE IMPACT: Periodic review and updating of the water master plan allows the City to adequately plan for future needs of the community, as well as prioritize water system improvements.

IMPACT IF NOT FUNDED: Inadequate planning for the City's future water needs could result in water shortages, as well as a variety of negative economic development and fiscal impacts to the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 30

Expected Bond Term (in Years) 20

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	Capital Transfer	0	80,000	40,000	90,000	0	0	70,000	0	0	0	280,000
	Total	0	80,000	40,000	90,000	0	0	70,000	0	0	0	280,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Water Capital Transfer	80,000	Update Phase 1 of 2006-2010 Water Master Plan (Capacity Study).
		$80,000	2027 Subtotal
2028	Water Capital Transfer	40,000	Update Phase 2 of 2006-2010 Water Master Plan (Treatment Study).
		$40,000	2028 Subtotal
2029	Water Capital Transfer	90,000	Conduct geophysical site investigation for Merrimack River source.
		$90,000	2029 Subtotal
2032	Water Capital Transfer	70,000	Update Phase 3 of 2006-2010 Water Master Plan.
		$70,000	2032 Subtotal
	TOTAL	$280,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-PUBLIC PROPERTIES #323-Combined Operations & Maintenance Facility (COMF) Improvements

I. PROJECT TYPE: Public Buildings

II. LOCATION: 311 North State Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for routine capital improvements at the Combined Operations and Maintenance Facility (COMF), which houses the General Services Department, as well as transportation operations for the Concord Union School District.

SERVICE IMPACT: Routine investments will prolong the useful life of the facility thereby reducing long-term operating and repair costs. Investments will also help reduce long-term energy costs, maintain safety for employees, safeguard vehicles and equipment, as well as maintain employee morale.

IMPACT IF NOT FUNDED: The facility will deteriorate and its useful life will be diminished.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Close-out	15,338	0	0	0	0	0	0	0	0	0	15,338
General	G.O. Bonds	5,000	375,000	335,000	485,000	0	0	0	0	30,000	0	1,230,000
Sewer	G.O. Bonds	10,000	355,000	335,000	485,000	0	0	0	0	15,000	0	1,200,000
Water	G.O. Bonds	10,000	355,000	335,000	485,000	0	0	0	0	15,000	0	1,200,000
	Total	40,338	1,085,000	1,005,000	1,455,000	0	0	0	0	60,000	0	3,645,338

PROJECT: GS-PUBLIC PROPERTIES #323-Combined Operations & Maintenance Facility (COMF) Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Capital Close-out	15,338	Main Shop Compressor Replacement
	Sewer G.O. Bonds	10,000	Main Shop Compressor Replacement
	Water G.O. Bonds	10,000	Main Shop Compressor Replacement
	General G.O. Bonds	5,000	Main Shop Compressor Replacement
		$40,338	2026 Subtotal
2027	Water G.O. Bonds	335,000	HVAC improvements. Phase I of III
	Sewer G.O. Bonds	335,000	HVAC improvements. Phase I of III
	General G.O. Bonds	335,000	HVAC improvements. Phase I of III
	General G.O. Bonds	40,000	Pedestrian door improvements (springs, hardware, and door panel replacement).
	Sewer G.O. Bonds	20,000	Pedestrian door improvements (springs, hardware, and door panel replacement).
	Water G.O. Bonds	20,000	Pedestrian door improvements (springs, hardware, and door panel replacement).
		$1,085,000	2027 Subtotal
2028	General G.O. Bonds	335,000	HVAC improvements. Phase II of III
	Sewer G.O. Bonds	335,000	HVAC improvements. Phase II of III
	Water G.O. Bonds	335,000	HVAC improvements. Phase II of III
		$1,005,000	2028 Subtotal
2029	General G.O. Bonds	335,000	HVAC improvements. Phase III of III
	Sewer G.O. Bonds	335,000	HVAC improvements. Phase III of III
	Water G.O. Bonds	335,000	HVAC improvements. Phase III of III
	General G.O. Bonds	150,000	Pavement Rehabilitation
	Water G.O. Bonds	150,000	Pavement Rehabilitation
	Sewer G.O. Bonds	150,000	Pavement Rehabilitation

PROJECT:	GS-PUBLIC PROPERTIES	#323-Combined Operations & Maintenance Facility (COMF) Improvements	
		$1,455,000	2029 Subtotal
2034	General G.O. Bonds	30,000	Crack seal and seal coat existing pavement.
	Water G.O. Bonds	15,000	Crack seal and seal coat existing pavement.
	Sewer G.O. Bonds	15,000	Crack seal and seal coat existing pavement.
		$60,000	2034 Subtotal
	TOTAL	$3,645,338	

PROJECT: FIRE #335-Thermal Imaging Cameras

I. PROJECT TYPE: Public Safety

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the routine replacement of thermal imaging cameras for front line fire apparatus.

SERVICE IMPACT: Thermal imaging cameras are an important tool in fire fighting. They can assist in locating people and animals in burning buildings, as well as help locate hidden fire smoldering within building cavities, thereby helping to expedite emergency response efforts, as well as reduce un-necessary risk to personnel and damage to private property.

IMPACT IF NOT FUNDED: Increased life safety risk and inability to overhaul efficiently.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	0	0	72,000	0	0	0	0	0	72,000
	Total	0	0	0	0	72,000	0	0	0	0	0	72,000

PROJECT: FIRE #335-Thermal Imaging Cameras

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	General G.O. Bonds	72,000	Replace thermal imaging cameras.
		$72,000	2030 Subtotal
	TOTAL	$72,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: Sanders Station (Pump Station 2), N. Pembroke Rd.

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide for routine maintenance of the City's water supply well fields located in the Town of Pembroke, thereby ensuring the facility will be available to produce approximately 1 million gallons of water per day when needed to supplement supplies provided by Penacook Lake and the Contoocook River. This project complies with and implements the recommendations of the Water Master Plan.

SERVICE IMPACT: Helps to maintain a diverse mix of supply sources for the City's water system and reduces dependence on Penacook Lake and the Contoocook River.

IMPACT IF NOT FUNDED: Potentially insufficient water supply during drought conditions.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	G.O. Bonds	0	0	0	150,000	0	0	0	0	2,000,000	0	2,150,000
	Total	0	0	0	150,000	0	0	0	0	2,000,000	0	2,150,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	Water G.O. Bonds	150,000	Investigate well field capacity and water quality, then design new pump house and appurtenances in accordance with Wright Pierce Engineers assessment and recommendations.
		$150,000	2029 Subtotal
2034	Water G.O. Bonds	2,000,000	Construct new Pump Station 2
		$2,000,000	2034 Subtotal
	TOTAL	$2,150,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: Five sites around the City

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to establish a schedule of capital investments for the City's water tanks and related systems. The City has five water tanks, as follows:
Ed Young Tank located on Penacook Street
Primrose Tank located in Penacook
East Concord Tank located near Portsmouth Street
Snow Pond Tank located near Snow Pond Road
West End Tank located near Langley Parkway

Routine investments will prolong the life of these facilities. Cleaning, crack sealing, and re-application of the cementitious coatings to the exterior of the tanks will prevent corrosion and extend useful life each structure. Altitude valves and underground valve chambers will be repaired and rehabilitated as needed while the tanks are out of service.

SERVICE IMPACT: Distribution tanks provide a readily available supply of water to meet the needs of the customers, but more importantly to provide needed fire protection volumes to the neighborhoods.

IMPACT IF NOT FUNDED: Lack of routine investments will decrease useful life of these facilities. In the extreme, lack of maintenance could cause tank failures thereby causing disruptions in water service (both domestic and fire protection).

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20 Expected Bond Term (in Years) 15

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	G.O. Bonds	50,000	55,000	55,000	80,000	0	50,000	60,000	55,000	65,000	80,000	550,000
	Total	50,000	55,000	55,000	80,000	0	50,000	60,000	55,000	65,000	80,000	550,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Water G.O. Bonds	50,000	Cleaning, crack sealing, and painting. (Ed Young Tank)
		$50,000	2026 Subtotal
2027	Water G.O. Bonds	55,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (Primrose Tank)
		$55,000	2027 Subtotal
2028	Water G.O. Bonds	55,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (West End Tank)
		$55,000	2028 Subtotal
2029	Water G.O. Bonds	80,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (East Concord Tank)
		$80,000	2029 Subtotal
2031	Water G.O. Bonds	50,000	Cleaning, crack sealing tank and Altitude Valve. (Snow Pond Tank)
		$50,000	2031 Subtotal
2032	Water G.O. Bonds	60,000	Cleaning and crack sealing. (Ed Young Tank)
		$60,000	2032 Subtotal
2033	Water G.O. Bonds	55,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (Primrose Tank)
		$55,000	2033 Subtotal
2034	Water G.O. Bonds	65,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (West End Tank)

PROJECT:	GS-WATER	#347-Water Storage Tank Repairs		
			$65,000	2034 Subtotal
2035	Water	G.O. Bonds	80,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (East Concord Tank)
			$80,000	2035 Subtotal
	TOTAL		$550,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #358-Garrison Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Hutchins Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of the facility while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Facilities will deteriorate thereby increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future. Lack of routine maintenance may result in closure of some park amenities to reduce liability.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	50,000	350,000	0	0	0	175,000	0	0	575,000
	Total	0	0	50,000	350,000	0	0	0	175,000	0	0	575,000

PROJECT: REC-GROUNDS #358-Garrison Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2028	General	G.O. Bonds	50,000	Crack seal, colorize, and stripe basketball courts. Replace standards, replace backboards with acrylic backboards.
			$50,000	2028 Subtotal
2029	General	G.O. Bonds	350,000	Replace playground equipment installed in early 2000's and solid surfacing per State Law
			$350,000	2029 Subtotal
2033	General	G.O. Bonds	175,000	Construction of paved accessible walkways and bridges within the southerly areas of the park as identified in the Garrison Park Master Plan.
			$175,000	2033 Subtotal
	TOTAL		$575,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #359-Merrill Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Eastman Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Merrill Park. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community. Improvements include upgrades to the parking lot, landscaping, playing fields, the playground as well as walkways to meet accessibility standards.

In 1960 the park was named Merrill Park after Harold D. Merrill, a resident of East Concord, and a member of the Board of Aldermen from 1932 to 1942. A pioneer in outdoor recreation, Merrill devoted 25 years to promoting public recreation.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of this facility while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing infrastructure will continue to deteriorate. Future City investments will not occur in a coordinated manner, thereby potentially resulting in waste and inefficiency. Lack of routine investment may also result in reduced utilization and enjoyment of this facility by the public. Deterioration of existing amenities may also result in potential liabilities for the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Donations	0	0	0	0	0	25,000	0	0	0	0	25,000
General	G.O. Bonds	0	0	350,000	0	40,000	80,000	0	75,000	0	0	545,000
	Total	0	0	350,000	0	40,000	105,000	0	75,000	0	0	570,000

PROJECT: REC-GROUNDS #359-Merrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2028	General	G.O. Bonds	350,000	Replace playground equipment. Includes installation of poured in place safety surfacing.
			$350,000	2028 Subtotal
2030	General	G.O. Bonds	40,000	Crack seal, colorize and stripe three (3) tennis courts abd basketball court.
			$40,000	2030 Subtotal
2031	General	G.O. Bonds	80,000	Replace backstops on both fields.
	General	Donations	25,000	Review options to restore existing pond in the park.
			$105,000	2031 Subtotal
2033	General	G.O. Bonds	75,000	Install exercise equipment with poured in place safety surfacing.
			$75,000	2033 Subtotal
	TOTAL		$570,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #360-Kimball Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: North State Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

Land for the park was a gift of a former Mayor John Kimball in 1910. Also, in 1910 City appropriated funds to purchase two parcels of land from heirs of Richard Bradley to add to the John Kimball gift.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of this facility while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing infrastructure will continue to deteriorate. Future City investments will not occur in a coordinated manner, thereby potentially resulting in waste and inefficiency. Lack of routine investment may also result in reduced utilization and enjoyment of this facility by the public. Deterioration of existing amenities may also result in potential liabilities for the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	0	350,000	0	0	80,000	0	0	75,000	505,000
	Total	0	0	0	350,000	0	0	80,000	0	0	75,000	505,000

PROJECT: REC-GROUNDS #360-Kimball Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2029	General	G.O. Bonds	350,000	Replace playground equipment and installation of poured in place safety surfacing.
			$350,000	2029 Subtotal
2032	General	G.O. Bonds	80,000	Replace perimeter fencing.
			$80,000	2032 Subtotal
2035	General	G.O. Bonds	75,000	Install exercise equipment..
			$75,000	2035 Subtotal
	TOTAL		$505,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Public Safety

II. LOCATION: Police

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to make periodic investments to upgrade or replace communications equipment for the Police Department. This equipment includes portable radios, equipment within vehicles and the dispatch center, as well as infrastructure improvements as necessary.

Recently the Department completed radio system upgrades, which included new dispatch consoles and point to point microwave capabilities. The Department also systematically replaced all of the mobile radios as well as portable radios. Improvements to communications infrastructure is necessary in order to ensure the communications capabilities of the officers working in the field.

SERVICE IMPACT: Portable and mobile radios should be replaced approximately every ten years in order to ensure reliability of equipment and to minimize risk of unforeseen communications problems, which could impact the department's ability to effectively respond to calls for assistance. Infrastructure improvements need to periodically take place in order to ensure that the Department's communication system remains reliable in order to ensure officer safety and the delivery of police services to the community.

IMPACT IF NOT FUNDED: The safety and security of police officers and the public could be compromised by inconsistent radio communications.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	80,000	0	0	0	180,000	180,000	100,000	0	0	540,000
	Total	0	80,000	0	0	0	180,000	180,000	100,000	0	0	540,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	80,000	Replace mobile radios in all marked vehicles.
		$80,000	2027 Subtotal
2031	General G.O. Bonds	180,000	Phase 1 of 2: 10 year replacement of Police Department portable radios.
		$180,000	2031 Subtotal
2032	General G.O. Bonds	180,000	Phase 2 of 2: 10 year replacement of Police Department portable radios.
		$180,000	2032 Subtotal
2033	General G.O. Bonds	100,000	Replacement of the radio tower at Concord Police Department Headquarters.
		$100,000	2033 Subtotal
	TOTAL	$540,000	

PROJECT: POLICE - OPERATIONS #370-Police Department Ballistic Vest Replacement Program

I. PROJECT TYPE: Public Safety

II. LOCATION: Police

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the routine replacement of the Police Department's ballistic vests (bullet proof vests). Ballistic vests are replaced every 5 years in accordance with service standards. It is important to replace vests on a regular basis in order to keep up with latest ballistic technology.

SERVICE IMPACT: Routine replacement ensures that safety equipment is consistent with current ballistic technology and firearms 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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	40,000	0	0	0	85,000	0	0	0	85,000	210,000
	Total	0	40,000	0	0	0	85,000	0	0	0	85,000	210,000

PROJECT: POLICE - OPERATIONS #370-Police Department Ballistic Vest Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2027	General	G.O. Bonds	40,000	Replacement of ballistic vests purchased in 2022.
			$40,000	2027 Subtotal
2031	General	G.O. Bonds	85,000	Replace Ballistic Vests purchased in FY 2026.
			$85,000	2031 Subtotal
2035	General	G.O. Bonds	85,000	Replacement of ballistic vests purchased in 2030.
			$85,000	2035 Subtotal
	TOTAL		$210,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the planned improvements to the City's three pump stations, which are part of the potable water distribution system, as follows:

Pump Station #3: Penacook Street
Pump Station #5: Broad Cove Road (at the Contoocook River)
Pump Station #6: Mountain Road

The City also has two other pump stations, which are part of the Water Plant and Pembroke well fields, and are addressed separately by other capital improvement projects.

Phase II of the 2006-2010 Water Master Plan Phase recommends installation of an additional pump station to address pressure and availability issues in an area northeast of Portsmouth Street. This project includes investments to implement this recommendation.

SERVICE IMPACT: Planned upgrades to existing stations ensures over all reliability of the water system.

IMPACT IF NOT FUNDED: The ability to effectively and efficiently distribute water to users will be compromised and could result in service disruptions. Service disruptions would not only cause inconvenience but could also result in life / safety issues due to potential inability to supply public and private fire suppression systems.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	G.O. Bonds	1,020,000	250,000	0	0	0	0	550,000	0	0	0	1,820,000
	Total	1,020,000	250,000	0	0	0	0	550,000	0	0	0	1,820,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Water G.O. Bonds	1,020,000	Construction of booster station improvements for area northeast of Portsmouth Street per Phase III of the Water Master Plan.
		$1,020,000	2026 Subtotal
2027	Water G.O. Bonds	250,000	Station 3 generator replacement.
		$250,000	2027 Subtotal
2032	Water G.O. Bonds	400,000	Station 5 generator replacement.
	Water G.O. Bonds	150,000	Station 3 generator replacement.
		$550,000	2032 Subtotal
	TOTAL	$1,820,000	

PROJECT: FIRE #375-Fire Department Boats

I. PROJECT TYPE: Fire Vehicles

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the systematic replacement of the Fire Department's 3 motorized rescue watercraft.

SERVICE IMPACT: Older watercraft are less reliable and more expensive to maintain.

IMPACT IF NOT FUNDED: Increased threat to health and safety for rescue personnel, as well as the general public due to unreliable equipment.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Transfer	22,500	22,500	0	0	0	0	0	0	0	0	45,000
General	G.O. Bonds	0	0	0	0	0	65,000	0	0	0	0	65,000
	Total	22,500	22,500	0	0	0	65,000	0	0	0	0	110,000

PROJECT: FIRE #375-Fire Department Boats

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	Capital Transfer	22,500	Replace 1 boat of the 3 boats utilized by the department for emergency/training use on the City's rivers and waterways.
			$22,500	2026 Subtotal
2027	General	Capital Transfer	22,500	Replace 1 boat of the 3 boats utilized by the department for emergency/training use on the City's rivers and waterways. This particular boat is the "spare" utilized when a primary boat is out of service, to ensure coverage throughout the entire City.
			$22,500	2027 Subtotal
2031	General	G.O. Bonds	65,000	Replace 1 boat of the 3 boats utilized by the department for emergency/training use on the City's rivers and waterways.
			$65,000	2031 Subtotal
	TOTAL		$110,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #376-Fire Department Hose & Equipment Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: All Engines, Ladders, Rescue & Tanker

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides funding for the systematic replacement of fire hose and equipment carried on apparatus.

SERVICE IMPACT: Project is intended to fund equipment purchases to replace aging equipment during the equipping of new apparatus placed in service.

IMPACT IF NOT FUNDED: Inability to effectively outfit fire engines with required hose and associated equipment could compromise public safety.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Close-out	15,849	0	0	0	0	0	0	0	0	0	15,849
General	G.O. Bonds	21,000	0	40,000	50,000	175,000	40,000	0	0	0	0	326,000
	Total	36,849	0	40,000	50,000	175,000	40,000	0	0	0	0	341,849

PROJECT: FIRE #376-Fire Department Hose & Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	G.O. Bonds	21,000	Systematic replacement of fire hose and equipment.
	General	Capital Close-out	15,849	Systematic replacement of fire hose and equipment.
			$36,849	2026 Subtotal
2028	General	G.O. Bonds	40,000	Systematic replacement of fire hose and equipment.
			$40,000	2028 Subtotal
2029	General	G.O. Bonds	50,000	Systematic replacement of hazardous materials (HazMat) meters.
			$50,000	2029 Subtotal
2030	General	G.O. Bonds	175,000	Extrication equipment replacement. SAVA Lifting Bags, Hydraulic Rescue Tools.
			$175,000	2030 Subtotal
2031	General	G.O. Bonds	40,000	Systematic replacement of fire hose and equipment.
			$40,000	2031 Subtotal
	TOTAL		$341,849	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Solid Waste Management

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the routine maintenance and stewardship of the 10 former landfills located in the City. As part of this project, the City shall address environmental and regulatory issues, as well as examine the feasibility of converting some facilities into public recreational resources to enhance quality of life.

Each site is unique and, therefore, the management approach for each facility is different. However, all sites are registered, characterized, and remediated in accordance with state and federal regulations.

When specifically directed by the City Council, opportunities for recreational re-use of these facilities shall be evaluated on a case by case basis in conjunction with regulatory agencies in order to properly guide the design and implementation of closure / remedial action plans.

SERVICE IMPACT: By proactively addressing this issue the City will its liability exposure and provide opportunities to potentially develop additional community open space and other recreation resources.

IMPACT IF NOT FUNDED: Environmental liability exposure.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 30 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	15,000,000	0	0	15,000,000
	Total	0	0	0	0	0	0	0	15,000,000	0	0	15,000,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2033	General	G.O. Bonds	15,000,000	Design and construction of Old Suncook Road Landfill cap.
			$15,000,000	2033 Subtotal
	TOTAL		$15,000,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Airport

II. LOCATION: Airport Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project entails the construction of a new Terminal building to serve Concord Airport as recommended by the 2006 Airport Master Plan.

The current Airport terminal building was constructed in 1938 and later renovated in 1961. Due to its age, the terminal is plagued with a variety of significant building code violations, structural deficiencies, and inadequate security measures. The age and configuration of the terminal also make it extremely difficult to bring the building into compliance with the 1990 Americans with Disabilities Act (ADA) without major renovations at significant cost. These issues render much of the terminal building unusable.

In 2020 the City completed an updated study of the terminal building. That effort confirmed the findings of the 2006 Airport Master Plan and recommended the construction of a new terminal building located at the north end of Runway 17/35 facing the intersection of Airport Road and Regional Drive. The proposed building would be 3,500SF and would feature a large common area, tenant and office space, a pilots' lounge, as well as a small restaurant.

An economic impact analysis completed by the City as part of the 2006 Airport Master Plan revealed that Concord Airport contributes $7.2 million dollars to the local economy in the form of direct, indirect, and induced impacts. The same study also estimated that the Airport supports nearly 1,700 jobs throughout the region. Construction of a new terminal building will help expand use of the Airport, and therefore further bolster the local and regional economy.

SERVICE IMPACT: To prevent further deterioration of facility, operation and safety concerns, continued deficiencies based on projected demand and capacity.

IMPACT IF NOT FUNDED: Inability to grow air traffic at the airport thereby resulting in stagnant revenues and persisting code compliance / life-safety concerns with the current facility.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1997 PREVIOUS AMOUNT:

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

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

VI. PROJECT FUND SUMMARY

Fund Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Airport Capital Transfer	0	22,500	21,000	0	0	0	0	0	0	0	43,500
Other State	0	22,500	21,000	55,000	550,000	0	0	0	0	0	648,500
Other Federal	0	405,000	378,000	990,000	9,900,000	0	0	0	0	0	11,673,000
Airport G.O. Bonds	0	0	0	55,000	550,000	0	0	0	0	0	605,000
Total	0	450,000	420,000	1,100,000	11,000,000	0	0	0	0	0	12,970,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Other Federal	405,000	Conduct an Environmental Assessment on capital projects scheduled in the 10 year plan as recommended by the Airport Master Plan
	Airport Capital Transfer	22,500	City Share
	Other State	22,500	State Share
		$450,000	2027 Subtotal
2028	Other Federal	378,000	Preliminary terminal design plans. Federal Share
	Airport Capital Transfer	21,000	City Share
	Other State	21,000	State Share
		$420,000	2028 Subtotal
2029	Other Federal	990,000	Final terminal design plans. Federal Share
	Airport G.O. Bonds	55,000	City Share.
	Other State	55,000	State Share.
		$1,100,000	2029 Subtotal
2030	Other Federal	9,900,000	Construction of new airport terminal building. Federal share.
	Airport G.O. Bonds	550,000	City Share.
	Other State	550,000	State Share.

PROJECT:	CD-ENGINEERING SERVICES	#383-New Airport Terminal Building	
		$11,000,000	2030 Subtotal
	TOTAL	$12,970,000	

PROJECT: POLICE - OPERATIONS #403-Parking Division Vehicle and Equipment Replacement Program

I. PROJECT TYPE: Parking

II. LOCATION: Downtown Central Business District

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

SERVICE IMPACT: Routine replacement ensures that the Division will have reliable vehicles and equipment for enforcement efforts, as well as maintenance of parking system infrastructure.

IMPACT IF NOT FUNDED: Repairs shall become more frequent and costly due to wear and tear. Chronic vehicle break downs and equipment failures will result in the inefficient operation of the Parking System and lost revenues due to inability to conduct daily enforcement operations, as well as properly maintain infrastructure in a timely fashion.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 7 Expected Bond Term (in Years) 7

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Parking	G.O. Bonds	0	60,000	0	0	65,000	0	0	0	0	0	125,000
	Total	0	60,000	0	0	65,000	0	0	0	0	0	125,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Parking G.O. Bonds	60,000	Replace Meter Maintenance Vehicle (Last replaced in FY 2020).
		$60,000	2027 Subtotal

PROJECT:		POLICE - OPERATIONS	#403-Parking Division Vehicle and Equipment Replacement Program	
2030	Parking	G.O. Bonds	65,000	Replace Parking Enforcement Mobile Unit (Jeep) (Last replaced in FY 2023).
			$65,000	2030 Subtotal
	TOTAL		$125,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-SEWER #410-Sewer Video Inspection Equipment

I. PROJECT TYPE: Sewer Collection

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: Video inspection has been used extensively to investigate the City's sewer infrastructure. The main-line video camera unit is specifically designed for inspection of sanitary and storm sewers. Data collected from video inspections is used to develop maintenance plans and capital improvement programs for the sanitary and storm water sewer systems.

SERVICE IMPACT: This equipment serves as a valuable tool to help get real time information about the condition of sewer pipes throughout the City, thereby allowing staff to more efficiently plan improvements as needed.

IMPACT IF NOT FUNDED: The City will need to rely upon antiquated equipment that is more susceptible to failure.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 15 Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Sewer	G.O. Bonds	0	0	0	0	0	0	80,000	0	0	0	80,000
Sewer	Capital Transfer	0	20,000	0	0	0	0	0	0	0	0	20,000
	Total	0	20,000	0	0	0	0	80,000	0	0	0	100,000

PROJECT: GS-SEWER #410-Sewer Video Inspection Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Sewer Capital Transfer	20,000	Replace lateral service line inspection camera, hardware and software.
		$20,000	2027 Subtotal
2032	Sewer G.O. Bonds	80,000	Replace a main line camera
		$80,000	2032 Subtotal
	TOTAL	$100,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Parking

II. LOCATION: 19 North State Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the North State Street Parking Garage (formerly known as the Firehouse Block Parking Garage). The garage opened in 1981. It is approximately 82,000SF and features 238 parking spaces.

SERVICE IMPACT: Routine investment by the City will ensure the facility's long-term viability (both structurally and economically), improve safety and convenience for users, as wel 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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Parking	Capital Transfer	40,000	0	0	0	0	0	0	0	0	0	40,000
Parking	G.O. Bonds	0	675,000	11,945,000	0	0	0	0	200,000	1,500,000	0	14,320,000
Parking	Capital Close-out	73,146	0	0	0	0	0	0	0	0	0	73,146
	Total	113,146	675,000	11,945,000	0	0	0	0	200,000	1,500,000	0	14,433,146

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Parking Capital Close-out	73,146	Funds to supplement FY24 appropriations for Parking Study to further evaluate potential renovation and replacement options of State Street Parking Garage and parking system impacts.
	Parking Capital Transfer	40,000	Funds to supplement FY24 appropriations for Parking Study to further evaluate potential renovation and replacement options of State Street Parking Garage and parking system impacts.
		$113,146	2026 Subtotal
2027	Parking G.O. Bonds	675,000	Design and permitting of comprehensive structural repairs and renovations to the State Street Parking Garage.
		$675,000	2027 Subtotal
2028	Parking G.O. Bonds	11,945,000	Construction of comprehensive structural repairs and renovations to the State Street Parking Garage, pending final decision by City Council concerning repair or replacement of the facility. Should repair be preferred, renovations and improvements would include: extensive concrete repairs and restoration, new expansion joints, drainage improvements, new LED lighting and other electrical upgrades, improved signage, restoration of stair towers, installation of water service for improved garage maintenance, as well as waterproof membrane for all elevated floors of the garage.
		$11,945,000	2028 Subtotal
2033	Parking G.O. Bonds	200,000	Replace security cameras installed in FY2026.
		$200,000	2033 Subtotal
2034	Parking G.O. Bonds	1,500,000	5 Year refresh after FY2028 renovation project is completed in FY2029. Scope includes as needed work associated with waterproofing, membranes, sealants, concrete repairs, etc.
		$1,500,000	2034 Subtotal
	TOTAL	$14,433,146	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #433-School Street Parking Garage (Formerly Durgin Block)

I. PROJECT TYPE: Parking

II. LOCATION: 17 School Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the School Street Parking Garage (formerly know as the Durgin Block Parking Garage). The garage opened in 1985. It is approximately 171,000SF in size and features 469 parking spaces, as well as an adjoining surface lot with 5 additional spaces.

SERVICE IMPACT: Routine investment by the City will ensure the facility's long-term viability (both structurally and economically), improve safety and convenience for users, as wel 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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Parking	Capital Transfer	10,000	0	0	0	0	0	0	0	0	0	10,000
Parking	G.O. Bonds	1,190,000	0	0	0	0	0	5,720,000	0	0	0	6,910,000
	Total	1,200,000	0	0	0	0	0	5,720,000	0	0	0	6,920,000

PROJECT: CITY MANAGER /OPERATION #433-School Street Parking Garage (Formerly Durgin Block)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Parking G.O. Bonds	880,000	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	110,000	Security camera replacement. Installed in FY2020.
	Parking G.O. Bonds	100,000	Reclaim pavement in service alley located on the west side of the garage.
	Parking G.O. Bonds	100,000	Reclaim pavement in parking lot on south side of garage.
	Parking Capital Transfer	10,000	Removal and Replacement of leased parking space signage resulting from conversion of leased spaces to permits.
		$1,200,000	2026 Subtotal
2032	Parking G.O. Bonds	5,720,000	10 Year maintenance and repairs following completion of FY2018-2021 $5.8M repair and renovation project. Scope includes concrete repairs and maintenance, waterproofing repairs and maintenance, repaint steel frame), electrical system improvements, plumbing repairs / improvements, lighting improvements, pavement markings, replacement of surveillance system, façade masonry repairs, as well as design services, construction oversight, and contingency.
		$5,720,000	2032 Subtotal
	TOTAL	$6,920,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #443-City-Wide Community Center

I. PROJECT TYPE: Public Buildings

II. LOCATION: 14 Canterbury Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the City-wide Community Center.

The $8+/- million, 30,750 square foot facility open in June 2018 features a high-school size gymnasium with locker rooms, large multipurpose room with stage and commercial warming kitchen, five multipurpose program rooms, two exercise rooms, a senior lounge, as well as part time branch library services.

The facility also serves as the headquarters for the Parks and Recreation Department.

SERVICE IMPACT: Improved customer service, recreational opportunities, and quality of life for all residents. Increased operational and maintenance costs.

IMPACT IF NOT FUNDED: Deferred maintenance will result in higher operating and maintenance costs, reduced customer satisfaction and community pride, as well as increased repair costs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	130,000	1,300,000	60,000	0	100,000	150,000	0	0	0	0	1,740,000
	Total	130,000	1,300,000	60,000	0	100,000	150,000	0	0	0	0	1,740,000

PROJECT: REC-GROUNDS #443-City-Wide Community Center

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	G.O. Bonds	130,000	Design and permitting of expanded parking lot.
			$130,000	2026 Subtotal
2027	General	G.O. Bonds	1,300,000	Reconfiguration, reconstruction, and expansion of the existing parking lots to increase parking supply to approximately 200.
			$1,300,000	2027 Subtotal
2028	General	G.O. Bonds	60,000	Placeholder for potential replacement of roof top HVAC units.
			$60,000	2028 Subtotal
2030	General	G.O. Bonds	100,000	Replace indoor furnishings (table and chairs) reaching end of lifespan.
			$100,000	2030 Subtotal
2031	General	G.O. Bonds	150,000	Replace original 2018 gym floor reaching end of lifespan.
			$150,000	2031 Subtotal
	TOTAL		$1,740,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-SOLID WASTE #447-Landfill Soil Vapor Extraction Systems

I. PROJECT TYPE: Solid Waste Management

II. LOCATION: Old Turnpike Road Landfill and Old Suncook Landfill

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of soil vapor extraction systems located at certain City landfills.

As part of the management of the Old Suncook Landfill, a Soil Vapor Extraction (SVE) system was installed in the mid 2000's to control landfill migration off the property.

The closure of the Old Turnpike Landfill in 1995 included a landfill gas control system that originally included a flare to burn excess landfill gas. Since then, the quantity of landfill gas generated by the facility has subsided. As a result, the system actively vents to the atmosphere.

SERVICE IMPACT: Routine repair and maintenance of these systems will maintain the health and safety of the community, as well as ensure compliance with applicable environmental regulations.

IMPACT IF NOT FUNDED: Lack of routine investment will result in increased operating and maintenance costs, as well as potential equipment failure. Potential equipment failures may cause the City to be in violation of environmental regulations related to gas migration from these sites.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Solid Waste	G.O. Bonds	0	0	0	45,000	0	0	0	0	0	0	45,000
Solid Waste	Capital Transfer	0	0	0	15,000	25,000	0	0	0	0	0	40,000
	Total	0	0	0	60,000	25,000	0	0	0	0	0	85,000

PROJECT: GS-SOLID WASTE #447-Landfill Soil Vapor Extraction Systems

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2029	Solid Waste	G.O. Bonds	45,000	Old Suncook Road Landfill: Replace blower system.
	Solid Waste	Capital Transfer	15,000	Old Suncook Road Landfill: Rehabilitate gas collection system and monitoring wells.
			$60,000	2029 Subtotal
2030	Solid Waste	Capital Transfer	25,000	Old Turnpike Road Landfill: Rehabilitate gas collection system and monitoring wells.
			$25,000	2030 Subtotal
	TOTAL		$85,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-WATER #451-Leak Detection

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: This project provides for the routine acquisition of leak detection equipment known as "data loggers" for the City's potable water system.

Data loggers are placed on water main valves for a period of time to record the sound of the water flowing through the pipe. The data is then uploaded to into a computer. The accompanying software then analyzes the data to determine if a water main is compromised and leaking.

SERVICE IMPACT: This project will help the City maintain the water system so as it operates as efficiently as possible by reducing water loss and waste.

IMPACT IF NOT FUNDED: If not funded, water leaks from compromised pipes will remain undetected, resulting in a less efficient water system and waste associated with lost water. Also unrepaired leaks present opportunity for potential contamination of the potable water system. Severe leaks could compromise roadways and other infrastructure.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	Capital Transfer	10,000	0	0	0	0	15,000	0	0	0	20,000	45,000
	Total	10,000	0	0	0	0	15,000	0	0	0	20,000	45,000

PROJECT: GS-WATER #451-Leak Detection

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Water Capital Transfer	10,000	Replace leak detection equipment.
		$10,000	2026 Subtotal
2031	Water Capital Transfer	15,000	Replace / new pods for leak detection equipment.
		$15,000	2031 Subtotal
2035	Water Capital Transfer	20,000	Replace leak detection equipment.
		$20,000	2035 Subtotal
	TOTAL	$45,000	

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 7 Penacook Street, Penacook

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the routine repair and maintenance of the Penacook Waste Water Treatment Plant.

The plant has been in operation since 1974. Major upgrades were completed in 2005.

The projects described herein are a series of improvements, upgrades and refurbishments of existing infrastructure.

SERVICE IMPACT: Routine repair and replacement of the plant's infrastructure provides short-term and long-term reliability, as well as ensures the facility is in compliance with various codes and regulations.

IMPACT IF NOT FUNDED: Potential for increased operating and maintenance costs over time; increased potential for costly emergency repairs; potential liabilities for failing to maintain the facility in accordance with applicable codes and regulations.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Sewer	G.O. Bonds	0	1,190,000	0	60,000	0	0	0	0	0	0	1,250,000
	Total	0	1,190,000	0	60,000	0	0	0	0	0	0	1,250,000

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Sewer G.O. Bonds	1,060,000	Influent screw pump replacement.
	Sewer G.O. Bonds	130,000	Supervisory Control And Data Acquisition (SCADA) system upgrades.
		$1,190,000	2027 Subtotal
2029	Sewer G.O. Bonds	60,000	Renovation of interior finishes (paint, carpet, ceiling tiles, etc.).
		$60,000	2029 Subtotal
	TOTAL	$1,250,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #468-Reconstruct Taxiway A & Itinerant Ramp

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to reconstruct Taxiway A in order to support continued operation of Runway 17/35, as well as construct a Itinerant Ramp to accommodate larger aircraft as recommended in the 2006 Airport Master Plan. Taxiway A was reconstructed in 2019.

In 2004, Runway 12/30 was reconstructed and reduced in width from 150 feet to 75 feet to comply with current FAA regulations. As a result, large corporate aircraft (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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Other	State	0	0	0	0	9,168	61,112	0	0	0	0	70,280
Airport	Capital Transfer	0	0	0	0	9,168	9,412	0	0	0	0	18,580
Other	Federal	0	0	0	0	165,000	1,100,000	0	0	0	0	1,265,000
	Total	0	0	0	0	183,336	1,170,524	0	0	0	0	1,353,860

PROJECT: CD-ENGINEERING SERVICES #468-Reconstruct Taxiway A & Itinerant Ramp

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	Other Federal	165,000	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	9,168	City share.
	Other State	9,168	State share.
		$183,336	2030 Subtotal
2031	Other Federal	1,100,000	Construct the Itinerant Ramp expansion project. Federal share.
	Other State	61,112	State share.
	Airport Capital Transfer	9,412	City share.
		$1,170,524	2031 Subtotal
	TOTAL	$1,353,860	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #471-Airport Fuel Farm

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for routine maintenance, repair, and replacement of the airport fuel farm and associated equipment.

SERVICE IMPACT: Routine investments keep the facility in compliance with applicable Federal Aviation Administration rules and regulations, as well as State and Federal environmental regulations. Routine facility improvements also maintain customer service and fuel farm market share.

IMPACT IF NOT FUNDED: Decreased customer satisfaction and potential loss of market share. Potential regulatory liability due to deteriorated fuel farm equipment.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Airport	G.O. Bonds	269,000	1,000,000	0	0	0	0	0	0	0	0	1,269,000
	Total	269,000	1,000,000	0	0	0	0	0	0	0	0	1,269,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Airport G.O. Bonds	250,000	Design of the fuel facility replacement to comply with current New Hampshire Department of Environmental Services requlations. Current fuel facility installed in 1996.
	Airport G.O. Bonds	13,000	Install new above ground piping connected to the Avgas Pump to maintain Avgas service until FY2027

PROJECT:	CD-ENGINEERING SERVICES		#471-Airport Fuel Farm
			when the new fuel facility is installed and operational.
	Airport G.O. Bonds	6,000	Install Vapor Recovery Spill Containment Bucket on existing UST tank. NHDES UST facility compliance requirement.
		$269,000	2026 Subtotal
2027	Airport G.O. Bonds	1,000,000	Replace Fuel Farm to comply with current New Hampshire Department of Environmental Services requlations. Current fuel facility installed in 1996.
		$1,000,000	2027 Subtotal
	TOTAL	$1,269,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: LIBRARY #477-Library Equipment Replacement

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: Concord Public Library, 45 Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The Concord Public Library utilizes certain equipment in the delivery of its services to the community that requires periodic replacement. This includes the server for the library automation system, the library automation system itself, self-check units, the security gate, and microfilm reader/printers.

SERVICE IMPACT: Routine equipment replacement allows the Concord Public Library to maintain current services provided to the community.

IMPACT IF NOT FUNDED: Services to the community will be compromised by older equipment.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Transfer	0	25,000	0	0	0	0	0	0	0	0	25,000
	Total	0	25,000	0	0	0	0	0	0	0	0	25,000

PROJECT: LIBRARY #477-Library Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2027	General	Capital Transfer	25,000	Replace main floor service desk.
			$25,000	2027 Subtotal
	TOTAL		$25,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-WATER #482-Water System Asset Management

I. PROJECT TYPE: Water Treatment

II. LOCATION: Various City locations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The City's Water Master Plan recommended that the City establish a comprehensive asset management program.

An Asset Management Program, within the context of the water system, entails the combination of management, financial, economic, engineering, and other practices as applied to the water system's physical assets with the objective of providing the required level of service in the most cost-effective manner.

Asset Management includes the management of the entire lifecycle of the infrastructure assets, including design, construction, commissioning, operating, maintaining, repairing, modifying, replacing and decommissioning/disposal of infrastructure at the end of its useful life.

This effort shall include an analysis by outside experts to assist with the development of the program's scope and resource requirements. This effort shall also include a "gap analysis", which is a business assessment tool that enables organizations to compare actual performance with its potential performance, as compared to similar top performing organizations in the industry.

SERVICE IMPACT: Compliance with GASB 34. Benefits include helping management to document a baseline reference point to measure improvement and guide short term and long term recommendations including multi year budget estimates.

IMPACT IF NOT FUNDED: Lack of data for informed long-term planning could result in waste and service inefficiencies.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

PROJECT: GS-WATER #482-Water System Asset Management

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	G.O. Bonds	0	0	0	0	0	0	0	75,000	0	0	75,000
	Total	0	0	0	0	0	0	0	75,000	0	0	75,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2033	Water G.O. Bonds	75,000	Upgrade of asset management hardware and software.
		$75,000	2033 Subtotal
	TOTAL	$75,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #492-Runway Protection Zone (RPZ) Obstruction Removal

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to make regular investments in the management of obstructions within the Airport's Runway Protection Zones (RPZs).

Investments include property acquisition (both fee simple and easements), as well as management of tall vegetation and other potential obstructions.

Grant contracts with the US FAA and State of New Hampshire for major capital improvement projects completed at the Airport over the last several years require the City to undertake certain periodic runway protection zone improvements in order to ensure ongoing safety for aircraft using the facility. The 2006 Airport Master Plan identified obstructions and aviation hazards in approaches to runways. In 2007, an Obstruction Removal Management Plan was completed that identifies all obstructions and easements required to remove the obstructions within runway safety zones. Future removals and acquisitions will be programmed in the CIP out years.

SERVICE IMPACT: Provides for FAA mandated control of safety areas.

IMPACT IF NOT FUNDED: Potential threats to aircraft during take offs and landings, as well as loss of Federal funding and potential decrease in activity at the airport.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

PROJECT: CD-ENGINEERING SERVICES #492-Runway Protection Zone (RPZ) Obstruction Removal

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Airport	Capital Transfer	0	0	11,400	11,400	0	0	0	0	0	0	22,800
Other	Federal	0	0	205,200	205,200	0	0	0	0	0	0	410,400
Other	State	0	0	11,400	11,400	0	0	0	0	0	0	22,800
	Total	0	0	228,000	228,000	0	0	0	0	0	0	456,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Other Federal	205,200	Design aviation easement and runway obstruction removal (RPZ and Greeley Street). Federal share.
	Other State	11,400	Design aviation easement and runway obstruction removal (RPZ and Greeley Street). State share.
	Airport Capital Transfer	11,400	Design aviation easement and runway obstruction removal (RPZ and Greeley Street). City share.
		$228,000	2028 Subtotal
2029	Other Federal	205,200	Airport obstruction removal (RPZ ad Greeley Street). Federal share.
	Airport Capital Transfer	11,400	Airport obstruction removal (RPZ ad Greeley Street). City share.
	Other State	11,400	Airport obstruction removal (RPZ ad Greeley Street). State share.
		$228,000	2029 Subtotal
	TOTAL	$456,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #502-Whitney Road Extension

I. PROJECT TYPE: Streets New Construction

II. LOCATION: Roadway extension southerly of existing Whitney Road terminus to Sewalls Falls Road.

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to extent Whitney Road southerly from its current terminus near the Penacook Waste to Energy Plant to Sewalls Falls Road for the purpose of promoting economic development, as well as improving the efficiency of the local highway system.

The new roadway would also feature the following utilities: natural gas, potable water, and sanitary sewer.

The anticipated route of new roadway will generally follow the existing water main easement between Whitney Road and Sewalls Falls Road.

SERVICE IMPACT: The project will provide access to landlocked real estate north of the Concord Monitor to foster development, tax base expansion, as well as other economic development goals and objectives. The project also improves the efficiency of the local road network by connecting Sewalls Falls Road to US Route 4 and Exit 17 on Interstate 93. Project will result in future maintenance costs for the community.

IMPACT IF NOT FUNDED: Reduces economic development opportunities in northerly development corridor.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2009 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Donations	0	0	0	0	0	0	0	0	0	2,350,000	2,350,000
	Total	0	0	0	0	0	0	0	0	0	2,350,000	2,350,000

PROJECT: CD-ENGINEERING SERVICES #502-Whitney Road Extension

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2035	General Donations	2,350,000	Design and permitting for new roadway and associated utility improvements.
		$2,350,000	2035 Subtotal
	TOTAL	$2,350,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #505-South Main Street Corridor Improvements

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: South Main Street from South State Street to Langdon Avenue

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to implement a variety of transportation improvements as identified by a traffic study which was completed as part of the redevelopment of the former Blue Cross / Blue Shield property (#2 Pillsbury Street) in 2006.

The study identified a variety of issues and provided recommendations for long-term improvement of South Main Street (from Water Street to the Bow Town Line) including street corridor improvements, additional lane designations, as well as installation of traffic signals and streetscape improvements.

This multi-year, phase improvement program is intended to address roadway capacity and level of service requirements associated with the redevelopment of 2 Pillsbury Street, as well as future redevelopment of the former South End Rail Yard near Langdon Avenue.

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

IMPACT IF NOT FUNDED: Limited future economic development/redevelopment potential. No change of traffic levels of service in the South End Neighborhood.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	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

PROJECT: CD-ENGINEERING SERVICES #505-South Main Street Corridor Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2034	General G.O. Bonds	160,000	Design of South Main Street corridor improvements including installation of traffic signals at Pillsbury Street, as well as other intersection improvements at Gas Street, Allison Street, South State Street and Langdon Avenue.
		$160,000	2034 Subtotal
2035	General G.O. Bonds	1,150,000	Construct South Main Street corridor improvements including installation of traffic signals at Pillsbury Street, as well as other intersection improvements at Gas Street, Allison Street, South State Street and Langdon Avenue Street Corridor Improvements = $525,000 Traffic Signals @ Pillsbury Street = $200,000 Realignment of South State Street (no right-of-way costs) = $125,000 Intersection Improvements @ Allison Street, Gas Street, and Langdon Avenue = $300,000
		$1,150,000	2035 Subtotal
	TOTAL	$1,310,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #514-Airport Parking Lot Improvements

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The FY2006 Master Plan recommended the expansion of parking areas adjacent to the terminal building to support increased parking demand associated with special events, such as the annual NASCAR races held at the NH Motor Speedway in Loudon each summer.

SERVICE IMPACT: The project results in expanded parking for special events. Some events may result in additional revenues for the facility.

IMPACT IF NOT FUNDED: Status quo conditions will remain unchanged. Potential expanded use of the airport for special community events will remain untapped.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Airport	G.O. Bonds	0	0	0	0	0	0	0	0	0	176,000	176,000
	Total	0	0	0	0	0	0	0	0	0	176,000	176,000

PROJECT: CD-ENGINEERING SERVICES #514-Airport Parking Lot Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2035	Airport G.O. Bonds	176,000	Create overflow turf parking lot per the 2006 Airport Master Plan.
		$176,000	2035 Subtotal
	TOTAL	$176,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #515-Golf Course Winter Recreation Improvements

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to facilitate implementation of winter recreational activities at the Beaver Meadow Golf Course in order to expand year round use of this community asset. Specifically, the project shall provide funding for acquisition of equipment and infrastructure improvements to support cross country skiing, skating and sledding and other winter recreational programs.

SERVICE IMPACT: Expanded seasonal use will enhance the communities recreational opportunities and potentially become a source of new revenues for the Golf Fund. Increased operating and maintenance costs to maintain infrastructure and for long-term equipment replacement.

IMPACT IF NOT FUNDED: Winter recreational opportunities for residents will remain unchanged.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Donations	100,000*	100,000	0	0	50,000	0	0	0	0	0	250,000
	Total	100,000	100,000	0	0	50,000	0	0	0	0	0	250,000

PROJECT: REC-GROUNDS #515-Golf Course Winter Recreation Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	Donations	50,000	Add underground 2 inch water line and three phased power, water pit and meter near range machine building and going down the maintenance path near tree line on range. This water line and power will handle the needs of the snow making on the driving range.
	General	Donations	50,000	Phase 2 of Ski The Beav Plan for Expanded Winter Operations: adding limited snow making to driving range (1 fan gun). Operation would use city water for snow making.
			$100,000	2026 Subtotal
2027	General	Donations	100,000	Design and permiting to add additional snow making fan guns on the course to improve xc ski conditions.
			$100,000	2027 Subtotal
2030	General	Donations	50,000	Phase 3 of Ski The Beav Plan. Add limited lights to trails on the driving range to increase use of the xc trails during the winter months
			$50,000	2030 Subtotal
	TOTAL		$250,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #518-Bridge and Dam Maintenance / Repairs

I. PROJECT TYPE: Bridges

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project is intended to provide funding for major maintenance or repair work on the City's bridges and dams as mandated by NH Department of Transportation, NH Department of Environmental Services, Federal Highway Administration, but not full reconstruction.

As of April 2015, the City owned and maintained 20 bridges and 14 dams.

SERVICE IMPACT: Maintain structural integrity and repair of the City's bridge and dam inventory with no change in regular maintenance costs.

IMPACT IF NOT FUNDED: Continued deterioration of major bridge and dam components resulting in increased maintenance costs and potential for restricted use (load limits and safety violations).

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	300,000	0	0	0	0	0	0	0	0	300,000
General	Highway Reserve	0	125,000	75,000	0	0	0	0	0	0	0	200,000
	Total	0	425,000	75,000	0	0	0	0	0	0	0	500,000

PROJECT: CD-ENGINEERING SERVICES #518-Bridge and Dam Maintenance / Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2027	General	G.O. Bonds	300,000	Rehabilitation of a structurally deficient section of the Turtle Town Pond Dam.
	General	Highway Reserve	125,000	Pressure wash and seal the following bridges: Delta Drive over Pedestrian Walk (142/113) Langley Parkway over Pedestrian Walk (173/071) Village Street over Contoocook River (040/070) Washington Street over Mill Outlet (048/082)
			$425,000	2027 Subtotal
2028	General	Highway Reserve	75,000	Hero's Bridge - In water scour inspection of pier and east abutment, extend bridge railing off of bridge and trail maintenance.
			$75,000	2028 Subtotal
	TOTAL		$500,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #519-Manchester Street/Old Turnpike Road Intersection Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Manchester Street and Old Turnpike Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: Following the completion of Regional Drive in 2005, traffic within the Manchester Street/Old Turnpike Road/Regional Drive corridor has continued to grow. As a result, recent changes to signal timing at the Manchester Street and Old Turnpike Road has improved levels of service. However, with traffic growth expected in the near term, intersection geometry improvements will be required.

NHDOT to include this project with the Bow/Concord I-93 Expansion Project.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Donations	0	0	0	2,200,000	0	0	0	0	0	0	2,200,000
	Total	0	0	0	2,200,000	0	0	0	0	0	0	2,200,000

PROJECT: CD-ENGINEERING SERVICES #519-Manchester Street/Old Turnpike Road Intersection Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	General Donations	2,200,000	Design and construction of improvements to Old Turnpike Road approach to Manchester Street including modifications to the existing traffic signal.
		$2,200,000	2029 Subtotal
	TOTAL	$2,200,000	

PROJECT: CD-ENGINEERING SERVICES #520-Intersection Safety Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Various Locations Throughout the City

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to modify certain street intersections to improve geometry and improve safety.

With continued focus on intersection safety, the Traffic Operations Committee outlined specific intersections with skewed geometry, multiple side-street approaches, sight distance limitations, and potential for high-speed turns. Each project is intended to be scheduled concurrently with the annual paving program (CIP #78) to reduce costs and improve safety and traffic operations.
Project improvements typically include realigning the side-street intersection approaches to a traditional "T" type intersection configuration. Final intersection option will be reviewed with City Council.

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)

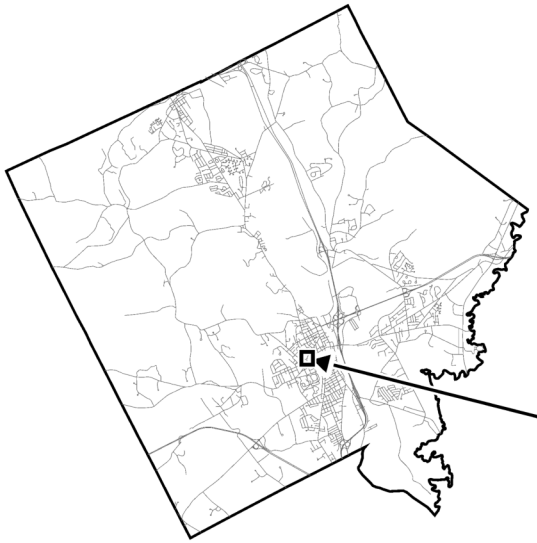
VI. PROJECT FUND SUMMARY

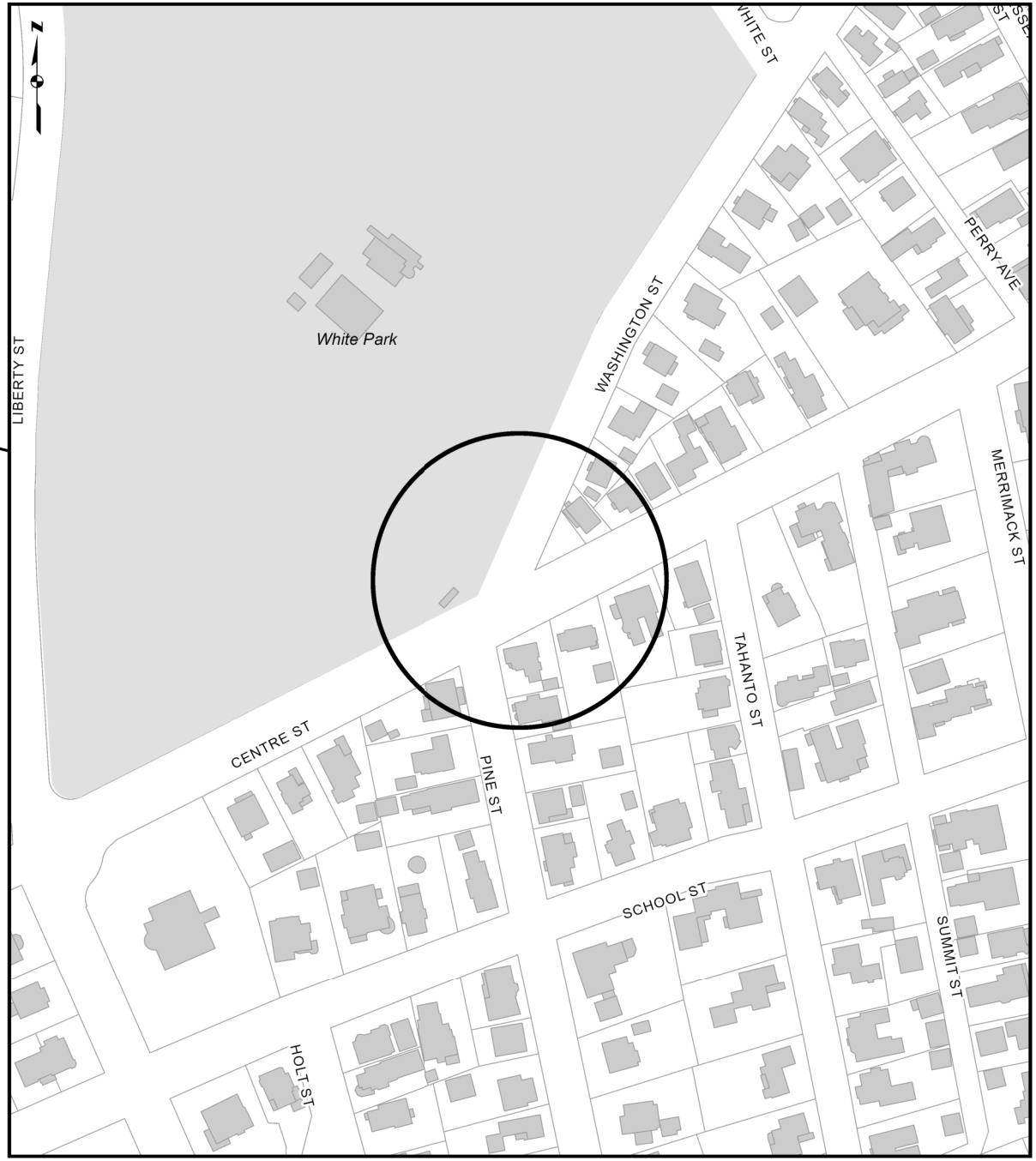
Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Highway Reserve	180,000	0	0	0	0	100,000	100,000	100,000	100,000	100,000	680,000
	Total	180,000	0	0	0	0	100,000	100,000	100,000	100,000	100,000	680,000

PROJECT: CD-ENGINEERING SERVICES #520-Intersection Safety Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	Highway Reserve	180,000	Reconstruct the Washington Street / Centre Street Intersection.
			$180,000	2026 Subtotal
2031	General	Highway Reserve	100,000	Reconstruct the Carter Hill Road / Lakeview Drive Intersection.
			$100,000	2031 Subtotal
2032	General	Highway Reserve	100,000	Reconstruct the Mountain Road / Sanborn Road Intersection.
			$100,000	2032 Subtotal
2033	General	Highway Reserve	100,000	Reconstruct the Graham Road / Snow Pond Road Intersection.
			$100,000	2033 Subtotal
2034	General	Highway Reserve	100,000	Reconstruct the Borough Road / Fowler Street Intersection.
			$100,000	2034 Subtotal
2035	General	Highway Reserve	100,000	Reconstruct the Broadway / Wiggin Street Intersection.
			$100,000	2035 Subtotal
	TOTAL		$680,000	





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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

FY 2026
CIP PROJECT #520

INTERSECTION SAFETY IMPROVEMENTS

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

I. PROJECT TYPE: Public Buildings

II. LOCATION: Concord Police Firearms Range

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide for periodic repair and refurbishment of the Concord Police Department Firearms Range. Improvements include repair and replacement of the training shoot house, range, driveways, berms, and associated facilities.

Phase I was completed in FY2014. Improvements included removal reconstruction of protective berms and removal of heavy metals. A new retaining wall was also constructed.

Phase II of the project involves removing the existing awning and replacing it with a new one. Also, paving the pistol range itself. Current pavement is more than 25 years old. It is worn, cracked and a tripping hazard in places.

SERVICE IMPACT: Failure to maintain the range could result in closure of the facility. This would have a negative impact on the ability of police officers to train and maintain fire arms certifications.

IMPACT IF NOT FUNDED: Firearms training and qualification is mandatory for police officers. If the range continues to deteriorate, it will be rendered unusable for training and qualifications. Police officers will have to travel out of town for training and qualifications. Police officers are required to qualify twice each year.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Transfer	0	50,000	0	0	0	0	0	0	0	25,000	75,000
	Total	0	50,000	0	0	0	0	0	0	0	25,000	75,000

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2027	General	Capital Transfer	50,000	Remove lead from berms, restore berms, replace range wall timbers as necessary.
			$50,000	2027 Subtotal
2035	General	Capital Transfer	25,000	Phase III: Update range security to include new gates, fencing repairs if needed and signage.
			$25,000	2035 Subtotal
	TOTAL		$75,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #522-Patrol Rifle Replacements

I. PROJECT TYPE: Public Safety

II. LOCATION: Concord Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide funding for the routine issuance and replacement of the Police Department's rifles.

SERVICE IMPACT: Project will expand the Police Department's inventory of individually issued rifles, as well as upgrade the optics and lighting on new and existing rifles. The Department is seeking sufficient supply of rifles so as they may be individually assigned to officers rather than used as a pooled resource.

IMPACT IF NOT FUNDED: Not all officers will be assigned patrol rifles. This limits the ability of rifles to be deployed when necessary due to the specific threat of an incident. This potentially affects officer safety, as well as the safety of community members.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Transfer	0	10,000	0	0	30,000	30,000	0	0	30,000	0	100,000
	Total	0	10,000	0	0	30,000	30,000	0	0	30,000	0	100,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund	Type	Amount	Action
2027	General	Capital Transfer	10,000	Patrol Rifle Replacement. Initiation of a maintenance program and update of the rifle replacement program.
			$10,000	2027 Subtotal

PROJECT:		POLICE - OPERATIONS	#522-Patrol Rifle Replacements	
2030	General	Capital Transfer	30,000	Patrol Rifle Replacement.. Routine patrol rifle replacement program based on a 10 year service life.
			$30,000	2030 Subtotal
2031	General	Capital Transfer	30,000	Phase II Patrol Rifle Replacement. Replacement of up to 30 patrol rifles that are at the end of the 10 year service life.
			$30,000	2031 Subtotal
2034	General	Capital Transfer	30,000	Phase III, Regular patrol replacement. Replacement of up to 30 patrol rifles that are at the end of the 10 year service life.
			$30,000	2034 Subtotal
	TOTAL		$100,000	

PROJECT: FIRE #527-Fire Department EMS Equipment Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: All City Ambulances, Police Vehicles & City Buildings.

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The systematic replacement of the cardiac monitors and automated external defibrillators (AEDs) used by the Fire Department, Police Department, and are also publicly accessible in City buildings.

SERVICE IMPACT: Routine replacement of equipment maintains the City's EMS capabilities.

IMPACT IF NOT FUNDED: Fire Department Cardiac Monitors are at end of life and need immediate replacement. Parts are no longer available through the vendor. Not replacing would put the public at risk due to potential failure.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	165,000	0	0	0	0	0	0	1,000,000	0	1,165,000
	Total	0	165,000	0	0	0	0	0	0	1,000,000	0	1,165,000

PROJECT: FIRE #527-Fire Department EMS Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	75,000	Replace four (4) mechanical CPR devices
	General G.O. Bonds	70,000	Systematic replacement of Power Pro Transport stretchers.
	General G.O. Bonds	20,000	Systematic replacement of IV Pumps.
		$165,000	2027 Subtotal
2034	General G.O. Bonds	1,000,000	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 30 AED units.
		$1,000,000	2034 Subtotal
	TOTAL	$1,165,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #528-Pocket Parks

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to make routine investments in the repair and replacement of infrastructure at the City's four pocket parks, as follows: Reed Park, Fletcher-Murphy, West Street and Thompson Park.

West Street Playlot: In 1931 the same year the city bought the land from the school district the old school building on the corner of West and South State Street was demolished and a park created.

Fletcher/Murphy Playlot: In 1937 Fletcher Murphy dedicated (11/11/37) at Fayette and South - dedicated to two nurses, Lucy Fletcher and Teresa Murphy, Concord residents, who died serving in WW I.

Reed Park: In 1947 the Hall Street Playground (acquired by city in 1946) was renamed the Robert Reed Playground in memory of Corporal Robert W. Reed, United States Army, who died on Guam, August 23, 1945.

Thompson Playlot: In 1961 City approved funds for new park. Board of Aldermen approved naming the new William P. Thompson Playground.

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: Facilities will deteriorate thereby increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future. Lack of routine maintenance may result in closure of some park amenities to reduce liability.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

PROJECT: REC-GROUNDS #528-Pocket Parks

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	40,000	0	50,000	0	0	0	1,050,000	0	1,140,000
	Total	0	0	40,000	0	50,000	0	0	0	1,050,000	0	1,140,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	40,000	Reed Pocket Park. Replace softball backstop and fence.
		$40,000	2028 Subtotal
2030	General G.O. Bonds	50,000	Crack seal and repaint the basketball courts in three pocket parks.
		$50,000	2030 Subtotal
2034	General G.O. Bonds	1,050,000	Replace playgrounds installed in early 2000's at all three playlots (West Street, Thompson and Fletcher Murphy). Includes installation of poured in place safety surfacing.
		$1,050,000	2034 Subtotal
	TOTAL	$1,140,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #529-Storrs Street Parking Garage (Formerly Capital Commons)

I. PROJECT TYPE: Parking

II. LOCATION: 75 Storrs Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide for improvements to the Storrs Street Parking Garage (formerly known as the Capital Commons Municipal Parking Garage). The 177,000SF facility opened in July 2007. It originally contained 516 spaces; however, 3 spaces were converted into storage space for the Downtown Services Team in 2016.

Proposed improvements include, but are not limited to, concrete repairs, deck sealing and waterproofing, repair and replacement of expansion joints, elevator improvements, drainage repairs, as well as lighting, surveillance, and signage improvements.

SERVICE IMPACT: Routine investment by the City will ensure the facility's long-term viability (both structurally and economically), improve safety and convenience for users, as wel 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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Parking	G.O. Bonds	0	0	1,815,000	0	0	0	11,000,000	0	0	0	12,815,000
	Total	0	0	1,815,000	0	0	0	11,000,000	0	0	0	12,815,000

PROJECT: CITY MANAGER /OPERATION #529-Storrs Street Parking Garage (Formerly Capital Commons)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Parking G.O. Bonds	1,815,000	5 year repair and refresh following work completed in August 2022 (FY2023). As needed minor concrete repairs, waterproofing repairs and replacement, replacement of security cameras installed in FY2020, as well as design services and contingency.
		$1,815,000	2028 Subtotal
2032	Parking G.O. Bonds	11,000,000	Comprehensive repair and renovation of the Storrs Street Parking Garage (25 year renovation). Repair / replace mechanical systems, repair / replace plumbing system, upgrade lighting fixtures and security cameras, replace elevator, as well as design services and contingency.
		$11,000,000	2032 Subtotal
	TOTAL	$12,815,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #530-Golf Course Equipment

I. PROJECT TYPE: Golf

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide for routine replacement of golf course vehicles and equipment.

SERVICE IMPACT: Routine investments in golf course equipment allows grounds crews to use more reliable and efficient equipment to complete maintenance tasks, thereby helping to maximize available course time for players.

IMPACT IF NOT FUNDED: Lack of reliable equipment could result in reduced quality of course conditions or increased inefficiency of maintenance operations, thereby resulting in player dissatisfaction, potential loss of market share, and reduced revenues.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Golf	G.O. Bonds	90,000	35,000	90,000	65,000	35,000	90,000	90,000	35,000	65,000	65,000	660,000
	Total	90,000	35,000	90,000	65,000	35,000	90,000	90,000	35,000	65,000	65,000	660,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action	
2026	Golf G.O. Bonds	90,000	Add new	Spray vehicle
		$90,000	2026 Subtotal	

PROJECT: REC-GROUNDS #530-Golf Course Equipment

2027	Golf G.O. Bonds	35,000	Update one utility vehicle
		$35,000	2027 Subtotal
2028	Golf G.O. Bonds	90,000	Replace one rough mower
		$90,000	2028 Subtotal
2029	Golf G.O. Bonds	65,000	Update Triplex mower
		$65,000	2029 Subtotal
2030	Golf G.O. Bonds	35,000	Replace one aerator
		$35,000	2030 Subtotal
2031	Golf G.O. Bonds	90,000	Replace Fairway Mower
		$90,000	2031 Subtotal
2032	Golf G.O. Bonds	90,000	Replace Fairway Mower
		$90,000	2032 Subtotal
2033	Golf G.O. Bonds	35,000	Replace Sand Pro Bunker Rake
		$35,000	2033 Subtotal
2034	Golf G.O. Bonds	65,000	Replace Triplex mower
		$65,000	2034 Subtotal
2035	Golf G.O. Bonds	65,000	Update Fairway Mower
		$65,000	2035 Subtotal
	TOTAL	$660,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #534-Tie Down Rehabilitation and Expansion

I. PROJECT TYPE: Airport

II. LOCATION: Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for routine maintenance and improvement of the Tie Down area at the Concord Municipal Airport.

In 1990, the city constructed Phase I of the Based Aircraft Tie Down Apron Expansion Project. This project created 56 tie downs for airport users to secure their planes. Currently the existing tie downs are 70% occupied.

This project will create an additional 32 tie down aprons on approximately 2 acres of land in a designated conservation zone. Therefore, development of this area will require an amendment to the agency agreement governing the conservation zones.

SERVICE IMPACT: Project will help implement the goals of the 2006 Airport Master Plan by providing additional capacity for general aviation users to be based at the airport.

IMPACT IF NOT FUNDED: Stagnant revenues and loss of market share to other regional general aviation airports such as Lebanon, Rochester, Laconia, and Nashua.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

PROJECT: CD-ENGINEERING SERVICES #534-Tie Down Rehabilitation and Expansion

VI. PROJECT FUND SUMMARY

Fund Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Other Federal	0	0	0	0	165,000	742,500	1,188,000	0	0	0	2,095,500
Other State	0	0	0	0	9,162	41,250	66,000	0	0	0	116,412
Airport Capital Transfer	0	0	0	0	9,162	41,250	66,000	0	0	0	116,412
Total	0	0	0	0	183,324	825,000	1,320,000	0	0	0	2,328,324

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	Other Federal	165,000	Design reconstruction and expansion of tie-down area. Federal share.
	Airport Capital Transfer	9,162	City share.
	Other State	9,162	State share.
		$183,324	2030 Subtotal
2031	Other Federal	742,500	Construct approximately 2 acres of new aircraft tie down aprons. Federal share.
	Other State	41,250	State share.
	Airport Capital Transfer	41,250	City share.
		$825,000	2031 Subtotal
2032	Other Federal	1,188,000	Reconstruct existing aircraft tie down aprons. Federal share.
	Airport Capital Transfer	66,000	City share.
	Other State	66,000	State share.
		$1,320,000	2032 Subtotal
	TOTAL	$2,328,324	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #536-Hangar Replacement

I. PROJECT TYPE: Airport

II. LOCATION: Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Replace hangers 1, 2, and 3 in accordance with the 2006 Airport Master Plan. These hangers were constructed in the early 1930's and have exceeded their useful life.

SERVICE IMPACT: The hanger infrastructure requires ongoing maintenance. The plumbing, electrical and heating systems are substandard and inefficient.

IMPACT IF NOT FUNDED: Increased long-term costs for more extensive repairs necessitated by deferred maintenance. Potential loss of customers / revenues for the airport, thereby eroding airport market share, due to obsolete facilities.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 40 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Other	Federal	0	0	0	0	0	0	0	1,624,700	0	0	1,624,700
Other	State	0	0	0	0	0	0	0	89,650	0	0	89,650
Airport	Capital Transfer	0	0	0	0	0	0	0	89,650	0	0	89,650
	Total	0	0	0	0	0	0	0	1,804,000	0	0	1,804,000

PROJECT: CD-ENGINEERING SERVICES #536-Hangar Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2033	Other Federal	1,100,000	Replace hangar 2 and 3 (Federal share)
	Other Federal	524,700	Replace Hangar 1. Federal share.
	Other State	60,500	Replace hangar 2 and 3 (State share)
	Airport Capital Transfer	60,500	Replace hangar 2 and 3 (City share)
	Other State	29,150	Replace Hangar 1. State share.
	Airport Capital Transfer	29,150	Replace Hanger 1. City share.
		$1,804,000	2033 Subtotal
	TOTAL	$1,804,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #541-Regional Drive/Chenell Drive Intersection Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Regional Drive and Chenell Drive

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: Following the completion of Regional Drive in 2005, traffic along the Regional Drive corridor continues to grow. As a result of continued development along Chenell Drive, as well as development along the Regional Drive corridor, the Traffic Operations Committee has been monitoring traffic volumes, accident data and the frequency of pedestrian activities at critical intersections along the arterial corridor. In an effort to maintain acceptable levels of service and traffic safety, intersection improvements will be required. Intersection improvements could be in the form of a roundabout or traffic signal.

SERVICE IMPACT: Improved vehicle safety and increased capacity along this arterial corridor.

IMPACT IF NOT FUNDED: Potential increases in congestion and accidents, as well as potentially reduced Level of Service.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2012 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	300,000	0	1,900,000	0	0	0	0	0	2,200,000
	Total	0	0	300,000	0	1,900,000	0	0	0	0	0	2,200,000

PROJECT: CD-ENGINEERING SERVICES #541-Regional Drive/Chenell Drive Intersection Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2028	General	G.O. Bonds	300,000	Design of improvements to the Regional Drive / Chenell Drive intersection.
			$300,000	2028 Subtotal
2030	General	G.O. Bonds	1,900,000	Construction of improvements to the Regional Drive / Chenell Drive intersection.
			$1,900,000	2030 Subtotal
	TOTAL		$2,200,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #543-Merrimack River Greenway Trail Project

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: City-wide along Merrimack River Corridor

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to implement creation of the Merrimack River Greenway Trail. Addresses Council Goal #8.

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 2023, City Council appropriated $130,000 of city funds and $575,000 of grants and donations to construct the section of trail through the Gully Hill Road agricultural fields, with construction completed in Fall 2024.

This project is contingent upon raising significant funds from other non-City sources, such as grants from the State and Federal governments as well as donations from local interest groups and stakeholders.

SERVICE IMPACT: Improved recreational / transportation opportunities for non-motorized means. Increase in operations and maintenance budget due to resurfacing, sweeping and management of vegetation. Snow removal will not be necessary as this trail is to provide an opportunity for winter recreation / transportation.

PROJECT: REC-GROUNDS #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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Other State	0	0	0	0	8,800,000	0	0	0	0	0	8,800,000
General Donations	0	0	4,000,000	0	1,100,000	0	0	0	0	0	5,100,000
General G.O. Bonds	20,000	180,000	2,305,000	0	1,100,000	0	0	0	0	0	3,605,000
Other Federal	80,000	0	1,222,000	0	0	0	0	0	0	0	1,302,000
Total	100,000	180,000	7,527,000	0	11,000,000	0	0	0	0	0	18,807,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other Federal	80,000	Final Design MRGT - Sewalls Falls Rd - Boscawen Town Line ($80,000 Federal portion)
	General G.O. Bonds	20,000	Final Design MRGT - Sewalls Falls Rd - Boscawen Town Line ($20,000 City portion)
		$100,000	2026 Subtotal
2027	General G.O. Bonds	180,000	Design and permitting of the boardwalk connecting Phase 1 (Terrill Park) and Phase 2 (Cornfields/Conservation Land Section) of the project
		$180,000	2027 Subtotal
2028	General Donations	4,000,000	Construction of the boardwalk to connect the built trail at Terrill Park to portion of trail located at Cornfields / Conservation Land.
	General G.O. Bonds	2,000,000	Construction of the boardwalk to connect the built trail at Terrill Park to portion of trail located at Cornfields / Conservation Land.

PROJECT:	REC-GROUNDS	#543-Merrimack River Greenway Trail Project		
	Other	Federal	1,222,000	Construction MRGT - Sewalls Falls Rd - Boscawen Town Line ($1,222,000 Federal portion)
	General	G.O. Bonds	305,000	Construction MRGT - Sewalls Falls Rd - Boscawen Town Line ($305,000 City portion)
			$7,527,000	2028 Subtotal
2030	Other	State	8,800,000	Design and construction of Phases 4 - 8 of trail. State portion (80%)
	General	Donations	1,100,000	Design and construction of Phases 4 - 8 of trail. Donation portion (10%)
	General	G.O. Bonds	1,100,000	Design and construction of Phases 4 - 8 of the MRGT, located between Loudon Road to Contoocook River, to be funded with a mix of grants, donations and City funds. City portion of project (10%) assuming additional donations cannot cover the "match". Total estimated costs: $11,000,000 (for the remaining phases) Design: $1,650,000 Construction: $8,250,000 Project Administration: $1,100,000
			$11,000,000	2030 Subtotal
	TOTAL		$18,807,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-PUBLIC PROPERTIES #551-Library Maintenance

I. PROJECT TYPE: Public Buildings

II. LOCATION: Main Library and Penacook Branch Library

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide for routine maintenance, repair, renovation, and refurbishment of the City's Green Street and Penacook Branch libraries.

SERVICE IMPACT: Routine investments results in safe, functional facilities for the community.

IMPACT IF NOT FUNDED: Facilities may become unserviceable, occupant safety would be compromised. Buildings will continue to deteriorate. Water infiltration could damage / ruin portions of the library's collection. Employee morale and civic pride will be negatively impacted.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	205,000	625,000	1,500,000	0	0	0	0	0	0	2,330,000
	Total	0	205,000	625,000	1,500,000	0	0	0	0	0	0	2,330,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund	Type	Amount	Action
2027	General	G.O. Bonds	175,000	Design and construct northside patio.
	General	G.O. Bonds	30,000	Refurbish HVAC system and controls. (Green Street) - Engineering only.
			$205,000	2027 Subtotal

PROJECT: GS-PUBLIC PROPERTIES #551-Library Maintenance

2028	General	G.O. Bonds	400,000	Window refurbishment/replacement. (Green Street)
	General	G.O. Bonds	225,000	Library Elevator Replacement. (Green Street)
			$625,000	2028 Subtotal
2029	General	G.O. Bonds	1,500,000	HVAC and Controls System Upgrade - Construction
			$1,500,000	2029 Subtotal
	TOTAL		$2,330,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #555-Handgun Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide funding for the routine replacement of Police Department handguns. To assure reliability, service weapons are replaced after approximately 10 years of service.

SERVICE IMPACT: Older service weapons become susceptible to reliability concerns and require increased maintenance.

IMPACT IF NOT FUNDED: Reliability and safety could be compromised. Increased maintenance costs to maintain older service weapons.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Transfer	0	100,000	0	0	0	0	0	0	0	0	100,000
	Total	0	100,000	0	0	0	0	0	0	0	0	100,000

PROJECT: POLICE - OPERATIONS #555-Handgun Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General Capital Transfer	100,000	Replace handguns purchased in FY 2017.
		$100,000	2027 Subtotal
	TOTAL	$100,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #557-Memorial Field

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: 70 South Fruit Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Memorial Field. Projects herein are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community. Improvements include: field improvements, drainage improvements, bleachers replacement, building repairs, court refurbishment, and lighting.

In collaboration with the City and Concord School District, a comprehensive study was recently conducted to assess the current conditions and formulate a new Master Plan for the Complex. This Master Planning phase was jointly funded by the City and School District in June 2023. Through extensive community engagement and feedback sessions, we have developed a Master Plan for the complex and cost estimates for the complete revitalization of the Memorial Field Complex.

The proposed plan recommends a multi-phased approach, demonstrating our commitment to delivering these improvements over the coming years.

SERVICE IMPACT: Routine maintenance of preserves and improves usability of Memorial Field amenities.

IMPACT IF NOT FUNDED: Deferred maintenance can lead to more significant and expensive repairs in the future, which is why it is crucial to address these issues promptly. Additionally, having obsolete facilities can result in decreased utilization and diminished customer satisfaction, impacting our overall operations..

Several amenities at the complex that will need to be closed in the near future due to unsafe conditions and liability concerns

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years)

PROJECT: REC-GROUNDS #557-Memorial Field

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Donations	750,000*	5,850,000	0	0	6,950,000	0	0	0	0	0	13,550,000
General	G.O. Bonds	610,000*	5,850,000	0	0	6,950,000	0	0	0	0	0	13,410,000
General	Impact Fees Rec Dist 3	140,000	0	0	0	0	0	0	0	0	0	140,000
	Total	1,500,000	11,700,000	0	0	13,900,000	0	0	0	0	0	27,100,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	Impact Fees Rec Dist 3	140,000	Final Design and permitting of new park master plan. (Impact Fees)
	General	Donations	750,000	Final Design and permitting of new park master plan. (School District Portion) *
	General	G.O. Bonds	610,000	Final Design and permitting of new park master plan. (City Portion) *
			$1,500,000	2026 Subtotal
2027	General	Donations	5,850,000	Phase 1: Per Master Plan to include: new parking area, new track with field, new bleachers and some field drainage improvements around the complex: (School District Portion) Phase 1 (Track/Field/Parking): $6,200,000 Phase 1 (New Building: Maintenance, bathrooms, team rooms): $5,500,000
	General	G.O. Bonds	5,850,000	Phase 1: Per Master Plan to include: new parking area, new track with field, new bleachers and some field drainage improvements around the complex: (City Portion) Phase 1 (Track/Field/Parking): $6,200,000 Phase 1 (New Building: Maintenance, bathrooms, team rooms): $5,500,000
			$11,700,000	2027 Subtotal
2030	General	Donations	6,950,000	Phase Two construction (A-E at $13.9 million) School Dicstrict Portion Phase 2A (Multi Purpose Athletic Field): $5,300,000 Phase 2B (Baseball Field Renovation): $2,600,000 Phase 2C (Softball Field Renovation): $1,600,000 Phase 2D (Basketball & Tennis Courts): $2,200,000 Phase 2E (Natural Grass Fields & Drainage): $2,200,000
	General	G.O. Bonds	6,950,000	Phase Two construction (A-E at $13.9 million) City Portion

PROJECT:	REC-GROUNDS	#557-Memorial Field		
				Phase 2A (Multi Purpose Athletic Field): $5,300,000 Phase 2B (Baseball Field Renovation): $2,600,000 Phase 2C (Softball Field Renovation): $1,600,000 Phase 2D (Basketball & Tennis Courts): $2,200,000 Phase 2E (Natural Grass Fields & Drainage): $2,200,000
			$13,900,000	2030 Subtotal
	TOTAL		$27,100,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #560-Fire Training Facility

I. PROJECT TYPE: Public Safety

II. LOCATION: Old Turnpike Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to support repair, replacement, and expansion of the City's Fire Training Facility.

In 2005, the City completed a needs assessment of the existing Loudon Road training facility adjacent to the Everett Arena. This study recommended that the existing facility be abandoned due to variety of inadequacies, safety concerns, as well as conflicts with adjacent land uses (i.e. the Arena, Kiwanis Park, and the skate board park). The 2005 study also included a City wide search for a new facility and concluded that a new training grounds should be constructed at the City's Old Turnpike Road landfill site.

In FY 2009, the City appropriated $150,000 for the design of a new fire training facility. Because of the use of in-house staff, the cost of design was reduced to $40,000.

In FY 2018, the City appropriated funding for the construction of the new training facility. Supplemental funds were appropriated in FY2019. Construction of the new facility on Old Turnpike Road was completed in FY 2020.

SERVICE IMPACT: Periodic investment in the Fire Training Facility ensures that the facility remains operational thereby maximizing opportunities for routine training of personnel. Routine training is important in order to maintain public safety.

IMPACT IF NOT FUNDED: Inability to provide effective training on an ongoing basis thus potentially negatively affecting daily operations.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years)

PROJECT: FIRE #560-Fire Training Facility

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	500,000	0	0	0	0	0	0	0	500,000
	Total	0	0	500,000	0	0	0	0	0	0	0	500,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	500,000	Replace Conex containers at the Fire Training Facility.
		$500,000	2028 Subtotal
	TOTAL	$500,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: Citywide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the systematic replacement of fire alarm infrastructure. The existing fire alarm infrastructure ranges in age from new to over 50 years old. The typical service life for most of this equipment is 25-30 years. Increased operating and maintenance costs and more frequent failures have resulted due to lack of maintenance and replacement.

SERVICE IMPACT: Systematic replacement of components will ensure continued system reliability in the future thereby maintaining public safety.

IMPACT IF NOT FUNDED: Deferred maintenance could lead to periodic system failures.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20 Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	20,000	0	0	0	0	0	0	0	0	20,000
	Total	0	20,000	0	0	0	0	0	0	0	0	20,000

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2027	General	G.O. Bonds	20,000	City wide replacement of failing fire alarm cable (Potential for elimination in future budgets if transition to radio boxes is completed prior to FY27) .
			$20,000	2027 Subtotal
	TOTAL		$20,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-COMMUNITY PLANNING #563-Master Plan Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to update the City Master Plan. State Law requires that a municipality's Master Plan be updated from "time to time". The commonly accepted planning horizon for a Master Plan is 10-15 years. Research and writing for the current Master Plan began in 2005, and the plan was adopted in 2008 after a lengthy public process.

SERVICE IMPACT: There have been incremental changes in zoning and land use in the City and state, and significant purchases of conservation land in the City since the writing of the Master Plan. This, coupled with demographic changes, as well as economic and real estate trends, makes it important to review the land use, housing, and economic development recommendations of the Master Plan. Additionally, many transportation projects recommended in the current Master Plan have been completed, and there is a need to identify where the City should invest transportation and land development resources moving forward.

IMPACT IF NOT FUNDED: Inadequate long-range planning leads to haphazard development, which can result in the inefficient use of real estate, missed economic development opportunities, increased long-term costs to serve poorly planned development, and a disconnect with the community with regard to the vision for the City moving forward.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	375,000	0	0	0	0	0	0	0	0	0	375,000
General	Capital Close-out	25,177	0	0	0	0	0	0	0	0	0	25,177
	Total	400,177	0	0	0	0	0	0	0	0	0	400,177

PROJECT: CD-COMMUNITY PLANNING #563-Master Plan Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	G.O. Bonds	375,000	Comprehensive update of the "2030" Master Plan, which was adopted in 2008.
	General	Capital Close-out	25,177	Comprehensive update of the "2030" Master Plan, which was adopted in 2008.
			$400,177	2026 Subtotal
	TOTAL		$400,177	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #567-Penacook Riverfront Parks

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Tanner Street & 11-35 Canal Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to implement improvements at the Penacook Riverfront Park located on Tanner Street, as well as design and construct a new riverfront park on City owned property located at 11 Canal Street, which was formerly part of the Allied Leather Tannery Complex. This project addresses Council Goal #8.

Property comprising the Tanner Street Riverfront Park was assembled by the City during 1947 - 1982. The last major capital investment for the property occurred in the 1980s. Projects included within this CIP for the Tanner Street Park includes potential acquisition of abutting waterfront property, refurbishment of walkways, lighting, fencing, signage, and landscaping, and installation of a small playground. Improvements may also include a portage for kayaks and other non-motorized watercraft.

The second river front park is a new facility to be constructed on a 2+/- acre portion of the former Allied Leather Tannery site located at 11 Canal Street, Penacook. First conceived in the 1986 "Penacook Sense of Place" Master Plan, the concept of the Canal Street Riverfront Park was subsequently reaffirmed in the 2004 Penacook Mill / Allied Leather Tannery Visioning Charrette and 2015 Penacook Village Master Plan. Proposed improvements will be based on preliminary conceptual designs prepared by Hoyle Tanner in 2012, as well as CMA Engineers / Ironwood Landscape Architects in 2015. Subject to public input and final design, the project includes reconstruction of the Canal Street Municipal Parking Lot, as well as streetscape improvements along Canal Street, to be coordinated with repaving of Canal Street in FY2023 (See CIP #78), to facilitate improved neighborhood connectivity to the Park.

In FY2022, $110,000 of Recreational Impact Fees was appropriated for design and permitting activities. A design team was engaged in March 2022. As part of the FY2023 Budget, the sum of $1,747,729 was appropriated for construction. The Construction Manager was engaged in November 2023. Project is fully designed and permitting will be completed in spring / summer 2023. Construction is anticipated in fall 2023 / spring 2024.

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.

PROJECT: CITY MANAGER /OPERATION #567-Penacook Riverfront Parks

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): 20 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	500,000	0	0	0	0	100,000	0	0	0	600,000
Other	Federal	0	500,000	0	0	0	0	0	0	0	0	500,000
	Total	0	1,000,000	0	0	0	0	100,000	0	0	0	1,100,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	500,000	Matching funds to build park improvements.
	Other Federal	500,000	LWCF Grants funds to build park improvements.
		$1,000,000	2027 Subtotal
2032	General G.O. Bonds	100,000	Tanner Street Riverfront Park: Acquisition of abutting private property, including due diligence and legal costs, as well as installation of improvements.
		$100,000	2032 Subtotal
	TOTAL	$1,100,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

I. PROJECT TYPE: Other Vehicles

II. LOCATION: Parks and Cemeteries

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide a capital improvement program for the routine replacement of the Parks and Recreation Department's turf equipment. Equipment is used for recreational parks, as well as cemeteries.

SERVICE IMPACT: Routine replacement maintains or improves current levels of service for maintenance of parks and cemeteries, helps provide for more efficient maintenance of facilities due to advances in equipment technology, reduces repair costs and equipment "down time" due to use of new, reliable equipment.

IMPACT IF NOT FUNDED: Continued reliance upon old and outdated equipment will result in less efficient operations due to increased down time associated with equipment failures and repairs. Thereby resulting in leagues/resident/cemetery users dissatisfaction.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	125,000	40,000	95,000	65,000	85,000	0	50,000	50,000	30,000	85,000	625,000
	Total	125,000	40,000	95,000	65,000	85,000	0	50,000	50,000	30,000	85,000	625,000

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	G.O. Bonds	50,000	Ventrac mower with brush cutter and blower attachment.
	General	G.O. Bonds	45,000	Battery powered GPS robot athletic field paint machine.
	General	G.O. Bonds	20,000	Replace 2008 JD 1445 with a 72 inch 25 hp Zero Turn Mower Z700 or similar (parks)
	General	G.O. Bonds	10,000	Replace the non-functional sod cutter
			$125,000	2026 Subtotal
2027	General	G.O. Bonds	40,000	Replace 2015 John Deere out front mower (cemetery).
			$40,000	2027 Subtotal
2028	General	G.O. Bonds	35,000	Replace 2017 zero turn mower (parks).
	General	G.O. Bonds	35,000	Replace 2019 1550 out front rotary mower (cemetery).
	General	G.O. Bonds	25,000	Replace the 2006 Toro 5040 sandpro (parks)
			$95,000	2028 Subtotal
2029	General	G.O. Bonds	35,000	Replace 2005 John Deere mid mount mover (parks).
	General	G.O. Bonds	30,000	Replace 2013 Toro 3505 mower (parks).
			$65,000	2029 Subtotal
2030	General	G.O. Bonds	45,000	Replace Cemeteries sweeper.
	General	G.O. Bonds	40,000	Replace 2015 John Deere 2025R 4 wheel drive tractor with attachments (parks).
			$85,000	2030 Subtotal
2032	General	G.O. Bonds	30,000	Replace 2020 Exmark Aerator (parks).
	General	G.O. Bonds	20,000	Replace 2004 Toro 2020 Sandpro (parks)
			$50,000	2032 Subtotal

PROJECT:		REC-GROUNDS	#569-Parks and Cemeteries Small Turf Equipment	
2033	General	G.O. Bonds	50,000	Replace 2020 John Deere 2025R Utility tractor (cemeteries).
			$50,000	2033 Subtotal
2034	General	G.O. Bonds	30,000	Replace 2011 5040 Sand pro (parks)
			$30,000	2034 Subtotal
2035	General	G.O. Bonds	45,000	Replace the 2023 JD1570 outfront mower (cemeteries)
	General	G.O. Bonds	40,000	Replace 2015 2025R mover (parks)
			$85,000	2035 Subtotal
	TOTAL		$625,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #570-Pleasant/Warren/Fruit Intersection Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Pleasant Street/Warren Street/Fruit Street Intersection

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: Following completion of a 2013 Engineering Study of the Pleasant/Warren/Fruit intersection, 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.

The removal of Langley Parkway Phase III from the Capital Improvement Program in FY2023 has elevated the need for improvements at this 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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Impact Fees Traf Dist 3	100,000	0	0	0	0	0	0	0	0	0	100,000
General	G.O. Bonds	0	0	0	0	5,000,000	0	0	0	0	0	5,000,000
	Total	100,000	0	0	0	5,000,000	0	0	0	0	0	5,100,000

PROJECT: CD-ENGINEERING SERVICES #570-Pleasant/Warren/Fruit Intersection Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	Impact Fees Traf Dist 3	100,000	Corridor Study and modeling in the area of Pleasant, Fruit, and Warren Streets to determine alternatives for future intersection design and roadway improvements, updating study previously completed in 2004.
			$100,000	2026 Subtotal
2030	General	G.O. Bonds	5,000,000	Design/Construction of a Roundabout.
			$5,000,000	2030 Subtotal
	TOTAL		$5,100,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #572-Airport Master Plan

I. PROJECT TYPE: Airport

II. LOCATION: Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The current Airport Master Plan was last updated in 2006. Periodic updates are required every 10-20 years to stay current with current trends in the aviation industry, as well as plan future capital investments to keep the facility viable within the New England general aviation market.

SERVICE IMPACT: An updated Master Plan will ensure the City stays current with evolving trends and regulatory requirements in the general aviation industry, as well as provide a foundation for future capital improvements at the facility. An updated Master Plan is required for the City to remain eligible for State and Federal funds to support capital improvements at the airport.

IMPACT IF NOT FUNDED: Lack of routine planning may result in missed opportunities, uncoordinated capital improvements, and loss of State and Federal funding.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Other State	0	15,000	0	0	0	0	0	0	0	0	15,000
Airport Capital Transfer	0	15,000	100,000	0	0	0	0	0	0	0	115,000
Other Federal	0	300,000	0	0	0	0	0	0	0	0	300,000
Total	0	330,000	100,000	0	0	0	0	0	0	0	430,000

PROJECT: CD-ENGINEERING SERVICES #572-Airport Master Plan

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Other Federal	300,000	Airport Master Plan Update to include an obstacle action plan. Federal share.
	Other State	15,000	State share.
	Airport Capital Transfer	15,000	City share.
		$330,000	2027 Subtotal
2028	Airport Capital Transfer	100,000	Re-evaluate and update the 2000 Conservation Management Agreement as recommended by the Airport Master Plan and survey of proposed Development Zones.
		$100,000	2028 Subtotal
	TOTAL	$430,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide funding for routine replacement of Personal Protective Equipment (PPE) for the Fire Department. Protective gear typically has a useful life of approximately 6 -10 years. The Fire Department inspects its protective gear biannually for the purpose of prioritizing replacement needs.

This project also includes systematic replacement of self contained personal breathing apparatus, including 63 Self Contained Breathing Apparatus (SCBA) units and 2 Rapid Intervention (RIT) packs.

SERVICE IMPACT: Protects the health and safety of personnel.

IMPACT IF NOT FUNDED: The City's ability to effectively and efficiently respond to fire calls will be negatively impacted, and costs of to maintain and repair aging gear will increase. Safety of department personnel could also be compromised.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Transfer	0	0	0	425,000	0	0	0	0	0	0	425,000
General	G.O. Bonds	50,000	0	0	0	0	0	0	0	0	0	50,000
	Total	50,000	0	0	425,000	0	0	0	0	0	0	475,000

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	G.O. Bonds	50,000	Replacement of active shooter personal protective equipment.
			$50,000	2026 Subtotal
2029	General	Capital Transfer	425,000	Systematic replacement of firefighting protective clothing.
			$425,000	2029 Subtotal
	TOTAL		$475,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-COMMUNITY PLANNING #574-Development Permitting Software

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City Hall

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The current City permitting software, Permit Tracker, has been in place for over a decade and is showing limitations. It does not have the ability to handle contemporary expectations for online customer service uses. It's customization to Concord has also restricted its ability to grow with changes in technology. Technical support for the existing software is also tenuous as this service is solely dependent on one individual, the original programmer.

The Department has completed research into modern "off the shelf" software packages that would be dynamic enough to grow with the City's needs. This CIP would allow the Department to issue an Request for Proposals to acquire off-the-shelf software that can meet the existing and future needs of the Department and provide enhanced customer service options.

SERVICE IMPACT: Will provide a more dynamic software package to assist the City with permitting and inspection processes for new development and other construction related projects. New software will also allow for on-line integration for improved customer service.

IMPACT IF NOT FUNDED: Current software program is approximately 10 years old and was developed by a sole proprietor consultant. It is unclear how long the consultant will be able to continue to provide tech support for the existing software program. In addition, customer service will remain unchanged due to inability to adapt the current program for on-line use.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Close-out	77,894	0	0	0	0	0	0	0	0	0	77,894
	Total	77,894	0	0	0	0	0	0	0	0	0	77,894

PROJECT: CD-COMMUNITY PLANNING #574-Development Permitting Software

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	Capital Close-out	77,894	Conversion / transfer of historical development / building permit / engineering permit data from former Permit Tracker software to current Energov system.
			$77,894	2026 Subtotal
	TOTAL		$77,894	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

I. PROJECT TYPE: Other Vehicles

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the routine replacement of Police Department vehicles, excluding Parking Division vehicles, which are addressed in CIP 403.

As of January 2023, the City had a total of 32 cruisers, command SUVs, and unmarked vehicles.

Typically, vehicles are used in the "marked" fleet for approximately 3 years, then transferred to the unmarked fleet for an additional 2 years of use.

SERVICE IMPACT: Routine replacement of Police Department vehicles will ensure that a reliable fleet of modern cruisers and command vehicles exists to serve the community.

IMPACT IF NOT FUNDED: Without routine replacement, the Department will be required to operate with older vehicles which are more susceptible to mechanical failures. Chronic mechanical failures could hinder the Department's operations, as well as result in increased maintenance costs.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Transfer	280,000	285,000	285,000	290,000	290,000	295,000	295,000	295,000	295,000	295,000	2,905,000
	Total	280,000	285,000	285,000	290,000	290,000	295,000	295,000	295,000	295,000	295,000	2,905,000

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	Capital Transfer	280,000	Replace 4 police vehicles as part of our normal emergency vehicle rotation.
			$280,000	2026 Subtotal
2027	General	Capital Transfer	285,000	Replace 4 police vehicles as part of our normal vehicle rotation
			$285,000	2027 Subtotal
2028	General	Capital Transfer	285,000	Replace 4 vehicles.
			$285,000	2028 Subtotal
2029	General	Capital Transfer	290,000	Replace 4 vehicles.
			$290,000	2029 Subtotal
2030	General	Capital Transfer	290,000	Replace 4 vehicles.
			$290,000	2030 Subtotal
2031	General	Capital Transfer	295,000	Replace 4 vehicles.
			$295,000	2031 Subtotal
2032	General	Capital Transfer	295,000	Replace 4 vehicles.
			$295,000	2032 Subtotal
2033	General	Capital Transfer	295,000	Replace 4 vehicles.
			$295,000	2033 Subtotal
2034	General	Capital Transfer	295,000	Replace 4 vehicles.
			$295,000	2034 Subtotal

PROJECT:		POLICE - OPERATIONS	#575-Police Vehicle & Equipment Replacement	
2035	General	Capital Transfer	295,000	Replacement of 4 police vehicles as part of our normal vehicle replacement rotation. SRS 1/16/25.
			$295,000	2035 Subtotal
	TOTAL		$2,905,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-PUBLIC PROPERTIES #579-Downtown Squares

I. PROJECT TYPE: Downtown

II. LOCATION: Bicentennial Square and Eagle Square

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the routine repair and refurbishment of Bicentennial Square and Eagle Square.

SERVICE IMPACT: Routine maintenance and refurbishment will minimize unanticipated costly emergency repairs, extend the useful life of these assets, foster community pride, as well as preserve and promote usership of these assets thereby deterring inappropriate activities.

IMPACT IF NOT FUNDED: Lack of maintenance will result in more expensive repairs and may, in the extreme, necessitate the premature full replacement of these. Lack of maintenance may also result in prolonged periods that the squares are closed to the public, thereby resulting in loss of public enjoyment.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	1,700,000	0	0	0	0	0	0	0	0	1,700,000
	Total	0	1,700,000	0	0	0	0	0	0	0	0	1,700,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund	Type	Amount	Action
2027	General	G.O. Bonds	1,700,000	Bicentennial Square: Construct renovation project.
			$1,700,000	2027 Subtotal

PROJECT:	GS-PUBLIC PROPERTIES	#579-Downtown Squares
TOTAL		$1,700,000

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #583-New Heights Fire Station

I. PROJECT TYPE: Public Buildings

II. LOCATION: TBD

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to construct a new Central Fire Station in order to replace the current 1977 facility.

The current facility is nearing the end of its useful life and lacks sufficient area for expansion to accommodate additional vehicles, or larger apparatus, as might be needed in the future.

SERVICE IMPACT: Provides sufficient facility to support current and future service needs of the community.

IMPACT IF NOT FUNDED: Ability to properly store vehicles and equipment will be compromised as physical dimensions of size of apparatus continuously get larger stations have become overcrowded to the point of causing safety issues. Costs to maintain aging facility infrastructure will continue to accelerate.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	150,000	0	2,000,000	2,000,000	3,350,000	0	0	0	7,500,000
	Total	0	0	150,000	0	2,000,000	2,000,000	3,350,000	0	0	0	7,500,000

PROJECT: FIRE #583-New Heights Fire Station

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2028	General	G.O. Bonds	150,000	Design, construct, and furnish a new fire station in East Concord. New building and furnishings only.
			$150,000	2028 Subtotal
2030	General	G.O. Bonds	2,000,000	Design, construct, and furnish a new fire station in East Concord. New building and furnishings only.
			$2,000,000	2030 Subtotal
2031	General	G.O. Bonds	2,000,000	Design, construct, and furnish a new fire station in East Concord. New building and furnishings only.
			$2,000,000	2031 Subtotal
2032	General	G.O. Bonds	3,350,000	Design, construct, and furnish a new fire station in East Concord. New building and furnishings only.
			$3,350,000	2032 Subtotal
	TOTAL		$7,500,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #587-Cemetery Improvements

I. PROJECT TYPE: Cemeteries

II. LOCATION: City Cemeteries

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the maintenance and repair needs for the City's 13 municipal cemeteries including but not limited to buildings and roadways within the cemeteries

SERVICE IMPACT: Investment in cemetery infrastructure preserves and improve facilities, corrects potential liabilities, and maintains community pride in these facilities. Well maintained facilities also encourages the public to purchase burial plots.

IMPACT IF NOT FUNDED: Lack of maintenance may result in potential liabilities, as well as decreased community satisfaction and civic pride and affect our ability to follow State Law for burials. Repairs identified as needing major repairs will become unusable which will drastically limit operations.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	275,000	700,000	350,000	2,430,000	220,000	0	150,000	200,000	950,000	0	5,275,000
	Total	275,000	700,000	350,000	2,430,000	220,000	0	150,000	200,000	950,000	0	5,275,000

PROJECT: REC-GROUNDS #587-Cemetery Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	G.O. Bonds	275,000	Blossom Hill Building to address two bays (staff room and small workshop - includes new windows, insulation, new lights, electrical upgrades, & furnace).
			$275,000	2026 Subtotal
2027	General	G.O. Bonds	250,000	Replacement of old tin storage building.
	General	G.O. Bonds	150,000	Blossom Hill Cemetery roadway and pavement improvements.
	General	G.O. Bonds	300,000	Address building repair needs (windows, doors, mortar repointing, HVAC in office building, ivy removal) and roof repair items listed in the 2023 HL Turner Inc building report.
			$700,000	2027 Subtotal
2028	General	G.O. Bonds	250,000	Maple Grove Cemetery: Clear and grade 2+/- acres of property for future expansion. Install 600 ft of fencing on Sylvester Street from corner of Sewalls Falls Road towards Fisherville Road.
	General	G.O. Bonds	100,000	Blossom Hill Cemetery roadway and pavement improvements.
			$350,000	2028 Subtotal
2029	General	G.O. Bonds	150,000	Blossom Hill Cemetery roadway and pavement improvements.
	General	G.O. Bonds	80,000	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.
	General	G.O. Bonds	2,200,000	Full replacement of the five bay maitenance garage at Blosson Hill per the FY2023 facility needs assessment complted by HL Turner Inc.
			$2,430,000	2029 Subtotal
2030	General	G.O. Bonds	150,000	Blossom Hill Cemetery roadway and pavement improvements.
	General	G.O. Bonds	70,000	Maple Grove Cemetery: Install 250 linear feet of ornamental fence along Sewalls Falls Road near the driveway for Beaver Meadow School. Currently vehicles queue along Sewalls Falls Road while waiting to access the School during pick-up and drop off times and there is no fencing to protect graves located near the road.

PROJECT:		REC-GROUNDS	#587-Cemetery Improvements	
			$220,000	2030 Subtotal
2032	General	G.O. Bonds	150,000	Blossom Hill Cemetery roadway and pavement improvements.
			$150,000	2032 Subtotal
2033	General	G.O. Bonds	200,000	Blossom Hill Cemetery roadway and pavement improvements.
			$200,000	2033 Subtotal
2034	General	G.O. Bonds	500,000	Purchase real estate to expand facilities to accommodate community needs.
	General	G.O. Bonds	300,000	Blossom Hill Cemetery: Pond improvements including dredging, repair of shoreline retaining walls, repairs to dam, drainage repairs and installation of guardrails.
	General	G.O. Bonds	150,000	Pine Grove Cemetery: Clear and grade 1.5 acres of property for future expansion.
			$950,000	2034 Subtotal
	TOTAL		$5,275,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

I. PROJECT TYPE: Bridges

II. LOCATION: Loudon Road over Merrimack River

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: A 2015 bridge inspection by the NH Department of Transportation determined that the Loudon Road Bridge had several structural deficiencies. As a result, it was placed on the NH Department of Transportation's "Red List".

This project is intended to address the bridge's structural and operational deficiencies.

This work is also a critical step in NHDOT's plan for the I-93 widening project as it is a vital link in the State's traffic control plan detours for reconstruction of the I-393 bridges.

The project will be funded through the State Municipal Bridge Aid Program (80% State, 20% Local) and will be managed by the City.

SERVICE IMPACT: The Loudon Road corridor is a critical transportation link between the easterly and westerly areas of the City across the Merrimack River. Completion of this project will maintain transportation use.

IMPACT IF NOT FUNDED: If not funded, continued deterioration will result in restricted use and eventual closure of the bridge. Significant disruption of regional traffic would likely occur. Not implementing this work will also delay the State's plans to replace the I-393 bridges, and may also have negative implications for the Bow / Concord I-93 Widening Project.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years) 20

PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	G.O. Bonds	50,000	0	1,500,000	0	0	0	0	0	0	0	1,550,000
General	G.O. Bonds	0	0	2,630,275	0	0	0	0	0	0	0	2,630,275
Other	Federal	400,000	0	18,357,552	0	0	0	0	0	0	0	18,757,552
Other	Trust	100,000	0	1,959,113	0	0	0	0	0	0	0	2,059,113
	Total	550,000	0	24,446,940	0	0	0	0	0	0	0	24,996,940

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other Federal	400,000	Final design of bridge repairs and improvements. Project includes widened deck to accommodate multi-use path and shoulders. $500,000 estimated additional costs to complete final design. Federal share (80%).
	Other Trust	100,000	Final design of bridge repairs and improvements. Project includes widened deck to accommodate multi-use path and shoulders. $500,000 estimated additional costs to complete final design. City's share (20%). Bridge Reserve Funds.
	Water G.O. Bonds	50,000	Final design of water main improvements within the project area to be coordinated with bridge rehabilitation design. City's share (100%).
		$550,000	2026 Subtotal
2028	Other Federal	18,357,552	Construct bridge repairs and improvements. Project includes widened deck to accommodate multi-use path and shoulders. $22,946,940 estimated construction phase costs. Federal share (80%).
	General G.O. Bonds	2,630,275	Construct bridge repairs and improvements. Project includes widened deck to accommodate multi-use path and shoulders. $22,946,940 estimated construction phase costs. City's share (20%) minus Bridge Reserve Funds.
	Other Trust	1,959,113	Construct bridge repairs and improvements. Project includes widened deck to accommodate multi-use path and shoulders. $22,946,940 estimated construction phase costs. Bridge Reserve Funds.
	Water G.O. Bonds	1,500,000	Construction of water improvements on Loudon Road in coordination with the bridge rehabilitation project. City's share (100%).
		$24,446,940	2028 Subtotal
	TOTAL	$24,996,940	

PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #590-Downtown Civic District Sidewalk Replacement

I. PROJECT TYPE: Downtown

II. LOCATION: Various locations between City Hall and State House, bounded approximately by Center Street, Green Street, School Street, and North State Street.

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to reconstruct concrete sidewalks within the Downtown Civic District bounded approximately by Center Street, Green Street, School Street, and North State Street. Sidewalk improvements include reconstruction of existing concrete sidewalks with accessible ramps and the addition of way finding signage. Improvements and signage will be consistent with the streetscape improvements of the 2015/2016 Downtown Complete Streets Improvemen 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

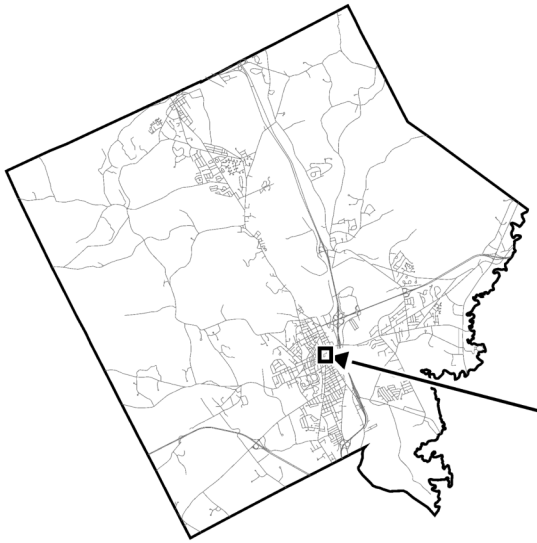
VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	630,000	0	0	750,000	0	0	0	0	0	0	1,380,000
	Total	630,000	0	0	750,000	0	0	0	0	0	0	1,380,000

PROJECT: CD-ENGINEERING SERVICES #590-Downtown Civic District Sidewalk Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	G.O. Bonds	250,000	Construction and inspection of Green Street sidewalk improvements (West side from School to Capitol, plus 100' each way both sides) in conjunction with the construction of improvements associated with the new Legislative Parking Garage at the former Justice Department site. Includes traffic calming and sidewalk "bump outs" at the intersections of Green/School and Green/Capitol.
	General	G.O. Bonds	185,000	Construction and inspection of North State Street sidewalk improvements (East side from School to Capitol, plus 100' each way both sides) in conjunction with the construction of improvements associated with the new Legislative Parking Garage at the former Justice Department site.
	General	G.O. Bonds	110,000	Construction and inspection of Capitol Street sidewalk improvements (North side from Green to State) in conjunction with the construction of improvements associated with the new Legislative Parking Garage at the former Justice Department site.
	General	G.O. Bonds	85,000	Construction and inspection of School Street sidewalk improvements (South side from Green to State) in conjunction with the construction of improvements associated with the new Legislative Parking Garage at the former Justice Department site.
			$630,000	2026 Subtotal
2029	General	G.O. Bonds	750,000	Design and construction of sidewalk replacement within the Downtown Civic District. Targeted streets include: Park Street (State to Green), Capitol Street (State to Green), Green Street (Centre to School), Prince Street (Green to 10 Prince Street), State Street (School to Centre). Excludes sidewalk areas reconstructed by the State of New Hampshire's steam conversion project in 2018-2020, as well as those to be improved as part of by the State's proposed Legislative Parking Garage at the NH Department of Justice site. The final design will be in-kind concrete replacement with bump-outs at crosswalks.
			$750,000	2029 Subtotal
	TOTAL		$1,380,000	



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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

FY 2026
CIP PROJECT #590

DOWNTOWN CIVIC DISTRICT
SIDEWALK REPLACEMENT

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #594-New Central Fire Station

I. PROJECT TYPE: Public Buildings

II. LOCATION: To be determined

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to construct a new Central Fire Station in order to replace the current 1977 facility.

The current facility is nearing the end of its useful life and lacks sufficient area for expansion to accommodate additional vehicles, or larger apparatus, as might be needed in the future.

SERVICE IMPACT: Provides sufficient facility to support current and future service needs of the community.

IMPACT IF NOT FUNDED: Ability to properly store vehicles and equipment will be compromised as physical dimensions of size of apparatus continuously get larger stations have become overcrowded to the point of causing safety issues. Costs to maintain aging facility infrastructure will continue to accelerate.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	150,000	0	3,000,000	2,000,000	20,000,000	0	0	0	0	0	25,150,000
	Total	150,000	0	3,000,000	2,000,000	20,000,000	0	0	0	0	0	25,150,000

PROJECT: FIRE #594-New Central Fire Station

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	G.O. Bonds	150,000	Site evaluation, design and permitting for new Central Fire Station/Headquarters facility.
			$150,000	2026 Subtotal
2028	General	G.O. Bonds	3,000,000	Property Acquisition for new Central Fire Station, following completion of site evaluation.
			$3,000,000	2028 Subtotal
2029	General	G.O. Bonds	2,000,000	Design/permitting for new Central Fire Station, following site acquisition.
			$2,000,000	2029 Subtotal
2030	General	G.O. Bonds	20,000,000	Construct, and furnish a new Central Fire Station per recommendations of the January 2022 ESCI needs assessment / location study. New building and furnishings only.
			$20,000,000	2030 Subtotal
	TOTAL		$25,150,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #595-Parking Meters

I. PROJECT TYPE: Parking

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project replaces CIP #586. The purpose of this project is to provide funding for maintenance, repair, replacement, and expansion of the City's parking meter system.

Parking meters were first installed in the City in 1947.

As of 2022, the City had approximately 86 kiosk pay stations, 454 smart meters and 184 mechanical meters managing 1,658 metered parking spaces located on-street, as well as in municipally owned parking garages and surface lots.

Kiosk pay stations were first installed in 2010, and later expanded as part of the Main Street "Complete Street Project" in 2015 - 2017. Smart meters were initially installed in 2020.

Kiosks and smart meters are capable of accepting credit card payments. Kiosks are also capable of accepting payments from City parking cards ("P-Cards").

Sale of the former NH Employment Security property for redevelopment will necessitate closure of the Fayette Street Interim Parking Lot. Upon closure, the kiosk pay station will be relocated to the Hills Avenue Lot, thereby allowing the City to replace 19 mechanical meters.

SERVICE IMPACT: Routine repair and replacement of parking meters is critical in order to ensure that the City maintains customer satisfaction and user friendliness for the parking system while, simultaneously, not losing opportunities to generate revenues for the Parking Fund. Periodic expansion of the meter network is also important to appropriately manage parking activities new activity centers, as well as generate additional revenues to keep the system financially solvent.

IMPACT IF NOT FUNDED: Equipment will become increasingly unreliable. Mechanical failures will result in lost revenues and increased customer frustration.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

PROJECT: POLICE - OPERATIONS #595-Parking Meters

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Parking	G.O. Bonds	0	0	800,000	1,550,000	0	0	0	0	0	0	2,350,000
	Total	0	0	800,000	1,550,000	0	0	0	0	0	0	2,350,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Parking G.O. Bonds	800,000	Replace 480 single space smart meters put into service in FY2020.
		$800,000	2028 Subtotal
2029	Parking G.O. Bonds	1,550,000	Replace 86 kiosk units.
		$1,550,000	2029 Subtotal
	TOTAL	$2,350,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #596-Surface Lots

I. PROJECT TYPE: Parking

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide funding for the repair, replacement, or expansion of the City's nine (9) municipal parking lots. Combined, these lots feature approximately 210 parking spaces. This figure excludes the interim Fayette Street Parking Lot at the former NH Employment Security Property which features 70+/- spaces which was sold for redevelopment in FY2022.

Facilities include:
City Hall / Auditorium Lot: 44 Spaces
Police Department Lot: 45 Spaces
Library / 10 Prince Street Lot: 26 Spaces
Storrs Street Lot (Beneath Loudon Road): 25 Spaces
Hills Avenue Lot: 19 Spaces
Canal Street Lot: 28 Spaces
Boudreau Square: 8 Spaces
Poulin Gazebo: 7 Spaces
McKee Square: 8 Spaces

SERVICE IMPACT: Routine maintenance will minimize or reduce potential liabilities, encourage use by the public, and maintain revenues for the City's Parking Fund.

IMPACT IF NOT FUNDED: Parking lots will continue to deteriorate, thereby increasing annual operating and maintenance costs. Deteriorated facilities may result in decreased utilization by the public and loss of revenue. Deteriorated facilities may also create potential liabilities for the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

PROJECT: CITY MANAGER /OPERATION #596-Surface Lots

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Parking	G.O. Bonds	0	0	495,000	819,500	0	957,000	0	0	0	0	2,271,500
	Total	0	0	495,000	819,500	0	957,000	0	0	0	0	2,271,500

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Parking G.O. Bonds	495,000	City Hall / Auditorium Parking Lot: Construction. Presumes full depth reconstruction with stormwater upgrades, as well as landscaping and lighting improvements.
		$495,000	2028 Subtotal
2029	Parking G.O. Bonds	819,500	Police Department Parking Lot: Design and reconstruction. Presumes full depth reconstruction with stormwater upgrades, as well as landscaping and lighting improvements.
		$819,500	2029 Subtotal
2031	Parking G.O. Bonds	533,500	Library Parking Lot: Design and construction. Presumes full depth reconstruction with stormwater upgrades, as well as landscaping and lighting improvements.
	Parking G.O. Bonds	258,500	Storrs Street Parking Lot (beneath Loudon Road overpass): Cold plane and overlay existing pavement.
	Parking G.O. Bonds	165,000	McKee Square Parking Lot (Clinton Street): Design and reconstruction.
		$957,000	2031 Subtotal
	TOTAL	$2,271,500	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #597-Parking Beacons

I. PROJECT TYPE: Parking

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides funding for the installation, repair, and replacement of "Winter Parking Ban Beacons" and related signage on City owned and maintained traffic signals at key intersections throughout the City.

SERVICE IMPACT: Installation of beacons, similar to those used in Nashua NH, Manchester NH, and Burlington VT, will help to inform the public about parking bans, thereby improving communications and minimizing frustration for residents and visitors alike. Improved communication will help the public avoid parking on streets (especially non-residents visiting the City), thereby helping to improve the quality and efficiency of snow removal operations.

IMPACT IF NOT FUNDED: Less informed citizenry resulting in frustration for the public, as well as less efficient snow removal operations as a result of vehicles parked on City streets during winter parking emergencies.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Parking	G.O. Bonds	0	0	275,000	0	0	0	0	0	0	0	275,000
Parking	Capital Transfer	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000
	Total	0	0	275,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	310,000

PROJECT: POLICE - OPERATIONS #597-Parking Beacons

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2028	Parking	G.O. Bonds	275,000	Purchase and install no parking strobe beacons and related signage for 24 intersections city-wide.
			$275,000	2028 Subtotal
2029	Parking	Capital Transfer	5,000	Parking beacon maintenance.
			$5,000	2029 Subtotal
2030	Parking	Capital Transfer	5,000	Parking beacon maintenance.
			$5,000	2030 Subtotal
2031	Parking	Capital Transfer	5,000	Parking beacon maintenance.
			$5,000	2031 Subtotal
2032	Parking	Capital Transfer	5,000	Parking beacon maintenance.
			$5,000	2032 Subtotal
2033	Parking	Capital Transfer	5,000	Parking beacon maintenance.
			$5,000	2033 Subtotal
2034	Parking	Capital Transfer	5,000	Parking beacon maintenance.
			$5,000	2034 Subtotal
2035	Parking	Capital Transfer	5,000	Parking beacon maintenance.
			$5,000	2035 Subtotal
	TOTAL		$310,000	

PROJECT: CD-COMMUNITY PLANNING #599-Zoning Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to update Concord's Zoning Ordinance following completion of a new City-wide Master Plan (expected to commence in FY26).

SERVICE IMPACT: Implementation of new land use regulations 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.

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)

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Transfer	0	0	0	400,000	0	0	0	0	0	0	400,000
	Total	0	0	0	400,000	0	0	0	0	0	0	400,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	General Capital Transfer	400,000	Zoning Ordinance Update following completion of updates to City Master Plan
		$400,000	2029 Subtotal

PROJECT:	CD-COMMUNITY PLANNING	#599-Zoning Update
TOTAL		$400,000

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-COMMUNITY PLANNING #600-Impact Fee Ordinance Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for routine updates and amendments to the City's Impact Fee Ordinance, including financial studies, data, and calculations used to establish said fees.

The City's Impact Fee Ordinance was adopted in 2001. Fees have been periodically adjusted for inflation. However, demographic, traffic, and construction cost data used to complete the financial calculations which establish these fees should be periodically reviewed and updated as appropriate.

SERVICE IMPACT: The update will ensure that the City's impact fee unit rates are appropriate and in line with adjacent communities.

IMPACT IF NOT FUNDED: Potential legal challenges and the potential for taxpayers to shoulder more than their fair share of facility improvements necessitated by new development.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Transfer	0	0	0	0	200,000	0	0	0	0	0	200,000
	Total	0	0	0	0	200,000	0	0	0	0	0	200,000

PROJECT: CD-COMMUNITY PLANNING #600-Impact Fee Ordinance Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	General Capital Transfer	200,000	Impact Fee Ordinance update.
		$200,000	2030 Subtotal
	TOTAL	$200,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-COMMUNITY PLANNING #601-Design Guidelines Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for periodic review and updating of the City's Design Review Guidelines.

Design Review is required by the Planning Board for all major site plan applications.

The existing Design Review Guidelines were enacted in the early 1990s to address "big box" retail development occurring in the City, primarily on the Heights.

The current guidelines are outdated and need to be significantly revised to cover all types of development (i.e. commercial, industrial, multifamily residential, and mixed use) to better assist property owners, developers, as well as City Boards and Committees collectively navigate the development permitting process.

While this is a pressing concern, the specific need and content of the updated Design Guidelines may not be clear until the Master Plan update is complete. This project is intended to run concurrently with the zoning ordinance update and impact fee ordinance update.

SERVICE IMPACT: Revised Design Guidelines will better articulate the City's goals, expectations, and requirements for development projects; particularly with respect to site layout and architectural requirements for buildings and structures. Updated Guidelines will help streamline the development permitting process and provide improved transparency and direction for all stakeholders involved in the development permitting process (i.e. applicants, project abutters, members of Boards and Commissions, and the public at large).

IMPACT IF NOT FUNDED: Lack of updated regulations may result in more subjective, and potentially inconsistent, review of development applications, as well as missed opportunities to ensure that projects are consistent with the City's goals and expectations for new development.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

PROJECT: CD-COMMUNITY PLANNING #601-Design Guidelines Update

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Transfer	0	0	0	200,000	0	0	0	0	0	0	200,000
	Total	0	0	0	200,000	0	0	0	0	0	0	200,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	General Capital Transfer	200,000	Update the City's Design Guidelines.
		$200,000	2029 Subtotal
	TOTAL	$200,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #602-Iron Works Road Bridge Replacement Project

I. PROJECT TYPE: Bridges

II. LOCATION: Iron Works Road over Turkey River

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to replace the existing bridge on Iron Works Road over the Turkey River (Bridge ID #190/067). 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).

New Hampshire Department of Transportation notified the City in March 2023 that this bridge is rated as number 34 out of the top 65 municipally owned red listed bridges to be prioritized for funding in the state. Minor repairs to the bridge were completed in 2021.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Other	Trust	75,000	0	0	0	0	0	0	0	0	0	75,000
General	G.O. Bonds	0	0	0	0	104,000	0	700,000	0	0	0	804,000
Other	State	0	0	0	0	416,000	0	2,780,000	0	0	0	3,196,000
	Total	75,000	0	0	0	520,000	0	3,480,000	0	0	0	4,075,000

PROJECT: CD-ENGINEERING SERVICES #602-Iron Works Road Bridge Replacement Project

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other Trust	75,000	Engineering Study to consider alternatives. Bridge Reserve Funds.
		$75,000	2026 Subtotal
2030	Other State	416,000	Design, permitting and bidding of new bridge. State share (80%) of total project cost.
	General G.O. Bonds	104,000	Design, permitting and bidding of new bridge. City share (20%) of total project cost.
		$520,000	2030 Subtotal
2032	Other State	2,780,000	Construction of new bridge. State share (80%) of total project cost.
	General G.O. Bonds	700,000	Construction of new bridge. City share (20%) of total project cost.
		$3,480,000	2032 Subtotal
	TOTAL	$4,075,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #607-Video System Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to replace and improve antiquated video surveillance equipment utilized by the Police Department. The Department's current video equipment is used to monitor various areas within Police Headquarters, as well as the exterior of the building and surrounding City Complex buildings. This video serves both officer safety and public safety concerns, as well as serving a role in potential evidence collection. The current video system does not have recording capabilities and utilizes outdated technology which has become obsolete, difficult to service, and does not meet the needs of the Department.

SERVICE IMPACT: The Department seeks to implement a state of the art CCTV System utilizing IP surveillance cameras and NVR video encoder. This system will also tie into the Department's card access control system. Also included will be the necessary data storage capacity for such a system.

In addition to video monitoring capabilities, this system will allow for the recording of the Department's interview rooms and update the monitoring capabilities o high security areas within the Department to include evidence storage as well as firearms storage. The Department's capabilities in these areas is critically deficient and in need of expedited improvement.

IMPACT IF NOT FUNDED: Unreliable and failing surveillance infrastructure negatively impacts public safety.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Transfer	0	10,000	0	0	0	0	0	0	0	0	10,000
	Total	0	10,000	0	0	0	0	0	0	0	0	10,000

PROJECT: POLICE - OPERATIONS #607-Video System Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General Capital Transfer	10,000	Replace and/or add Departmental cameras to include the firing range.
		$10,000	2027 Subtotal
	TOTAL	$10,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #611-Eastman Street Retaining Wall

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: 8 Eastman Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the replacement of an existing retaining wall that has deteriorated beyond the point of repair. The wall, which is located along Eastman Street in front of City Assessing parcels 81-1-2 and 81-1-10, supports a major utility junction pole.

SERVICE IMPACT: Repair or replacement of the wall would protect adjacent property, as well as public safety.

IMPACT IF NOT FUNDED: Failure of wall could result in collapse of the adjacent utility pole, utility service outages, damage to public infrastructure and adjacent private property, as well as potential injuries to the general public and abutting properties.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	0	190,000	0	0	0	0	0	0	190,000
	Total	0	0	0	190,000	0	0	0	0	0	0	190,000

PROJECT: CD-ENGINEERING SERVICES #611-Eastman Street Retaining Wall

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	General G.O. Bonds	190,000	Replace retaining wall.
		$190,000	2029 Subtotal
	TOTAL	$190,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: INFORMATION TECHNOLOGY #615-Fiber System Replacement

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to establish and implement a capital improvement program for the City's fiber optic system. The system is an integral component of the City's information technology infrastructure and is used to transmit data between various municipal facilities. The components of the system are varied in age, condition and functionality. This will be coordinated and funded in conjunction with the Concord Union School District, on which our data framework is shared.

SERVICE IMPACT: Periodic replacement of the fiber infrastructure system will ensure a reliable form of communications for emergency services, normal daily operations, customer service, security cameras and alarm systems.

IMPACT IF NOT FUNDED: Increased frequency and duration of equipment failure resulting in risk to public safety and inability to perform normal daily business.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2001 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Transfer	25,000	500,000	0	0	0	0	0	0	0	0	525,000
	Total	25,000	500,000	0	0	0	0	0	0	0	0	525,000

PROJECT: INFORMATION TECHNOLOGY #615-Fiber System Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	Capital Transfer	25,000	Municipal fiber optic system needs assessment. Review of existing fiber infrastructure for degradation and estimate lifespan of current hardware.
			$25,000	2026 Subtotal
2027	General	Capital Transfer	500,000	Replacement of fiber infrastructure. Potential cost share with Concord Union School District to be determined once needs assessment is completed.
			$500,000	2027 Subtotal
	TOTAL		$525,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #627-Parking Strategic Plan

I. PROJECT TYPE: Parking

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project replaces CIP 577 which existed prior to FY2021. The purpose of this project is to create, periodically update, and implement a Strategic Plan for the municipal parking system. The most recent Strategic Plan was accepted by the City Council in November 2017.

SERVICE IMPACT: By creating, periodically updating, and implementation of a strategic plan for the parking system, the City will be able to maintain and grow revenues, respond to capital needs, support economic development initiatives, and improve customer service.

IMPACT IF NOT FUNDED: The City risks making uninformed policy decisions which may unintended adverse consequences for the parking system.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2014 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Parking	G.O. Bonds	0	0	0	0	0	0	305,000	0	0	0	305,000
	Total	0	0	0	0	0	0	305,000	0	0	0	305,000

PROJECT: CITY MANAGER /OPERATION #627-Parking Strategic Plan

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2032	Parking G.O. Bonds	305,000	Update the 2017 Parking Strategic Plan.
		$305,000	2032 Subtotal
	TOTAL	$305,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FINANCE PURCHASING #628-LED Streetlight Replacement

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: Citywide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project replaces the fixtures on the street lights with light emitting diodes (LED) fixtures. The new fixtures will consume less electricity and have a longer life than the existing metal halide type bulbs. Approximately half of the project is funded by Unitil's Energy Efficiency Program.

SERVICE IMPACT: The estimated savings is over $100,000 per year. The estimated maintenance costs is between $9,000 and $10,000 per year.

IMPACT IF NOT FUNDED:

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	1,150,000	0	0	0	0	0	0	0	0	0	1,150,000
	Total	1,150,000	0	0	0	0	0	0	0	0	0	1,150,000

PROJECT: FINANCE PURCHASING #628-LED Streetlight Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	G.O. Bonds	1,150,000	This project fully replaces the ornamental "Bishop Crook" streetlights on Manchester Street, Water Street, South Main, and Loudon Road. In addition to replacing the light poles, any failing supporting infrastructure will be replace, and the light fixtures will be light emitting diodes (LED) fixtures. The new fixtures will consume less electricity and have a longer life than the existing metal halide type bulbs.
			$1,150,000	2026 Subtotal
	TOTAL		$1,150,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #629-Police Body Worn Cameras and In-Car Video

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: This capital project would implement a body-worn camera and in-car video program for the Police Department. These systems would provide increased transparency and accountability as recommended for police at both the Federal and State level. These systems would potentially provide additional evidence for criminal cases as well as internal investigations.

SERVICE IMPACT: This project fosters transparency and accountability, as well as provides potential evidence for criminal investigations and internal investigations.

IMPACT IF NOT FUNDED: Police services would continue to be provided without using a significant technology tool available to benefit both the Department and the public.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Other	Federal	0	470,000	0	0	0	0	0	0	0	0	470,000
	Total	0	470,000	0	0	0	0	0	0	0	0	470,000

PROJECT: POLICE - OPERATIONS #629-Police Body Worn Cameras and In-Car Video

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	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	2027 Subtotal
	TOTAL	$470,000	

2026-2035
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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	60,000	0	0	0	0	0	0	0	60,000
	Total	0	0	60,000	0	0	0	0	0	0	0	60,000

PROJECT: POLICE - OPERATIONS #630-Police Computer Crimes Hardware and Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	60,000	Update older computer crimes hardware, software and related equipment for investigations involving digital forensic evidence.
		$60,000	2028 Subtotal
	TOTAL	$60,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FINANCE PURCHASING #631-Multi-Function Photocopy Machines

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: All city facilities

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the routine replacement of 31 photocopiers city-wide, which support all departments.

Photocopiers used by the City are multi-function units capable of photocopying, printing from desktop computers, as well as scanning to personal computers.

Black and white multi-function units are replaced with color multi-function units.

Use of network printers allows the City to reduce the number of desktop printers used in the organization.

SERVICE IMPACT: Loss in productivity as older technology multi-function units continue to require repeated service calls during the end of their projected life cycle of 5 - 7 years. Service becomes more expensive after 5 years and repair parts are not readily available after 7 years.

IMPACT IF NOT FUNDED: Increased costs for maintenance and printing. Less functionality and decreased productivity.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Capital Transfer	32,000	37,000	30,000	38,000	37,000	41,000	38,000	34,000	39,000	34,000	360,000
	Total	32,000	37,000	30,000	38,000	37,000	41,000	38,000	34,000	39,000	34,000	360,000

PROJECT: FINANCE PURCHASING #631-Multi-Function Photocopy Machines

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	Capital Transfer	32,000	Replace networked multi-functional copier/printer/scanner for the following City department (location): Finance - Collections (City Hall); Finance - Purchasing (COMF); Parks & Recreation (Citywide Community Ctr).
			$32,000	2026 Subtotal
2027	General	Capital Transfer	37,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Multiple departments (2nd Floor City Hall); Multiple departments (3rd Floor City Hall); City Clerk (City Hall).
			$37,000	2027 Subtotal
2028	General	Capital Transfer	30,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Assessing (City Hall), Legal (Prosecutor's Office); Human Services (Commercial St.); Community Development - Code Enforcement (City Hall Annex).
			$30,000	2028 Subtotal
2029	General	Capital Transfer	38,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Finance Accounting (City Hall); Police Records; Police Detectives (PD); Fire (Headquarters).
			$38,000	2029 Subtotal
2030	General	Capital Transfer	37,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): General Services, Equipment Services (COMF); General Services, Water Supply (Water Treatment Plant); Finance, OMB (City Hall); Library, Admin (Concord Public Library); Police Administration (CPD HQs, 3rd Floor); General Services, Wastewater Treatment (Hall St WWTF).
			$37,000	2030 Subtotal
2031	General	Capital Transfer	41,000	Replace networked multi-functional copier/printer/scanner for the following City Department (location): GS Admin (COMF); Parks & Recreation (Main Office); Finance - Purchasing (COMF); Finance - Collections (City Hall).
			$41,000	2031 Subtotal

PROJECT: FINANCE PURCHASING #631-Multi-Function Photocopy Machines

2032	General	Capital Transfer	38,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Multiple departments (3rd Floor City Hall); Parks and Recreation (CWCC); City Clerk (City Hall); Library (Main - public).
			$38,000	2032 Subtotal
2033	General	Capital Transfer	34,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Multiple Departments (2nd Floor, City Hall); Assessing (City Hall); Human Services (Commercial St.); Legal Prosecutor's (Commercial St.)
			$34,000	2033 Subtotal
2034	General	Capital Transfer	39,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Finance - Accounting (City Hall); Community Development, Code Enforcement (City Hall Annex); Police Records (CPD HQ, 1st Floor); Police Detectives (CPD HQ, 3rd Floor).
			$39,000	2034 Subtotal
2035	General	Capital Transfer	34,000	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): Finance, OMB (City Hall); Human Services (Commercial St.); Police (PD 3rd Fl. Admin.); WWTF (Hall St.); Fire (Headquarters).
			$34,000	2035 Subtotal
	TOTAL		$360,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-PUBLIC PROPERTIES #636-Electric Vehicle (EV) Charging Stations

I. PROJECT TYPE: Public Buildings

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to develop and implement a plan to provide electric vehicle (EV) charging stations at city-owned properties to support City owned vehicles & equipment as such vehicles and equipment are added to the City fleet.

SERVICE IMPACT: EV charging stations are an important component in developing the capability to support electric vehicles within the City fleet.

IMPACT IF NOT FUNDED: The City will not have the capability to support electric vehicles in the fleet.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	G.O. Bonds	0	0	25,000	0	0	0	0	0	0	0	25,000
General	G.O. Bonds	0	75,000	0	0	50,000	0	0	0	0	0	125,000
	Total	0	75,000	25,000	0	50,000	0	0	0	0	0	150,000

PROJECT: GS-PUBLIC PROPERTIES #636-Electric Vehicle (EV) Charging Stations

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	75,000	Construct two EV charging stations.
		$75,000	2027 Subtotal
2028	Water G.O. Bonds	25,000	Design EV charging stations.
		$25,000	2028 Subtotal
2030	General G.O. Bonds	50,000	Construct one EV charging station.
		$50,000	2030 Subtotal
	TOTAL	$150,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #643-Police Headquarters (New)

I. PROJECT TYPE: Public Buildings

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the preservation, adaptive reuse, and expansion of the existing 1958 building located at 4 Bouton Street as the location for a new Police Station. Project addresses Council Goal #8.

Said project shall be guided by the results of a 2024 needs assessment and feasibility study for the Police Headquarters as completed by Lavallee Brensinger.

SERVICE IMPACT: The current Headquarters building, which opened in 1977, has become antiquated and no longer meets the needs of the Department. During the ensuing decades, the Department has grown, and the quantity/complexity of equipment required to provide community policing services have also evolved. The current building does not comply with current industry standards.

IMPACT IF NOT FUNDED: Operational challenges associated with the current facility will remain unchanged. This will have a negative impact on Department morale and the ability to efficiently provide services to the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	38,370,000*	0	0	0	0	0	0	0	0	0	38,370,000
	Total	38,370,000	0	0	0	0	0	0	0	0	0	38,370,000

PROJECT: POLICE - OPERATIONS #643-Police Headquarters (New)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	G.O. Bonds	34,870,000	Police Station Relocation Project (4 Bouton St). Renovation, building addition construction, and site improvements. *
	General	G.O. Bonds	3,500,000	Police Station Relocation Project (4 Bouton St). Interior demolition, environmental remediation, exterior site and utility work.
			$38,370,000	2026 Subtotal
	TOTAL		$38,370,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #645-Police Department RMS/CAD Upgrade

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project replaces the Police Department's Records Management and Computer Aided Dispatch Systems. This system maintains almost all of the Department's records and is the system used to manage and dispatch all of the calls for service that the Department responds to.

SERVICE IMPACT: The Department's current RMS/CAD system is antiquated and struggles to meet current demand. It is anticipated that the company which manufacturers the system will be discontinuing service support in the near future.

IMPACT IF NOT FUNDED: The Department will continue to utilize the current RMS/CAD system, which is insufficient for the Department's current and future needs.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	600,000	0	0	0	0	0	0	0	0	600,000
	Total	0	600,000	0	0	0	0	0	0	0	0	600,000

PROJECT: POLICE - OPERATIONS #645-Police Department RMS/CAD Upgrade

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	600,000	Replacement of the Police Department's current RMS/CAD system.
		$600,000	2027 Subtotal
	TOTAL	$600,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #647-Inflow & Infiltration Removal

I. PROJECT TYPE: Storm Sewer

II. LOCATION: Penacook Neighborhoods

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to remove stormwater related inflow and infiltration (I&I) that currently discharges into the sewer collection system from multiple locations in the Penacook. Based on an I&I study conducted in 2008 it was determined that 20 or more drainage features discharge stormwater directly into the sewer system during heavy rain events. General Services has addressed many of the simpler issues, however more challenging issues remain unresolved.

SERVICE IMPACT: I&I is unwanted in sewer systems because it effectively robs the wastewater treatment plant of precious treatment capacity and increases the risk of a federal permit violation.

IMPACT IF NOT FUNDED: If the I&I is not removed from the sewer system it could stress the wastewater treatment plant beyond it's permitted capacity and result in an overflow of the wastewater treatment plant and possible discharge of untreated wastewater to the Merrimack River. Discharges of untreated wastewater to a surface water body is a violation of the wastewater treatment plant's federal permit.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

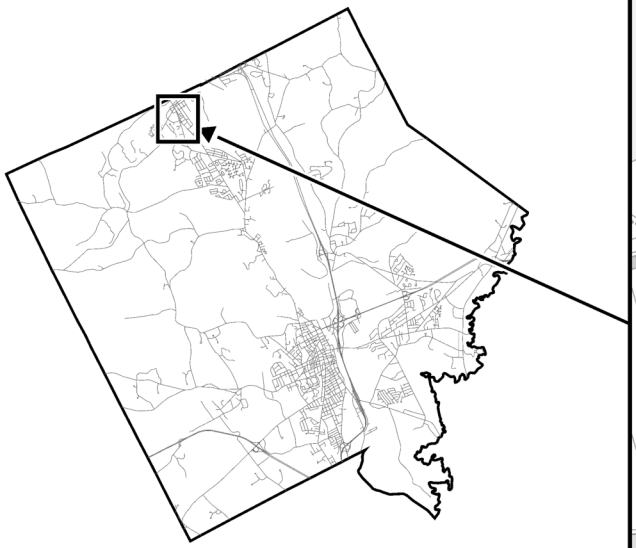
VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	55,000	0	0	0	0	0	0	0	0	0	55,000
Sewer	G.O. Bonds	55,000	0	0	0	0	0	0	0	0	0	55,000
	Total	110,000	0	0	0	0	0	0	0	0	0	110,000

PROJECT: CD-ENGINEERING SERVICES #647-Inflow & Infiltration Removal

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	55,000	Separate Fowler Street and Rolfe Street catch basin from sewer system.
	Sewer G.O. Bonds	55,000	Separate Fowler Street and Rolfe Street catch basin from sewer system.
		$110,000	2026 Subtotal
	TOTAL	$110,000	



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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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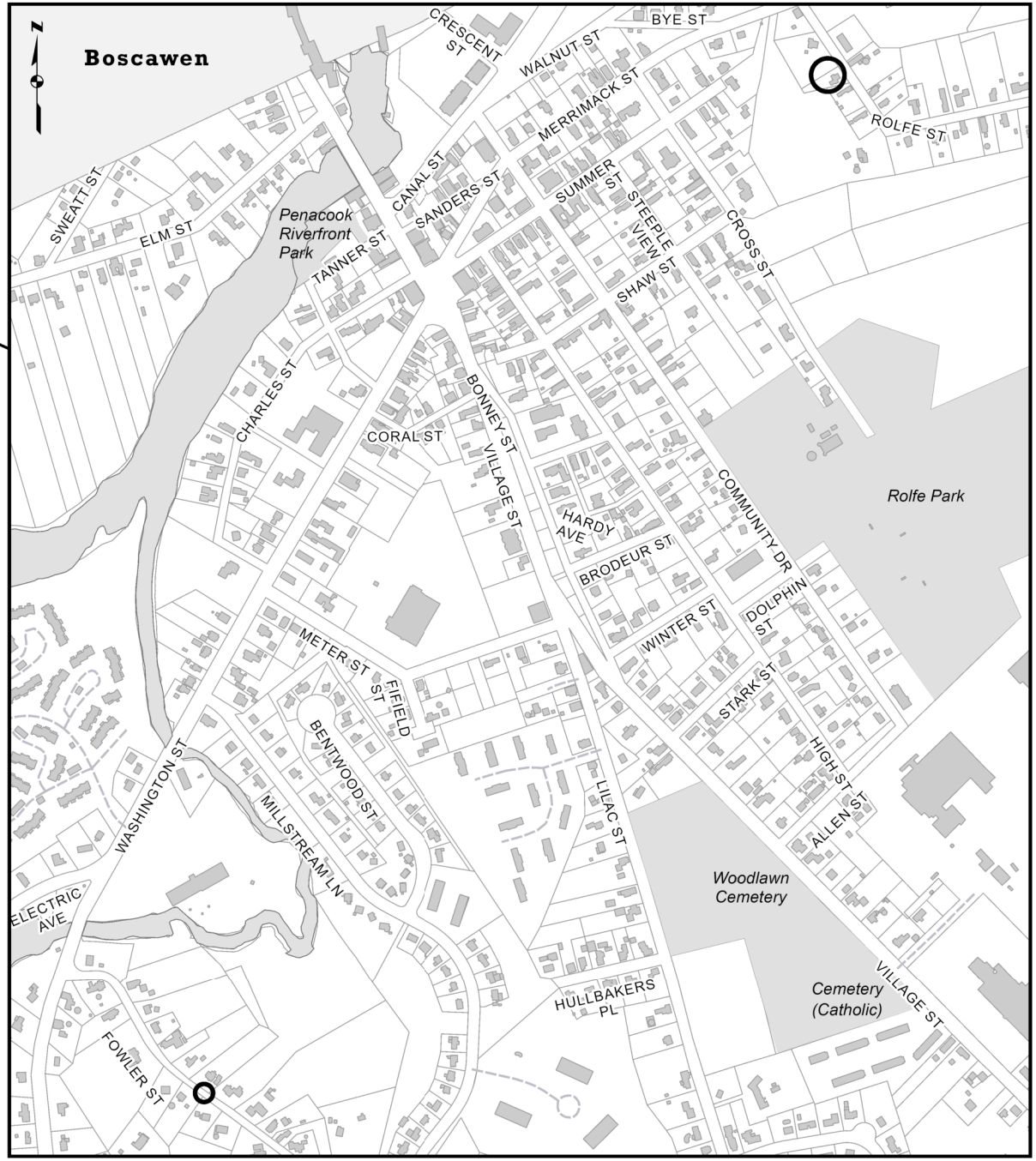
Not to Scale

FY 2026
CIP PROJECT #647

INFLOW & INFILTRATION REMOVAL



PROJECT: GS-SEWER #648-Wastewater Master Plan Update

I. PROJECT TYPE: Sewer Collection

II. LOCATION: City-Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The sewer collection system in Concord is in need of numerous updates to meet current needs. While at the same time the City is seeing increased interest in both new development and redevelopment. These overlapping factors have created the need to assess the condition and capacity of sewer collection system, and develop an asset management plan for necessary improvements. Concord's last comprehensive wastewater masterplan update was performed in 1995.

SERVICE IMPACT: The information gathered by the plan will help identify where within the sewer collection system improvements are needed to adequately accommodate existing and future wastewater flows.

IMPACT IF NOT FUNDED: If the plan is not developed, the sewer collection system, including wastewater pump stations, may be limited in its capacity to adequately serve both existing and future wastewater flows.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Sewer	Capital Close-out	100,441	0	0	0	0	0	0	0	0	0	100,441
Sewer	G.O. Bonds	750,000	0	0	0	0	0	0	0	0	0	750,000
	Total	850,441	0	0	0	0	0	0	0	0	0	850,441

PROJECT: GS-SEWER #648-Wastewater Master Plan Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Sewer G.O. Bonds	750,000	Sewer Collection System City-wide Master Plan Update
	Sewer Capital Close-out	100,441	Sewer Collection System City-wide Master Plan Update
		$850,441	2026 Subtotal
	TOTAL	$850,441	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #656-River Bank Stabilization Projects

I. PROJECT TYPE: Storm Sewer

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: River bank erosion is evident along portions of the Merrimack and Contoocook Rivers within the City. In some areas this is impacting the structural integrity of some of our roads and parks. Coordination with the Sate and Federal Regulatory Agencies is required to initiate the river bank restoration to protect our roads and public lands.

SERVICE IMPACT: The preliminary survey, design and permitting will identify short and long term plans for river bank stabilization and restoration with estimated costs and funding options.

IMPACT IF NOT FUNDED: Portions of city owned lands and roads would need to be restricted from public use or closed.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	1,000,000	0	0	0	0	0	0	0	1,000,000
	Total	0	0	1,000,000	0	0	0	0	0	0	0	1,000,000

PROJECT: CD-ENGINEERING SERVICES #656-River Bank Stabilization Projects

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	1,000,000	Construction: Portions of Runnells Road and Terrill Park river bank stabilization project. Placeholder pending design and permitting.
		$1,000,000	2028 Subtotal
	TOTAL	$1,000,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #659-North Main Street Corridor Improvements

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: North Main Street from Loudon Road to Bouton Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to complete a traffic study of the North Main Street corridor from Loudon Road to Bouton Street. This project shall be coordinated with CIP #18 and the NHDOT I-93 Bow-Concord project.

The study will identify any issues and provide recommendations for long-term improvement of North Main Street (from Loudon Road to Bouton Street) including street corridor improvements, pedestrian and ADA improvements, confirmation of lane configuration, and streetscape improvements.

SERVICE IMPACT: Address vehicle and pedestrian safety along the corridor. 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, vehicle and pedestrian safety along the corridor.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	0	0	200,000	0	0	0	0	0	200,000
	Total	0	0	0	0	200,000	0	0	0	0	0	200,000

PROJECT: CD-ENGINEERING SERVICES #659-North Main Street Corridor Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	General G.O. Bonds	200,000	Traffic assessment and conceptual design for corridor improvement alternatives. Includes public outreach with neighborhood stakeholders.
		$200,000	2030 Subtotal
	TOTAL	$200,000	

PROJECT: FIRE #661-Traffic Signals: Gridsmart Processer Replacement

I. PROJECT TYPE: Intersections

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the systematic replacement of Gridsmart processers that control the direction and phase of traffic at signalized intersections.

SERVICE IMPACT: Provides ability through fiber to deliver real-time data to the traffic division, reduce traffic congestion, optimizes the flow of traffic through intersections.

IMPACT IF NOT FUNDED: Negative traffic patterns, increased traffic congestion.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	41,000	0	0	0	0	0	0	70,000	0	0	111,000
	Total	41,000	0	0	0	0	0	0	70,000	0	0	111,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	41,000	Systematic replacement of Gridsmart processers at eight (8) signalized intersections.
		$41,000	2026 Subtotal

PROJECT: FIRE #661-Traffic Signals: Gridsmart Processer Replacement

2033	General	G.O. Bonds	70,000	Systematic replacement of Gridsmart processers at eight (8) signalized intersections.
			$70,000	2033 Subtotal
	TOTAL		$111,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-COMMUNITY PLANNING #664-Concord Stables Redevelopment

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: 111.5 Warren St

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The City re-acquired the former Concord Stables Building in 2021 from the Concord School District for the purpose of constructing a museum to house and display, among other items, horse drawn wagons, carriages, as well as other vehicles which were manufactured by the former Abbott Downing Company. The Abbott Downing Company was based in Concord, and was famous for its iconic "Concord Coach"; a horse drawn stage coach which was instrumental in overlanc transportation during the 19th and early 20th centuries.

In FY25, $160,000 was appropriated for weatherization and security measures to reduce further deterioration.

SERVICE IMPACT: Historic preservation and public space to store and display Concord Coach artifacts.

IMPACT IF NOT FUNDED: Eventually, the loss of a historic property.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	Donations	678,000*	0	0	0	0	0	0	0	0	0	678,000
General	G.O. Bonds	0	500,000	0	0	0	0	0	0	0	0	500,000
	Total	678,000	500,000	0	0	0	0	0	0	0	0	1,178,000

PROJECT: CD-COMMUNITY PLANNING #664-Concord Stables Redevelopment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	Donations	678,000	Hazardous Building Materials Remediation. *
			$678,000	2026 Subtotal
2027	General	G.O. Bonds	500,000	Building Renovations and Roof replacement.
			$500,000	2027 Subtotal
	TOTAL		$1,178,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #665-Broadway Fire Station

I. PROJECT TYPE: Public Buildings

II. LOCATION:

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to construct a new Central Fire Station in order to replace the current 1977 facility.

The current facility is nearing the end of its useful life and lacks sufficient area for expansion to accommodate additional vehicles, or larger apparatus, as might be needed in the future.

SERVICE IMPACT: A new facility would provide for improved fire service for the southernly portions of the City, as well as respond to current and future growth in these areas of the community.

IMPACT IF NOT FUNDED: Ability to properly store vehicles and equipment will be compromised as physical dimensions of size of apparatus continuously get larger stations have become overcrowded to the point of causing safety issues. Costs to maintain aging facility infrastructure will continue to accelerate.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	7,500,000	0	7,500,000
	Total	0	0	0	0	0	0	0	0	7,500,000	0	7,500,000

PROJECT: FIRE #665-Broadway Fire Station

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2034	General	G.O. Bonds	7,500,000	Site evaluation, design and permitting for new Broadway Fire Station.
			$7,500,000	2034 Subtotal
	TOTAL		$7,500,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #666-Manor Fire Station

I. PROJECT TYPE: Public Buildings

II. LOCATION:

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to construct a new Central Fire Station in order to replace the current 1977 facility.

The current facility is nearing the end of its useful life and lacks sufficient area for expansion to accommodate additional vehicles, or larger apparatus, as might be needed in the future.

SERVICE IMPACT: A new facility would provide for improved fire service for the northern portions of the City, as well as respond to current and future growth in these areas of the community.

IMPACT IF NOT FUNDED: Ability to properly store vehicles and equipment will be compromised as physical dimensions of size of apparatus continuously get larger stations have become overcrowded to the point of causing safety issues. Costs to maintain aging facility infrastructure will continue to accelerate.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	7,500,000	0	7,500,000
	Total	0	0	0	0	0	0	0	0	7,500,000	0	7,500,000

PROJECT: FIRE #666-Manor Fire Station

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2034	General	G.O. Bonds	7,500,000	Design, construct, and furnish a new fire station in north Concord. New building and furnishings only.
			$7,500,000	2034 Subtotal
	TOTAL		$7,500,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-WATER #669-Water Meter Pit Rehabilitation

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City-Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Needed repairs to various decaying city-owned water meters and backflow pits and the plumbing manifolds inside.

SERVICE IMPACT: Meters in the water service pits are the only means to accurately measure consumption used by the location's owners. The accuracy of the meters and reading devices is critical to ensuring fair and accurate billing for the water customer. Also, Backflows installed in these water service pits must be at every cross-connection to ensure that the city's water supply is protected from contamination. Per New Hampshire Administrative rules ENV505-dw all existing backflows cannot be in a pit. They can be in a dry, positively drained, or sealed vault.

IMPACT IF NOT FUNDED: A potential safety hazard exists for metering technicians servicing meters in confined spaces. The meter pits are not structurally sound anymore and contaminated water fills these pits up and over the meters and backflows. This can cause the city's supply to be contaminated if there ever were a leak or backflow/siphonage condition. If that contaminated water gets in the city's system customers can become sick if they consume the water.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
Water	G.O. Bonds	85,000	0	0	0	0	0	0	0	0	0	85,000
	Total	85,000	0	0	0	0	0	0	0	0	0	85,000

PROJECT: GS-WATER #669-Water Meter Pit Rehabilitation

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Water G.O. Bonds	85,000	Rehabilitate city-owned water pits: Keach Park, Memorial Field, Eagle Square, Blossom Hill Cemetery, Calvary Cemetery, Cemetery St. Cemetery, and Beaver Meadow Golf.
		$85,000	2026 Subtotal
	TOTAL	$85,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #671-Knox Key Secure

I. PROJECT TYPE: Public Safety

II. LOCATION:

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☐ New	H	Safety		Facility Cond.		Productivity		
	☑ Replace		Mandates	H	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: These are secure, wall-mounted key boxes that store keys, access cards, or entry codes. They allow firefighters and emergency personnel to access gated communities, storage areas, and multi-tenant buildings using a universal master key or an electronic access system. This ensures rapid entry in case of an emergency while maintaining security.

SERVICE IMPACT: These are secure, wall-mounted key boxes that store keys, access cards, or entry codes. They allow firefighters and emergency personnel to access gated communities, storage areas, and multi-tenant buildings using a universal master key or an electronic access system. This ensures rapid entry in case of an emergency while maintaining security.

IMPACT IF NOT FUNDED: Delayed emergency response, increased property damage, and liability

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	0	50,000	0	0	0	0	0	0	0	0	50,000
	Total	0	50,000	0	0	0	0	0	0	0	0	50,000

PROJECT: FIRE #671-Knox Key Secure

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	50,000	Replacement of failing Knox Box equipment
		$50,000	2027 Subtotal
	TOTAL	$50,000	

2026-2035
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY CLERK ELECTIONS #673-Election Equipment Replacement

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City polling locations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Replacement of municipal voting machines.

SERVICE IMPACT: Ensures accuracy of election results and minimizes potential for mechanical breakdowns

IMPACT IF NOT FUNDED: Inaccurate election results, increased staff and volunteer time to manually count election votes in event of machine breakdowns.

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Ten Years
General	G.O. Bonds	90,000	0	0	0	0	0	0	0	0	0	90,000
	Total	90,000	0	0	0	0	0	0	0	0	0	90,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	90,000	Replacement of municipal voting machines with new electronic ballot counting devices to be used for all future elections to be held within the City. Estimated one-time expense for purchase of 11 electronic counting devices which include scanning devices, ballot boxes, and carrying/storage cases. Cost includes warranty.

PROJECT:	CITY CLERK ELECTIONS	#673-Election Equipment Replacement		
		$90,000	2026 Subtotal	
TOTAL		$90,000		

AFSCME Wage Schedule

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	13.46	13.81	14.13	14.52	14.84	15.19	15.64	16.02	16.40	16.82	17.22	17.65	18.10	18.58	19.03	19.50
	538.40	552.40	565.20	580.80	593.60	607.60	625.60	640.80	656.00	672.80	688.80	706.00	724.00	743.20	761.20	780.00
	27,996.80	28,724.80	29,390.40	30,201.60	30,867.20	31,595.20	32,531.20	33,321.60	34,112.00	34,985.60	35,817.60	36,712.00	37,648.00	38,646.40	39,582.40	40,560.00
2	14.13	14.52	14.84	15.19	15.64	16.02	16.40	16.82	17.22	17.65	18.10	18.58	19.03	19.49	19.96	20.47
	565.20	580.80	593.60	607.60	625.60	640.80	656.00	672.80	688.80	706.00	724.00	743.20	761.20	779.60	798.40	818.80
	29,390.40	30,201.60	30,867.20	31,595.20	32,531.20	33,321.60	34,112.00	34,985.60	35,817.60	36,712.00	37,648.00	38,646.40	39,582.40	40,539.20	41,516.80	42,577.60
3	14.84	15.19	15.64	16.02	16.40	16.82	17.22	17.65	18.10	18.58	19.03	19.49	19.96	20.47	20.98	21.48
	593.60	607.60	625.60	640.80	656.00	672.80	688.80	706.00	724.00	743.20	761.20	779.60	798.40	818.80	839.20	859.20
	30,867.20	31,595.20	32,531.20	33,321.60	34,112.00	34,985.60	35,817.60	36,712.00	37,648.00	38,646.40	39,582.40	40,539.20	41,516.80	42,577.60	43,638.40	44,678.40
4	15.64	16.02	16.40	16.82	17.22	17.65	18.10	18.58	19.03	19.49	19.96	20.47	20.98	21.54	22.05	22.60
	625.60	640.80	656.00	672.80	688.80	706.00	724.00	743.20	761.20	779.60	798.40	818.80	839.20	861.60	882.00	904.00
	32,531.20	33,321.60	34,112.00	34,985.60	35,817.60	36,712.00	37,648.00	38,646.40	39,582.40	40,539.20	41,516.80	42,577.60	43,638.40	44,803.20	45,864.00	47,008.00
5	16.40	16.82	17.22	17.65	18.10	18.58	19.03	19.49	19.96	20.47	20.98	21.54	22.05	22.61	23.15	23.72
	656.00	672.80	688.80	706.00	724.00	743.20	761.20	779.60	798.40	818.80	839.20	861.60	882.00	904.40	926.00	948.80
	34,112.00	34,985.60	35,817.60	36,712.00	37,648.00	38,646.40	39,582.40	40,539.20	41,516.80	42,577.60	43,638.40	44,803.20	45,864.00	47,028.80	48,152.00	49,337.60
6	17.22	17.65	18.10	18.58	19.03	19.49	19.96	20.47	20.98	21.54	22.05	22.61	23.15	23.72	24.36	24.96
	688.80	706.00	724.00	743.20	761.20	779.60	798.40	818.80	839.20	861.60	882.00	904.40	926.00	948.80	974.40	998.40
	35,817.60	36,712.00	37,648.00	38,646.40	39,582.40	40,539.20	41,516.80	42,577.60	43,638.40	44,803.20	45,864.00	47,028.80	48,152.00	49,337.60	50,668.80	51,916.80
7	18.10	18.58	19.03	19.49	19.96	20.47	20.98	21.54	22.05	22.61	23.15	23.72	24.36	24.95	25.59	26.23
	724.00	743.20	761.20	779.60	798.40	818.80	839.20	861.60	882.00	904.40	926.00	948.80	974.40	998.00	1,023.60	1,049.20
	37,648.00	38,646.40	39,582.40	40,539.20	41,516.80	42,577.60	43,638.40	44,803.20	45,864.00	47,028.80	48,152.00	49,337.60	50,668.80	51,896.00	53,227.20	54,558.40
8	19.03	19.49	19.96	20.47	20.98	21.54	22.05	22.61	23.15	23.72	24.36	24.95	25.59	26.21	26.84	27.54
	761.20	779.60	798.40	818.80	839.20	861.60	882.00	904.40	926.00	948.80	974.40	998.00	1,023.60	1,048.40	1,073.60	1,101.60
	39,582.40	40,539.20	41,516.80	42,577.60	43,638.40	44,803.20	45,864.00	47,028.80	48,152.00	49,337.60	50,668.80	51,896.00	53,227.20	54,516.80	55,827.20	57,283.20
9	19.96	20.47	20.98	21.54	22.05	22.61	23.15	23.72	24.36	24.95	25.59	26.21	26.84	27.57	28.22	28.93
	798.40	818.80	839.20	861.60	882.00	904.40	926.00	948.80	974.40	998.00	1,023.60	1,048.40	1,073.60	1,102.80	1,128.80	1,157.20
	41,516.80	42,577.60	43,638.40	44,803.20	45,864.00	47,028.80	48,152.00	49,337.60	50,668.80	51,896.00	53,227.20	54,516.80	55,827.20	57,345.60	58,697.60	60,174.40
10	20.98	21.54	22.05	22.61	23.15	23.72	24.36	24.95	25.59	26.21	26.84	27.57	28.22	28.92	29.65	30.37
	839.20	861.60	882.00	904.40	926.00	948.80	974.40	998.00	1,023.60	1,048.40	1,073.60	1,102.80	1,128.80	1,156.80	1,186.00	1,214.80
	43,638.40	44,803.20	45,864.00	47,028.80	48,152.00	49,337.60	50,668.80	51,896.00	53,227.20	54,516.80	55,827.20	57,345.60	58,697.60	60,153.60	61,672.00	63,169.60
11	22.05	22.61	23.15	23.72	24.36	24.95	25.59	26.21	26.84	27.57	28.22	28.92	29.65	30.39	31.15	31.94
	882.00	904.40	926.00	948.80	974.40	998.00	1,023.60	1,048.40	1,073.60	1,102.80	1,128.80	1,156.80	1,186.00	1,215.60	1,246.00	1,277.60
	45,864.00	47,028.80	48,152.00	49,337.60	50,668.80	51,896.00	53,227.20	54,516.80	55,827.20	57,345.60	58,697.60	60,153.60	61,672.00	63,211.20	64,792.00	66,435.20
12	23.15	23.72	24.36	24.95	25.59	26.21	26.84	27.57	28.22	28.92	29.65	30.39	31.15	31.94	32.74	33.56
	926.00	948.80	974.40	998.00	1,023.60	1,048.40	1,073.60	1,102.80	1,128.80	1,156.80	1,186.00	1,215.60	1,246.00	1,277.60	1,309.60	1,342.40
	48,152.00	49,337.60	50,668.80	51,896.00	53,227.20	54,516.80	55,827.20	57,345.60	58,697.60	60,153.60	61,672.00	63,211.20	64,792.00	66,435.20	68,099.20	69,804.80
13	24.36	24.95	25.59	26.21	26.84	27.57	28.22	28.92	29.65	30.39	31.15	31.94	32.74	33.57	34.40	35.26
	974.40	998.00	1,023.60	1,048.40	1,073.60	1,102.80	1,128.80	1,156.80	1,186.00	1,215.60	1,246.00	1,277.60	1,309.60	1,342.80	1,376.00	1,410.40
	50,668.80	51,896.00	53,227.20	54,516.80	55,827.20	57,345.60	58,697.60	60,153.60	61,672.00	63,211.20	64,792.00	66,435.20	68,099.20	69,825.60	71,552.00	73,340.80
14	25.59	26.21	26.84	27.57	28.22	28.92	29.65	30.39	31.15	31.94	32.74	33.57	34.40	35.25	36.15	37.04
	1,023.60	1,048.40	1,073.60	1,102.80	1,128.80	1,156.80	1,186.00	1,215.60	1,246.00	1,277.60	1,309.60	1,342.80	1,376.00	1,410.00	1,446.00	1,481.60
	53,227.20	54,516.80	55,827.20	57,345.60	58,697.60	60,153.60	61,672.00	63,211.20	64,792.00	66,435.20	68,099.20	69,825.60	71,552.00	73,320.00	75,192.00	77,043.20
15	26.84	27.57	28.22	28.92	29.65	30.39	31.15	31.94	32.74	33.57	34.40	35.25	36.15	37.03	37.93	38.89
	1,073.60	1,102.80	1,128.80	1,156.80	1,186.00	1,215.60	1,246.00	1,277.60	1,309.60	1,342.80	1,376.00	1,410.00	1,446.00	1,481.20	1,517.20	1,555.60
	55,827.20	57,345.60	58,697.60	60,153.60	61,672.00	63,211.20	64,792.00	66,435.20	68,099.20	69,825.60	71,552.00	73,320.00	75,192.00	77,022.40	78,894.40	80,891.20
16	28.22	28.92	29.65	30.39	31.15	31.94	32.74	33.57	34.40	35.25	36.15	37.03	37.93	38.93	39.89	40.88
	1,128.80	1,156.80	1,186.00	1,215.60	1,246.00	1,277.60	1,309.60	1,342.80	1,376.00	1,410.00	1,446.00	1,481.20	1,517.20	1,557.20	1,595.60	1,635.20
	58,697.60	60,153.60	61,672.00	63,211.20	64,792.00	66,435.20	68,099.20	69,825.60	71,552.00	73,320.00	75,192.00	77,022.40	78,894.40	80,974.40	82,971.20	85,030.40

CFOA Wage Schedule

07-06-25 (1 of 2)

Grade	A/1	B/2	C/3	D/4	E/5	F/6	G/7	H/8	I/9	J/10	K/11	L/12	M/13	N/14	O/15	P/16
18	31.34	32.14	32.95	33.77	34.64	35.50	36.37	37.26	38.20	39.18	40.13	41.15	42.18	43.22	44.33	45.40
40 Hr.	1,253.60	1,285.60	1,318.00	1,350.80	1,385.60	1,420.00	1,454.80	1,490.40	1,528.00	1,567.20	1,605.20	1,646.00	1,687.20	1,728.80	1,773.20	1,816.00
Assistant Fire Marshal	65,187.20	66,851.20	68,536.00	70,241.60	72,051.20	73,840.00	75,649.60	77,500.80	79,456.00	81,494.40	83,470.40	85,592.00	87,734.40	89,897.60	92,206.40	94,432.00
19	32.95	33.77	34.64	35.50	36.37	37.26	38.20	39.18	40.13	41.15	42.18	43.22	44.33	45.40	46.56	47.70
40 Hr.	1,318.00	1,350.80	1,385.60	1,420.00	1,454.80	1,490.40	1,528.00	1,567.20	1,605.20	1,646.00	1,687.20	1,728.80	1,773.20	1,816.00	1,862.40	1,908.00
P/Lt.	68,536.00	70,241.60	72,051.20	73,840.00	75,649.60	77,500.80	79,456.00	81,494.40	83,470.40	85,592.00	87,734.40	89,897.60	92,206.40	94,432.00	96,844.80	99,216.00
20	34.64	35.50	36.37	37.26	38.20	39.18	40.13	41.15	42.18	43.22	44.33	45.40	46.56	47.70	48.91	50.13
40 Hr.	1,385.60	1,420.00	1,454.80	1,490.40	1,528.00	1,567.20	1,605.20	1,646.00	1,687.20	1,728.80	1,773.20	1,816.00	1,862.40	1,908.00	1,956.40	2,005.20
EMS Officer/Com Sup/ FATS	72,051.20	73,840.00	75,649.60	77,500.80	79,456.00	81,494.40	83,470.40	85,592.00	87,734.40	89,897.60	92,206.40	94,432.00	96,844.80	99,216.00	101,732.80	104,270.40
21	38.20	39.18	40.13	41.15	42.18	43.22	44.33	45.40	46.56	47.70	48.91	50.13	51.40	52.66	53.99	55.32
40 Hr.	1,528.00	1,567.20	1,605.20	1,646.00	1,687.20	1,728.80	1,773.20	1,816.00	1,862.40	1,908.00	1,956.40	2,005.20	2,056.00	2,106.40	2,159.60	2,212.80
Fire Marshal	79,456.00	81,494.40	83,470.40	85,592.00	87,734.40	89,897.60	92,206.40	94,432.00	96,844.80	99,216.00	101,732.80	104,270.40	106,912.00	109,532.80	112,299.20	115,065.60
18	31.34	32.14	32.95	33.77	34.64	35.50	36.37	37.26	38.20	39.18	40.13	41.15	42.18	43.22	44.33	45.40
42 Hr.	1,316.28	1,349.88	1,383.90	1,418.34	1,454.88	1,491.00	1,527.54	1,564.92	1,604.40	1,645.56	1,685.46	1,728.30	1,771.56	1,815.24	1,861.86	1,906.80
LT.	68,446.56	70,193.76	71,962.80	73,753.68	75,653.76	77,532.00	79,432.08	81,375.84	83,428.80	85,569.12	87,643.92	89,871.60	92,121.12	94,392.48	96,816.72	99,153.60
19	32.95	33.77	34.64	35.50	36.37	37.26	38.20	39.18	40.13	41.15	42.18	43.22	44.33	45.40	46.56	47.70
42 Hr.	1,383.90	1,418.34	1,454.88	1,491.00	1,527.54	1,564.92	1,604.40	1,645.56	1,685.46	1,728.30	1,771.56	1,815.24	1,861.86	1,906.80	1,955.52	2,003.40
P/Lt.	71,962.80	73,753.68	75,653.76	77,532.00	79,432.08	81,375.84	83,428.80	85,569.12	87,643.92	89,871.60	92,121.12	94,392.48	96,816.72	99,153.60	101,687.04	104,176.80
20	34.64	35.50	36.37	37.26	38.20	39.18	40.13	41.15	42.18	43.22	44.33	45.40	46.56	47.70	48.91	50.13
42 Hr.	1,454.88	1,491.00	1,527.54	1,564.92	1,604.40	1,645.56	1,685.46	1,728.30	1,771.56	1,815.24	1,861.86	1,906.80	1,955.52	2,003.40	2,054.22	2,105.46
Captain	75,653.76	77,532.00	79,432.08	81,375.84	83,428.80	85,569.12	87,643.92	89,871.60	92,121.12	94,392.48	96,816.72	99,153.60	101,687.04	104,176.80	106,819.44	109,483.92
21	38.20	39.18	40.13	41.15	42.18	43.22	44.33	45.40	46.56	47.70	48.91	50.13	51.40	52.66	53.99	55.32
42 Hr.	1,604.40	1,645.56	1,685.46	1,728.30	1,771.56	1,815.24	1,861.86	1,906.80	1,955.52	2,003.40	2,054.22	2,105.46	2,158.80	2,211.72	2,267.58	2,323.44
B/C	83,428.80	85,569.12	87,643.92	89,871.60	92,121.12	94,392.48	96,816.72	99,153.60	101,687.04	104,176.80	106,819.44	109,483.92	112,257.60	115,009.44	117,914.16	120,818.88

CFOA Wage Schedule

07-06-25 (2 of 2)

Grade	A/1	B/2	C/3	D/4	E/5	F/6	G/7	H/8	I/9	J/10	K/11	L/12	M/13	N/14	O/15	P/16
With 1% Stipend																
18	31.65	32.46	33.28	34.11	34.99	35.86	36.73	37.63	38.58	39.57	40.53	41.56	42.60	43.65	44.77	45.85
40 Hr.	1,266.00	1,298.40	1,331.20	1,364.40	1,399.60	1,434.40	1,469.20	1,505.20	1,543.20	1,582.80	1,621.20	1,662.40	1,704.00	1,746.00	1,790.80	1,834.00
Assistant Fire Marshal	65,832.00	67,516.80	69,222.40	70,948.80	72,779.20	74,588.80	76,398.40	78,270.40	80,246.40	82,305.60	84,302.40	86,444.80	88,608.00	90,792.00	93,121.60	95,368.00
19	33.28	34.11	34.99	35.86	36.73	37.63	38.58	39.57	40.53	41.56	42.60	43.65	44.77	45.85	47.03	48.18
40 Hr.	1,331.20	1,364.40	1,399.60	1,434.40	1,469.20	1,505.20	1,543.20	1,582.80	1,621.20	1,662.40	1,704.00	1,746.00	1,790.80	1,834.00	1,881.20	1,927.20
P/Lt.	69,222.40	70,948.80	72,779.20	74,588.80	76,398.40	78,270.40	80,246.40	82,305.60	84,302.40	86,444.80	88,608.00	90,792.00	93,121.60	95,368.00	97,822.40	100,214.40
20	34.99	35.86	36.73	37.63	38.58	39.57	40.53	41.56	42.60	43.65	44.77	45.85	47.03	48.18	49.40	50.63
40 Hr.	1,399.60	1,434.40	1,469.20	1,505.20	1,543.20	1,582.80	1,621.20	1,662.40	1,704.00	1,746.00	1,790.80	1,834.00	1,881.20	1,927.20	1,976.00	2,025.20
EMS Officer/ Com Sup/FATS	72,779.20	74,588.80	76,398.40	78,270.40	80,246.40	82,305.60	84,302.40	86,444.80	88,608.00	90,792.00	93,121.60	95,368.00	97,822.40	100,214.40	102,752.00	105,310.40
21	38.58	39.57	40.53	41.56	42.60	43.65	44.77	45.85	47.03	48.18	49.40	50.63	51.91	53.19	54.53	55.87
40 Hr.	1,543.20	1,582.80	1,621.20	1,662.40	1,704.00	1,746.00	1,790.80	1,834.00	1,881.20	1,927.20	1,976.00	2,025.20	2,076.40	2,127.60	2,181.20	2,234.80
Fire Marshal	80,246.40	82,305.60	84,302.40	86,444.80	88,608.00	90,792.00	93,121.60	95,368.00	97,822.40	100,214.40	102,752.00	105,310.40	107,972.80	110,635.20	113,422.40	116,209.60
18	31.65	32.46	33.28	34.11	34.99	35.86	36.73	37.63	38.58	39.57	40.53	41.56	42.60	43.65	44.77	45.85
42 Hr.	1,329.30	1,363.32	1,397.76	1,432.62	1,469.58	1,506.12	1,542.66	1,580.46	1,620.36	1,661.94	1,702.26	1,745.52	1,789.20	1,833.30	1,880.34	1,925.70
LT.	69,123.60	70,892.64	72,683.52	74,496.24	76,418.16	78,318.24	80,218.32	82,183.92	84,258.72	86,420.88	88,517.52	90,767.04	93,038.40	95,331.60	97,777.68	100,136.40
19	33.28	34.11	34.99	35.86	36.73	37.63	38.58	39.57	40.53	41.56	42.60	43.65	44.77	45.85	47.03	48.18
42 Hr.	1,397.76	1,432.62	1,469.58	1,506.12	1,542.66	1,580.46	1,620.36	1,661.94	1,702.26	1,745.52	1,789.20	1,833.30	1,880.34	1,925.70	1,975.26	2,023.56
P/Lt.	72,683.52	74,496.24	76,418.16	78,318.24	80,218.32	82,183.92	84,258.72	86,420.88	88,517.52	90,767.04	93,038.40	95,331.60	97,777.68	100,136.40	102,713.52	105,225.12
20	34.99	35.86	36.73	37.63	38.58	39.57	40.53	41.56	42.60	43.65	44.77	45.85	47.03	48.18	49.40	50.63
42 Hr.	1,469.58	1,506.12	1,542.66	1,580.46	1,620.36	1,661.94	1,702.26	1,745.52	1,789.20	1,833.30	1,880.34	1,925.70	1,975.26	2,023.56	2,074.80	2,126.46
Captain	76,418.16	78,318.24	80,218.32	82,183.92	84,258.72	86,420.88	88,517.52	90,767.04	93,038.40	95,331.60	97,777.68	100,136.40	102,713.52	105,225.12	107,889.60	110,575.92
21	38.58	39.57	40.53	41.56	42.60	43.65	44.77	45.85	47.03	48.18	49.40	50.63	51.91	53.19	54.53	55.87
42 Hr.	1,620.36	1,661.94	1,702.26	1,745.52	1,789.20	1,833.30	1,880.34	1,925.70	1,975.26	2,023.56	2,074.80	2,126.46	2,180.22	2,233.98	2,290.26	2,346.54
B/C	84,258.72	86,420.88	88,517.52	90,767.04	93,038.40	95,331.60	97,777.68	100,136.40	102,713.52	105,225.12	107,889.60	110,575.92	113,371.44	116,166.96	119,093.52	122,020.08

CPPA Wage Schedule

4%+1%

Effective 1/5/25	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 4% MPO @ 8years	MAX + 5% MPO @ 15 Years	MAX+ 5% MPO +3% 20 YR
Hourly	31.13	32.70	34.67	36.74	38.94	41.28	41.28	42.92	43.34	44.65
Weekly	1,245.20	1,308.00	1,386.80	1,469.60	1,557.60	1,651.20	1,651.20	1,716.80	1,733.60	1,786.00
Yearly	64,750.40	68,016.00	72,113.60	76,419.20	80,995.20	85,862.40	85,862.40	89,273.60	90,147.20	92,872.00
Merit 3%	-	-	-	-	-	-	2,575.87	2,678.21	2,704.42	2,786.16
Total Yearly	64,750.40	68,016.00	72,113.60	76,419.20	80,995.20	85,862.40	88,438.27	91,951.81	92,851.62	95,658.16

DEU 7%

Effective 1/5/25	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 4% MPO @ 8years	MAX + 5% MPO @ 15 Years	MAX+ 5% MPO +3% 20 YR
Hourly	33.31	34.99	37.11	39.30	41.67	44.17	44.17	45.94	46.38	47.76
Weekly	1,332.40	1,399.60	1,484.40	1,572.00	1,666.80	1,766.80	1,766.80	1,837.60	1,855.20	1,910.40
Yearly	69,284.80	72,779.20	77,188.80	81,744.00	86,673.60	91,873.60	91,873.60	95,555.20	96,470.40	99,340.80
Merit 3%	-	-	-	-	-	-	2,756.21	2,866.66	2,894.11	2,980.22
Total Yearly	69,284.80	72,779.20	77,188.80	81,744.00	86,673.60	91,873.60	94,629.81	98,421.86	99,364.51	102,321.02

CID, DVO, CRO and SRO 1.5%

Effective 1/5/25	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 4% MPO @ 8years	MAX + 5% MPO @ 15 Years	MAX+ 5% MPO +3% 20 YR
Hourly	31.59	33.19	35.20	37.30	39.52	41.92	41.92	43.60	44.01	45.33
Weekly	1,263.60	1,327.60	1,408.00	1,492.00	1,580.80	1,676.80	1,676.80	1,744.00	1,760.40	1,813.20
Yearly	65,707.20	69,035.20	73,216.00	77,584.00	82,201.60	87,193.60	87,193.60	90,688.00	91,540.80	94,286.40
Merit 3%	-	-	-	-	-	-	2,615.81	2,720.64	2,746.22	2,828.59
Total Yearly	65,707.20	69,035.20	73,216.00	77,584.00	82,201.60	87,193.60	89,809.41	93,408.64	94,287.02	97,114.99

CPSA Wage Schedule

Effective 1/5/2025 - 4+1% COLA, Blended (Adjusted) rate for sworn positions.

Dispatch Supervisor

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	29.48	30.38	31.28	32.20	33.16	34.15	35.21	36.27	37.33	38.45	38.45
Weekly	1,179.20	1,215.20	1,251.20	1,288.00	1,326.40	1,366.00	1,408.40	1,450.80	1,493.20	1,538.00	1,538.00
Yearly	61,318.40	63,190.40	65,062.40	66,976.00	68,972.80	71,032.00	73,236.80	75,441.60	77,646.40	79,976.00	79,976.00
Merit											2,399.28
Yearly *											82,375.28

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	37.66	38.79	39.93	41.16	42.39	43.64	44.90	46.29	47.69	49.14	49.14
Weekly	1,506.40	1,551.60	1,597.20	1,646.40	1,695.60	1,745.60	1,796.00	1,851.60	1,907.60	1,965.60	1,965.60
Yearly	78,332.80	80,683.20	83,054.40	85,612.80	88,171.20	90,771.20	93,392.00	96,283.20	99,195.20	102,211.20	102,211.20
Merit											3,066.34
Yearly *											105,277.54

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	38.23	39.36	40.53	41.77	43.04	44.29	45.58	46.98	48.39	49.89	49.89
Weekly	1,529.20	1,574.40	1,621.20	1,670.80	1,721.60	1,771.60	1,823.20	1,879.20	1,935.60	1,995.60	1,995.60
Yearly	79,518.40	81,868.80	84,302.40	86,881.60	89,523.20	92,123.20	94,806.40	97,718.40	100,651.20	103,771.20	103,771.20
Merit											3,113.14
Yearly *											106,884.34

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	39.06	40.19	41.35	42.56	43.76	45.07	46.32	47.68	49.13	50.54	50.54
Weekly	1,562.40	1,607.60	1,654.00	1,702.40	1,750.40	1,802.80	1,852.80	1,907.20	1,965.20	2,021.60	2,021.60
Yearly	81,244.80	83,595.20	86,008.00	88,524.80	91,020.80	93,745.60	96,345.60	99,174.40	102,190.40	105,123.20	105,123.20
Merit											3,153.70
Yearly *											108,276.90

CPSA Wage Schedule

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	39.65	40.79	41.98	43.19	44.43	45.75	47.01	48.38	49.88	51.30	51.30
Weekly	1,586.00	1,631.60	1,679.20	1,727.60	1,777.20	1,830.00	1,880.40	1,935.20	1,995.20	2,052.00	2,052.00
Yearly	82,472.00	84,843.20	87,318.40	89,835.20	92,414.40	95,160.00	97,780.80	100,630.40	103,750.40	106,704.00	106,704.00
Merit											3,201.12
Yearly *											109,905.12

Sergeant DEU A: Members with less than 20 years of sworn service (5% Stipend is reflected).

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	39.54	40.71	41.94	43.20	44.52	45.81	47.15	48.63	50.11	51.58	51.58
Weekly	1,581.60	1,628.40	1,677.60	1,728.00	1,780.80	1,832.40	1,886.00	1,945.20	2,004.40	2,063.20	2,063.20
Yearly	82,243.20	84,676.80	87,235.20	89,856.00	92,601.60	95,284.80	98,072.00	101,150.40	104,228.80	107,286.40	107,286.40
Merit											3,218.59
Yearly *											110,504.99

Sergeant DEU B: Members with 20 (+) years of sworn service (5% Stipend is reflected).

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	40.93	42.13	43.37	44.65	45.90	47.23	48.57	50.01	51.49	53.00	53.00
Weekly	1,637.20	1,685.20	1,734.80	1,786.00	1,836.00	1,889.20	1,942.80	2,000.40	2,059.60	2,120.00	2,120.00
Yearly	85,134.40	87,630.40	90,209.60	92,872.00	95,472.00	98,238.40	101,025.60	104,020.80	107,099.20	110,240.00	110,240.00
Merit											3,307.20
Yearly *											113,547.20

Lieutenant A: Members with less than 20 years of sworn service.

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	43.55	44.80	46.20	47.57	48.93	50.47	51.99	53.57	55.16	56.78	56.78
Weekly	1,742.00	1,792.00	1,848.00	1,902.80	1,957.20	2,018.80	2,079.60	2,142.80	2,206.40	2,271.20	2,271.20
Yearly	90,584.00	93,184.00	96,096.00	98,945.60	101,774.40	104,977.60	108,139.20	111,425.60	114,732.80	118,102.40	118,102.40
Merit											3,543.07
Yearly *											121,645.47

CPSA Wage Schedule

CID, CSD, PDU, FTO - 1.5%
Lieutenant A: Members with less than 20 years of sworn service.

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	44.22	45.48	46.89	48.28	49.68	51.23	52.77	54.38	55.99	57.63	57.63
Weekly	1,768.80	1,819.20	1,875.60	1,931.20	1,987.20	2,049.20	2,110.80	2,175.20	2,239.60	2,305.20	2,305.20
Yearly	91,977.60	94,598.40	97,531.20	100,422.40	103,334.40	106,558.40	109,761.60	113,110.40	116,459.20	119,870.40	119,870.40
Merit											3,596.11
Yearly *											123,466.51

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	44.94	46.22	47.58	48.98	50.34	51.88	53.39	54.97	56.55	58.18	58.18
Weekly	1,797.60	1,848.80	1,903.20	1,959.20	2,013.60	2,075.20	2,135.60	2,198.80	2,262.00	2,327.20	2,327.20
Yearly	93,475.20	96,137.60	98,966.40	101,878.40	104,707.20	107,910.40	111,051.20	114,337.60	117,624.00	121,014.40	121,014.40
Merit											3,630.43
Yearly *											124,644.83

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	45.61	46.91	48.29	49.72	51.09	52.66	54.20	55.80	57.40	59.05	59.05
Weekly	1,824.40	1,876.40	1,931.60	1,988.80	2,043.60	2,106.40	2,168.00	2,232.00	2,296.00	2,362.00	2,362.00
Yearly	94,868.80	97,572.80	100,443.20	103,417.60	106,267.20	109,532.80	112,736.00	116,064.00	119,392.00	122,824.00	122,824.00
Merit											3,684.72
Yearly *											126,508.72

Parking Supervisor (added to CPSA wage scale/date)

Grade 18	A	B	C	D	E	F	G	H	I	J
Hourly	30.22	31.00	31.77	32.56	33.41	34.24	35.05	35.94	36.83	37.76
Weekly	1,208.80	1,240.00	1,270.80	1,302.40	1,336.40	1,369.60	1,402.00	1,437.60	1,473.20	1,510.40
Yearly	62,857.60	64,480.00	66,081.60	67,724.80	69,492.80	71,219.20	72,904.00	74,755.20	76,606.40	78,540.80

K	L	M	N	O	P
38.71	39.69	40.69	41.72	42.76	43.84
1,548.40	1,587.60	1,627.60	1,668.80	1,710.40	1,753.60
80,516.80	82,555.20	84,635.20	86,777.60	88,940.80	91,187.20

IAFF Wage Schedule

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
12	21.76	22.29	22.88	23.44	24.02	24.64	25.23	25.88	26.52	27.15	27.86	28.57	29.28	29.99	30.76	31.53
Fire Alarm Operator	870.40	891.60	915.20	937.60	960.80	985.60	1,009.20	1,035.20	1,060.80	1,086.00	1,114.40	1,142.80	1,171.20	1,199.60	1,230.40	1,261.20
40 Hr.	45,260.80	46,363.20	47,590.40	48,755.20	49,961.60	51,251.20	52,478.40	53,830.40	55,161.60	56,472.00	57,948.80	59,425.60	60,902.40	62,379.20	63,980.80	65,582.40
13	22.88	23.44	24.02	24.64	25.23	25.88	26.52	27.15	27.86	28.57	29.28	29.99	30.76	31.53	32.33	33.14
Lead Fire Alarm Operator	915.20	937.60	960.80	985.60	1,009.20	1,035.20	1,060.80	1,086.00	1,114.40	1,142.80	1,171.20	1,199.60	1,230.40	1,261.20	1,293.20	1,325.60
40 Hr.	47,590.40	48,755.20	49,961.60	51,251.20	52,478.40	53,830.40	55,161.60	56,472.00	57,948.80	59,425.60	60,902.40	62,379.20	63,980.80	65,582.40	67,246.40	68,931.20
16	26.52	27.15	27.86	28.57	29.28	29.99	30.76	31.53	32.33	33.14	33.97	34.81	35.67	36.56	37.48	38.42
FATT	1,060.80	1,086.00	1,114.40	1,142.80	1,171.20	1,199.60	1,230.40	1,261.20	1,293.20	1,325.60	1,358.80	1,392.40	1,426.80	1,462.40	1,499.20	1,536.80
40 Hr.	55,161.60	56,472.00	57,948.80	59,425.60	60,902.40	62,379.20	63,980.80	65,582.40	67,246.40	68,931.20	70,657.60	72,404.80	74,193.60	76,044.80	77,958.40	79,913.60
15	25.23	25.88	26.52	27.15	27.86	28.57	29.28	29.99	30.76	31.53	32.33	33.14	33.97	34.81	35.67	36.56
FF	1,059.66	1,086.96	1,113.84	1,140.30	1,170.12	1,199.94	1,229.76	1,259.58	1,291.92	1,324.26	1,357.86	1,391.88	1,426.74	1,462.02	1,498.14	1,535.52
42 Hr	55,102.32	56,521.92	57,919.68	59,295.60	60,846.24	62,396.88	63,947.52	65,498.16	67,179.84	68,861.52	70,608.72	72,377.76	74,190.48	76,025.04	77,903.28	79,847.04
16	26.52	27.15	27.86	28.57	29.28	29.99	30.76	31.53	32.33	33.14	33.97	34.81	35.67	36.56	37.48	38.42
FF/A EMT	1,113.84	1,140.30	1,170.12	1,199.94	1,229.76	1,259.58	1,291.92	1,324.26	1,357.86	1,391.88	1,426.74	1,462.02	1,498.14	1,535.52	1,574.16	1,613.64
42 Hr.	57,919.68	59,295.60	60,846.24	62,396.88	63,947.52	65,498.16	67,179.84	68,861.52	70,608.72	72,377.76	74,190.48	76,025.04	77,903.28	79,847.04	81,856.32	83,909.28
17	27.86	28.57	29.28	29.99	30.76	31.53	32.33	33.14	33.97	34.81	35.67	36.56	37.48	38.42	39.37	40.36
FF/P	1,170.12	1,199.94	1,229.76	1,259.58	1,291.92	1,324.26	1,357.86	1,391.88	1,426.74	1,462.02	1,498.14	1,535.52	1,574.16	1,613.64	1,653.54	1,695.12
42 Hr.	60,846.24	62,396.88	63,947.52	65,498.16	67,179.84	68,861.52	70,608.72	72,377.76	74,190.48	76,025.04	77,903.28	79,847.04	81,856.32	83,909.28	85,984.08	88,146.24

Non-Contractual Wage Schedule

Grade	A/1	B/2	C/3	D/4	E/5	F/6	G/7	H/8	I/9	J/10	K/11	L/12	M/13	N/14	O/15	P/16
1	12.94	13.27	13.61	13.94	14.30	14.63	15.00	15.40	15.79	16.14	16.57	16.96	17.39	17.84	18.29	18.74
	517.60	530.80	544.40	557.60	572.00	585.20	600.00	616.00	631.60	645.60	662.80	678.40	695.60	713.60	731.60	749.60
	26,915.20	27,601.60	28,308.80	28,995.20	29,744.00	30,430.40	31,200.00	32,032.00	32,843.20	33,571.20	34,465.60	35,276.80	36,171.20	37,107.20	38,043.20	38,979.20
2	13.61	13.94	14.30	14.63	15.00	15.40	15.79	16.14	16.57	16.96	17.39	17.84	18.29	18.74	19.23	19.68
	544.40	557.60	572.00	585.20	600.00	616.00	631.60	645.60	662.80	678.40	695.60	713.60	731.60	749.60	769.20	787.20
	28,308.80	28,995.20	29,744.00	30,430.40	31,200.00	32,032.00	32,843.20	33,571.20	34,465.60	35,276.80	36,171.20	37,107.20	38,043.20	38,979.20	39,998.40	40,934.40
3	14.30	14.63	15.00	15.40	15.79	16.14	16.57	16.96	17.39	17.84	18.29	18.74	19.23	19.68	20.18	20.65
	572.00	585.20	600.00	616.00	631.60	645.60	662.80	678.40	695.60	713.60	731.60	749.60	769.20	787.20	807.20	826.00
	29,744.00	30,430.40	31,200.00	32,032.00	32,843.20	33,571.20	34,465.60	35,276.80	36,171.20	37,107.20	38,043.20	38,979.20	39,998.40	40,934.40	41,974.40	42,952.00
4	15.00	15.40	15.79	16.14	16.57	16.96	17.39	17.84	18.29	18.74	19.23	19.68	20.18	20.65	21.18	21.73
	600.00	616.00	631.60	645.60	662.80	678.40	695.60	713.60	731.60	749.60	769.20	787.20	807.20	826.00	847.20	869.20
	31,200.00	32,032.00	32,843.20	33,571.20	34,465.60	35,276.80	36,171.20	37,107.20	38,043.20	38,979.20	39,998.40	40,934.40	41,974.40	42,952.00	44,054.40	45,198.40
5	15.79	16.14	16.57	16.96	17.39	17.84	18.29	18.74	19.23	19.68	20.18	20.65	21.18	21.73	22.28	22.80
	631.60	645.60	662.80	678.40	695.60	713.60	731.60	749.60	769.20	787.20	807.20	826.00	847.20	869.20	891.20	912.00
	32,843.20	33,571.20	34,465.60	35,276.80	36,171.20	37,107.20	38,043.20	38,979.20	39,998.40	40,934.40	41,974.40	42,952.00	44,054.40	45,198.40	46,342.40	47,424.00
6	16.57	16.96	17.39	17.84	18.29	18.74	19.23	19.68	20.18	20.65	21.18	21.73	22.28	22.80	23.42	24.00
	662.80	678.40	695.60	713.60	731.60	749.60	769.20	787.20	807.20	826.00	847.20	869.20	891.20	912.00	936.80	960.00
	34,465.60	35,276.80	36,171.20	37,107.20	38,043.20	38,979.20	39,998.40	40,934.40	41,974.40	42,952.00	44,054.40	45,198.40	46,342.40	47,424.00	48,713.60	49,920.00
7	17.39	17.84	18.29	18.74	19.23	19.68	20.18	20.65	21.18	21.73	22.28	22.80	23.42	24.00	24.62	25.21
	695.60	713.60	731.60	749.60	769.20	787.20	807.20	826.00	847.20	869.20	891.20	912.00	936.80	960.00	984.80	1,008.40
	36,171.20	37,107.20	38,043.20	38,979.20	39,998.40	40,934.40	41,974.40	42,952.00	44,054.40	45,198.40	46,342.40	47,424.00	48,713.60	49,920.00	51,209.60	52,436.80
8	18.29	18.74	19.23	19.68	20.18	20.65	21.18	21.73	22.28	22.80	23.42	24.00	24.62	25.21	25.83	26.47
	731.60	749.60	769.20	787.20	807.20	826.00	847.20	869.20	891.20	912.00	936.80	960.00	984.80	1,008.40	1,033.20	1,058.80
	38,043.20	38,979.20	39,998.40	40,934.40	41,974.40	42,952.00	44,054.40	45,198.40	46,342.40	47,424.00	48,713.60	49,920.00	51,209.60	52,436.80	53,726.40	55,057.60
9	19.23	19.68	20.18	20.65	21.18	21.73	22.28	22.80	23.42	24.00	24.62	25.21	25.83	26.47	27.14	27.82
	769.20	787.20	807.20	826.00	847.20	869.20	891.20	912.00	936.80	960.00	984.80	1,008.40	1,033.20	1,058.80	1,085.60	1,112.80
	39,998.40	40,934.40	41,974.40	42,952.00	44,054.40	45,198.40	46,342.40	47,424.00	48,713.60	49,920.00	51,209.60	52,436.80	53,726.40	55,057.60	56,451.20	57,865.60
10	20.18	20.65	21.18	21.73	22.28	22.80	23.42	24.00	24.62	25.21	25.83	26.47	27.14	27.82	28.50	29.23
	807.20	826.00	847.20	869.20	891.20	912.00	936.80	960.00	984.80	1,008.40	1,033.20	1,058.80	1,085.60	1,112.80	1,140.00	1,169.20
	41,974.40	42,952.00	44,054.40	45,198.40	46,342.40	47,424.00	48,713.60	49,920.00	51,209.60	52,436.80	53,726.40	55,057.60	56,451.20	57,865.60	59,280.00	60,798.40
11	21.18	21.73	22.28	22.80	23.42	24.00	24.62	25.21	25.83	26.47	27.14	27.82	28.50	29.23	29.93	30.70
	847.20	869.20	891.20	912.00	936.80	960.00	984.80	1,008.40	1,033.20	1,058.80	1,085.60	1,112.80	1,140.00	1,169.20	1,197.20	1,228.00
	44,054.40	45,198.40	46,342.40	47,424.00	48,713.60	49,920.00	51,209.60	52,436.80	53,726.40	55,057.60	56,451.20	57,865.60	59,280.00	60,798.40	62,254.40	63,856.00
12	22.28	22.80	23.42	24.00	24.62	25.21	25.83	26.47	27.14	27.82	28.50	29.23	29.93	30.70	31.47	32.25
	891.20	912.00	936.80	960.00	984.80	1,008.40	1,033.20	1,058.80	1,085.60	1,112.80	1,140.00	1,169.20	1,197.20	1,228.00	1,258.80	1,290.00
	46,342.40	47,424.00	48,713.60	49,920.00	51,209.60	52,436.80	53,726.40	55,057.60	56,451.20	57,865.60	59,280.00	60,798.40	62,254.40	63,856.00	65,457.60	67,080.00
13	23.42	24.00	24.62	25.21	25.83	26.47	27.14	27.82	28.50	29.23	29.93	30.70	31.47	32.25	33.09	33.91
	936.80	960.00	984.80	1,008.40	1,033.20	1,058.80	1,085.60	1,112.80	1,140.00	1,169.20	1,197.20	1,228.00	1,258.80	1,290.00	1,323.60	1,356.40
	48,713.60	49,920.00	51,209.60	52,436.80	53,726.40	55,057.60	56,451.20	57,865.60	59,280.00	60,798.40	62,254.40	63,856.00	65,457.60	67,080.00	68,827.20	70,532.80
14	24.62	25.21	25.83	26.47	27.14	27.82	28.50	29.23	29.93	30.70	31.47	32.25	33.09	33.91	34.72	35.60
	984.80	1,008.40	1,033.20	1,058.80	1,085.60	1,112.80	1,140.00	1,169.20	1,197.20	1,228.00	1,258.80	1,290.00	1,323.60	1,356.40	1,388.80	1,424.00
	51,209.60	52,436.80	53,726.40	55,057.60	56,451.20	57,865.60	59,280.00	60,798.40	62,254.40	63,856.00	65,457.60	67,080.00	68,827.20	70,532.80	72,217.60	74,048.00

Non-Contractual Wage Schedule

Grade	A/1	B/2	C/3	D/4	E/5	F/6	G/7	H/8	I/9	J/10	K/11	L/12	M/13	N/14	O/15	P/16
15	25.83	26.47	27.14	27.82	28.50	29.23	29.93	30.70	31.47	32.25	33.09	33.91	34.72	35.60	36.48	37.40
	1,033.20	1,058.80	1,085.60	1,112.80	1,140.00	1,169.20	1,197.20	1,228.00	1,258.80	1,290.00	1,323.60	1,356.40	1,388.80	1,424.00	1,459.20	1,496.00
	53,726.40	55,057.60	56,451.20	57,865.60	59,280.00	60,798.40	62,254.40	63,856.00	65,457.60	67,080.00	68,827.20	70,532.80	72,217.60	74,048.00	75,878.40	77,792.00
16	27.14	27.82	28.50	29.23	29.93	30.70	31.47	32.25	33.09	33.91	34.72	35.60	36.48	37.40	38.34	39.31
	1,085.60	1,112.80	1,140.00	1,169.20	1,197.20	1,228.00	1,258.80	1,290.00	1,323.60	1,356.40	1,388.80	1,424.00	1,459.20	1,496.00	1,533.60	1,572.40
	56,451.20	57,865.60	59,280.00	60,798.40	62,254.40	63,856.00	65,457.60	67,080.00	68,827.20	70,532.80	72,217.60	74,048.00	75,878.40	77,792.00	79,747.20	81,764.80
17	28.50	29.23	29.93	30.70	31.47	32.25	33.09	33.91	34.72	35.60	36.48	37.40	38.34	39.31	40.30	41.32
	1,140.00	1,169.20	1,197.20	1,228.00	1,258.80	1,290.00	1,323.60	1,356.40	1,388.80	1,424.00	1,459.20	1,496.00	1,533.60	1,572.40	1,612.00	1,652.80
	59,280.00	60,798.40	62,254.40	63,856.00	65,457.60	67,080.00	68,827.20	70,532.80	72,217.60	74,048.00	75,878.40	77,792.00	79,747.20	81,764.80	83,824.00	85,945.60
18	29.93	30.70	31.47	32.25	33.09	33.91	34.72	35.60	36.48	37.40	38.34	39.31	40.30	41.32	42.35	43.42
	1,197.20	1,228.00	1,258.80	1,290.00	1,323.60	1,356.40	1,388.80	1,424.00	1,459.20	1,496.00	1,533.60	1,572.40	1,612.00	1,652.80	1,694.00	1,736.80
	62,254.40	63,856.00	65,457.60	67,080.00	68,827.20	70,532.80	72,217.60	74,048.00	75,878.40	77,792.00	79,747.20	81,764.80	83,824.00	85,945.60	88,088.00	90,313.60
19	31.47	32.25	33.09	33.91	34.72	35.60	36.48	37.40	38.34	39.31	40.30	41.32	42.35	43.42	44.49	45.59
	1,258.80	1,290.00	1,323.60	1,356.40	1,388.80	1,424.00	1,459.20	1,496.00	1,533.60	1,572.40	1,612.00	1,652.80	1,694.00	1,736.80	1,779.60	1,823.60
	65,457.60	67,080.00	68,827.20	70,532.80	72,217.60	74,048.00	75,878.40	77,792.00	79,747.20	81,764.80	83,824.00	85,945.60	88,088.00	90,313.60	92,539.20	94,827.20
20	33.09	33.91	34.72	35.60	36.48	37.40	38.34	39.31	40.30	41.32	42.35	43.42	44.49	45.59	46.72	47.90
	1,323.60	1,356.40	1,388.80	1,424.00	1,459.20	1,496.00	1,533.60	1,572.40	1,612.00	1,652.80	1,694.00	1,736.80	1,779.60	1,823.60	1,868.80	1,916.00
	68,827.20	70,532.80	72,217.60	74,048.00	75,878.40	77,792.00	79,747.20	81,764.80	83,824.00	85,945.60	88,088.00	90,313.60	92,539.20	94,827.20	97,177.60	99,632.00
21	36.48	37.40	38.34	39.31	40.30	41.32	42.35	43.42	44.49	45.59	46.72	47.90	49.11	50.30	51.57	52.87
	1,459.20	1,496.00	1,533.60	1,572.40	1,612.00	1,652.80	1,694.00	1,736.80	1,779.60	1,823.60	1,868.80	1,916.00	1,964.40	2,012.00	2,062.80	2,114.80
	75,878.40	77,792.00	79,747.20	81,764.80	83,824.00	85,945.60	88,088.00	90,313.60	92,539.20	94,827.20	97,177.60	99,632.00	102,148.80	104,624.00	107,265.60	109,969.60
22	40.30	41.32	42.35	43.42	44.49	45.59	46.72	47.90	49.11	50.30	51.57	52.87	54.20	55.55	56.93	58.36
	1,612.00	1,652.80	1,694.00	1,736.80	1,779.60	1,823.60	1,868.80	1,916.00	1,964.40	2,012.00	2,062.80	2,114.80	2,168.00	2,222.00	2,277.20	2,334.40
	83,824.00	85,945.60	88,088.00	90,313.60	92,539.20	94,827.20	97,177.60	99,632.00	102,148.80	104,624.00	107,265.60	109,969.60	112,736.00	115,544.00	118,414.40	121,388.80
23	44.49	45.59	46.72	47.90	49.11	50.30	51.57	52.87	54.20	55.55	56.93	58.36	59.83	61.32	62.88	64.42
	1,779.60	1,823.60	1,868.80	1,916.00	1,964.40	2,012.00	2,062.80	2,114.80	2,168.00	2,222.00	2,277.20	2,334.40	2,393.20	2,452.80	2,515.20	2,576.80
	92,539.20	94,827.20	97,177.60	99,632.00	102,148.80	104,624.00	107,265.60	109,969.60	112,736.00	115,544.00	118,414.40	121,388.80	124,446.40	127,545.60	130,790.40	133,993.60
24	49.11	50.30	51.57	52.87	54.20	55.55	56.93	58.36	59.83	61.32	62.88	64.42	66.02	67.66	69.37	0.00
	1,964.40	2,012.00	2,062.80	2,114.80	2,168.00	2,222.00	2,277.20	2,334.40	2,393.20	2,452.80	2,515.20	2,576.80	2,640.80	2,706.40	2,774.80	
	102,148.80	104,624.00	107,265.60	109,969.60	112,736.00	115,544.00	118,414.40	121,388.80	124,446.40	127,545.60	130,790.40	133,993.60	137,321.60	140,732.80	144,289.60	
25	54.20	55.55	56.93	58.36	59.83	61.32	62.88	64.42	66.02	67.66	69.37	71.09	72.88	74.70	0.00	0.00
	2,168.00	2,222.00	2,277.20	2,334.40	2,393.20	2,452.80	2,515.20	2,576.80	2,640.80	2,706.40	2,774.80	2,843.60	2,915.20	2,988.00		
	112,736.00	115,544.00	118,414.40	121,388.80	124,446.40	127,545.60	130,790.40	133,993.60	137,321.60	140,732.80	144,289.60	147,867.20	151,590.40	155,376.00		
26	59.83	61.32	62.88	64.42	66.02	67.66	69.37	71.09	72.88	74.70	76.55	78.49	80.43	0.00	0.00	0.00
	2,393.20	2,452.80	2,515.20	2,576.80	2,640.80	2,706.40	2,774.80	2,843.60	2,915.20	2,988.00	3,062.00	3,139.60	3,217.20			
	124,446.40	127,545.60	130,790.40	133,993.60	137,321.60	140,732.80	144,289.60	147,867.20	151,590.40	155,376.00	159,224.00	163,259.20	167,294.40			
27	66.02	67.66	69.37	71.09	72.88	74.70	76.55	78.49	80.43	82.44	84.52	86.63	0.00	0.00	0.00	0.00
	2,640.80	2,706.40	2,774.80	2,843.60	2,915.20	2,988.00	3,062.00	3,139.60	3,217.20	3,297.60	3,380.80	3,465.20				
	137,321.60	140,732.80	144,289.60	147,867.20	151,590.40	155,376.00	159,224.00	163,259.20	167,294.40	171,475.20	175,801.60	180,190.40				

UAW Wage Schedule - 40 Hours

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	12.93	13.23	13.56	13.88	14.27	14.59	14.96	15.36	15.72	16.10	16.54	16.93	17.36	17.77	18.20	18.69
	517.20	529.20	542.40	555.20	570.80	583.60	598.40	614.40	628.80	644.00	661.60	677.20	694.40	710.80	728.00	747.60
	26,894.40	27,518.40	28,204.80	28,870.40	29,681.60	30,347.20	31,116.80	31,948.80	32,697.60	33,488.00	34,403.20	35,214.40	36,108.80	36,961.60	37,856.00	38,875.20
2	13.56	13.88	14.27	14.59	14.96	15.36	15.72	16.10	16.54	16.93	17.36	17.77	18.20	18.69	19.18	19.65
	542.40	555.20	570.80	583.60	598.40	614.40	628.80	644.00	661.60	677.20	694.40	710.80	728.00	747.60	767.20	786.00
	28,204.80	28,870.40	29,681.60	30,347.20	31,116.80	31,948.80	32,697.60	33,488.00	34,403.20	35,214.40	36,108.80	36,961.60	37,856.00	38,875.20	39,894.40	40,872.00
3	14.27	14.59	14.96	15.36	15.72	16.10	16.54	16.93	17.36	17.77	18.20	18.69	19.18	19.65	20.16	20.61
	570.80	583.60	598.40	614.40	628.80	644.00	661.60	677.20	694.40	710.80	728.00	747.60	767.20	786.00	806.40	824.40
	29,681.60	30,347.20	31,116.80	31,948.80	32,697.60	33,488.00	34,403.20	35,214.40	36,108.80	36,961.60	37,856.00	38,875.20	39,894.40	40,872.00	41,932.80	42,868.80
4	14.96	15.36	15.72	16.10	16.54	16.93	17.36	17.77	18.20	18.69	19.18	19.65	20.16	20.61	21.14	21.69
	598.40	614.40	628.80	644.00	661.60	677.20	694.40	710.80	728.00	747.60	767.20	786.00	806.40	824.40	845.60	867.60
	31,116.80	31,948.80	32,697.60	33,488.00	34,403.20	35,214.40	36,108.80	36,961.60	37,856.00	38,875.20	39,894.40	40,872.00	41,932.80	42,868.80	43,971.20	45,115.20
5	15.72	16.10	16.54	16.93	17.36	17.77	18.20	18.69	19.18	19.65	20.16	20.61	21.14	21.69	22.25	22.77
	628.80	644.00	661.60	677.20	694.40	710.80	728.00	747.60	767.20	786.00	806.40	824.40	845.60	867.60	890.00	910.80
	32,697.60	33,488.00	34,403.20	35,214.40	36,108.80	36,961.60	37,856.00	38,875.20	39,894.40	40,872.00	41,932.80	42,868.80	43,971.20	45,115.20	46,280.00	47,361.60
6	16.54	16.93	17.36	17.77	18.20	18.69	19.18	19.65	20.16	20.61	21.14	21.69	22.25	22.77	23.34	23.90
	661.60	677.20	694.40	710.80	728.00	747.60	767.20	786.00	806.40	824.40	845.60	867.60	890.00	910.80	933.60	956.00
	34,403.20	35,214.40	36,108.80	36,961.60	37,856.00	38,875.20	39,894.40	40,872.00	41,932.80	42,868.80	43,971.20	45,115.20	46,280.00	47,361.60	48,547.20	49,712.00
7	17.36	17.77	18.20	18.69	19.18	19.65	20.16	20.61	21.14	21.69	22.25	22.77	23.34	23.90	24.52	25.14
	694.40	710.80	728.00	747.60	767.20	786.00	806.40	824.40	845.60	867.60	890.00	910.80	933.60	956.00	980.80	1,005.60
	36,108.80	36,961.60	37,856.00	38,875.20	39,894.40	40,872.00	41,932.80	42,868.80	43,971.20	45,115.20	46,280.00	47,361.60	48,547.20	49,712.00	51,001.60	52,291.20
8	18.20	18.69	19.18	19.65	20.16	20.61	21.14	21.69	22.25	22.77	23.34	23.90	24.52	25.14	25.75	26.38
	728.00	747.60	767.20	786.00	806.40	824.40	845.60	867.60	890.00	910.80	933.60	956.00	980.80	1,005.60	1,030.00	1,055.20
	37,856.00	38,875.20	39,894.40	40,872.00	41,932.80	42,868.80	43,971.20	45,115.20	46,280.00	47,361.60	48,547.20	49,712.00	51,001.60	52,291.20	53,560.00	54,870.40
9	19.18	19.65	20.16	20.61	21.14	21.69	22.25	22.77	23.34	23.90	24.52	25.14	25.75	26.38	27.08	27.77
	767.20	786.00	806.40	824.40	845.60	867.60	890.00	910.80	933.60	956.00	980.80	1,005.60	1,030.00	1,055.20	1,083.20	1,110.80
	39,894.40	40,872.00	41,932.80	42,868.80	43,971.20	45,115.20	46,280.00	47,361.60	48,547.20	49,712.00	51,001.60	52,291.20	53,560.00	54,870.40	56,326.40	57,761.60
10	20.16	20.61	21.14	21.69	22.25	22.77	23.34	23.90	24.52	25.14	25.75	26.38	27.08	27.77	28.43	29.13
	806.40	824.40	845.60	867.60	890.00	910.80	933.60	956.00	980.80	1,005.60	1,030.00	1,055.20	1,083.20	1,110.80	1,137.20	1,165.20
	41,932.80	42,868.80	43,971.20	45,115.20	46,280.00	47,361.60	48,547.20	49,712.00	51,001.60	52,291.20	53,560.00	54,870.40	56,326.40	57,761.60	59,134.40	60,590.40
11	21.14	21.69	22.25	22.77	23.34	23.90	24.52	25.14	25.75	26.38	27.08	27.77	28.43	29.13	29.90	30.63
	845.60	867.60	890.00	910.80	933.60	956.00	980.80	1,005.60	1,030.00	1,055.20	1,083.20	1,110.80	1,137.20	1,165.20	1,196.00	1,225.20
	43,971.20	45,115.20	46,280.00	47,361.60	48,547.20	49,712.00	51,001.60	52,291.20	53,560.00	54,870.40	56,326.40	57,761.60	59,134.40	60,590.40	62,192.00	63,710.40
12	22.25	22.77	23.34	23.90	24.52	25.14	25.75	26.38	27.08	27.77	28.43	29.13	29.90	30.63	31.40	32.16
	890.00	910.80	933.60	956.00	980.80	1,005.60	1,030.00	1,055.20	1,083.20	1,110.80	1,137.20	1,165.20	1,196.00	1,225.20	1,256.00	1,286.40
	46,280.00	47,361.60	48,547.20	49,712.00	51,001.60	52,291.20	53,560.00	54,870.40	56,326.40	57,761.60	59,134.40	60,590.40	62,192.00	63,710.40	65,312.00	66,892.80
13	23.34	23.90	24.52	25.14	25.75	26.38	27.08	27.77	28.43	29.13	29.90	30.63	31.40	32.16	33.00	33.80
	933.60	956.00	980.80	1,005.60	1,030.00	1,055.20	1,083.20	1,110.80	1,137.20	1,165.20	1,196.00	1,225.20	1,256.00	1,286.40	1,320.00	1,352.00
	48,547.20	49,712.00	51,001.60	52,291.20	53,560.00	54,870.40	56,326.40	57,761.60	59,134.40	60,590.40	62,192.00	63,710.40	65,312.00	66,892.80	68,640.00	70,304.00
14	24.52	25.14	25.75	26.38	27.08	27.77	28.43	29.13	29.90	30.63	31.40	32.16	33.00	33.80	34.63	35.52
	980.80	1,005.60	1,030.00	1,055.20	1,083.20	1,110.80	1,137.20	1,165.20	1,196.00	1,225.20	1,256.00	1,286.40	1,320.00	1,352.00	1,385.20	1,420.80
	51,001.60	52,291.20	53,560.00	54,870.40	56,326.40	57,761.60	59,134.40	60,590.40	62,192.00	63,710.40	65,312.00	66,892.80	68,640.00	70,304.00	72,030.40	73,881.60

UAW Wage Schedule - 40 Hours

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	25.75	26.38	27.08	27.77	28.43	29.13	29.90	30.63	31.40	32.16	33.00	33.80	34.63	35.52	36.40	37.30
	1,030.00	1,055.20	1,083.20	1,110.80	1,137.20	1,165.20	1,196.00	1,225.20	1,256.00	1,286.40	1,320.00	1,352.00	1,385.20	1,420.80	1,456.00	1,492.00
	53,560.00	54,870.40	56,326.40	57,761.60	59,134.40	60,590.40	62,192.00	63,710.40	65,312.00	66,892.80	68,640.00	70,304.00	72,030.40	73,881.60	75,712.00	77,584.00
16	27.08	27.77	28.43	29.13	29.90	30.63	31.40	32.16	33.00	33.80	34.63	35.52	36.40	37.30	38.25	39.21
	1,083.20	1,110.80	1,137.20	1,165.20	1,196.00	1,225.20	1,256.00	1,286.40	1,320.00	1,352.00	1,385.20	1,420.80	1,456.00	1,492.00	1,530.00	1,568.40
	56,326.40	57,761.60	59,134.40	60,590.40	62,192.00	63,710.40	65,312.00	66,892.80	68,640.00	70,304.00	72,030.40	73,881.60	75,712.00	77,584.00	79,560.00	81,556.80
17	28.43	29.13	29.90	30.63	31.40	32.16	33.00	33.80	34.63	35.52	36.40	37.30	38.25	39.21	40.19	41.18
	1,137.20	1,165.20	1,196.00	1,225.20	1,256.00	1,286.40	1,320.00	1,352.00	1,385.20	1,420.80	1,456.00	1,492.00	1,530.00	1,568.40	1,607.60	1,647.20
	59,134.40	60,590.40	62,192.00	63,710.40	65,312.00	66,892.80	68,640.00	70,304.00	72,030.40	73,881.60	75,712.00	77,584.00	79,560.00	81,556.80	83,595.20	85,654.40
18	29.90	30.63	31.40	32.16	33.00	33.80	34.63	35.52	36.40	37.30	38.25	39.21	40.19	41.18	42.21	43.27
	1,196.00	1,225.20	1,256.00	1,286.40	1,320.00	1,352.00	1,385.20	1,420.80	1,456.00	1,492.00	1,530.00	1,568.40	1,607.60	1,647.20	1,688.40	1,730.80
	62,192.00	63,710.40	65,312.00	66,892.80	68,640.00	70,304.00	72,030.40	73,881.60	75,712.00	77,584.00	79,560.00	81,556.80	83,595.20	85,654.40	87,796.80	90,001.60
19	31.40	32.16	33.00	33.80	34.63	35.52	36.40	37.30	38.25	39.21	40.19	41.18	42.21	43.27	44.38	45.45
	1,256.00	1,286.40	1,320.00	1,352.00	1,385.20	1,420.80	1,456.00	1,492.00	1,530.00	1,568.40	1,607.60	1,647.20	1,688.40	1,730.80	1,775.20	1,818.00
	65,312.00	66,892.80	68,640.00	70,304.00	72,030.40	73,881.60	75,712.00	77,584.00	79,560.00	81,556.80	83,595.20	85,654.40	87,796.80	90,001.60	92,310.40	94,536.00

Appendix B

Program Change Requests		Dept. Request	Adopted
General Fund			
Assessing			
44	37.5 to 40 hr - Assessing Administrative Assistant	$4,430	$0
45	37.5 to 40 hr - Appraisal Technician	$4,220	$0
46	Position Description Change - Assessing Technician	$8,455	$0
47	Cloud Hosting	$8,000	$0
48	Pictometery Subscription	($500)	($500)
	Assessing Deptartment Total	**$24,605**	**($500)**
City Clerk			
27	Ballot Counting Devices/Maintenance Fee	$88,000	$0
	City Clerk Deptartment Total	**$88,000**	**$0**
Community Development			
118	Mileage (Code)	$7,800	$0
121	Tyler Technologies Energov Permitting Software	$13,924	$13,924
122	CD Admin Overtime	$1,000	$1,000
123	Assistant City Surveyor Position	$86,360	$0
124	Truck for new inspector position	$68,150	$0
125	Magnetic Manhole Cover Lifter	$1,175	$0
126	Mileage Reimbursement Increase	$400	$400
127	Reference Materials and Additional Training Funds	$4,000	$0
128	Allowance for Branded Clothing (Uniforms)	$22,800	$0
	Community Development Deptartment Total	**$205,609**	**$15,324**
Finance			
140	Labor Grade Change - PA I to PA II (Purchasing)	$2,480	$0
142	Certification Fees	$695	$695
143	Adobe Acrobat Pro	$300	$300
144	NHGFOA Conference	$1,000	$1,000
145	Acting Pay for Payroll Coverage	$250	$250
146	Labor Grade Change - Senior Accountant	$5,360	$0
147	Labor Grade Change - Accountant	$4,410	$0
148	Labor Grade Change - Payroll Coordinator	$4,560	$0
149	Position Change - Fiscal Tech III (Accounting)	$4,440	$0
150	Position Change - Fiscal Tech III (Accounting)	$4,860	$0
151	NERTCA Conference Reduction	($600)	($600)
152	Tuition Reimbursement	$2,000	$2,000
153	Decrease Treasury Dept Overtime	($4,600)	($4,600)
154	Reduce Munismart tax software cost	($2,200)	($2,200)
155	Remove Price Digest subscription	($1,500)	($1,500)

Appendix B

Program Change Requests			Dept. Request	Adopted
156	NHMA Annual Conference		$600	$600
157	MV Software Invoice Cloud		$3,000	$3,000
		Finance Deptartment Total	**$25,055**	**($1,055)**
Fire				
199	Station WIFI Increase		$528	$0
200	I-Pads & Data Plan		$3,720	$0
201	Increase Professional Services - Boat		$2,000	$0
202	Inflatable Boat Trailer Purchase		$3,700	$0
203	Broadway Mini Split Purchase/Installation		$7,000	$0
204	Broadway - Mini-split Cleaning		$1,425	$0
205	Central Building Supplies Increase		$1,267	$0
206	Central Departmental Supplies Increase		$285	$0
207	Central Office Supplies Increase		$95	$0
208	Central Professional Services Increase		$5,200	$0
209	Central Repairs & Maintenance Increase		$1,705	$0
210	Central Station Repairs & Maintenance Increase		$35,000	$0
211	Motorola APX Consolette		$10,000	$0
212	Communications Center Laptop		$1,400	$0
214	Communications Professional Development Increase		$2,538	$0
216	EMS Increase Departmental Supplies		$4,500	$0
217	EMS Increase Software/Hardware Maintenance		$5,534	$0
218	EMS Increase Professional Development		$276	$276
219	Paramedic Tuition & Backfill		$22,850	$19,195
220	EMS Nitrous Oxide Delivery Unit		$7,500	$3,750
221	TechPro Listed Agent Interactive Software		$2,200	$0
222	Forestry Departmental Supplies Increase		$1,000	$0
223	Heights Sprinkler Repairs		$1,932	$0
224	Fire Alarm Smart Phone		$191	$0
225	Manor Building Supplies Increase		$815	$0
226	Manor Departmental Supplies		$250	$0
227	Manor Office Supplies Increase		$150	$0
228	Manor Professional Services Increase		$100	$0
229	Manor Station Repairs & Maintenance Increase		$1,372	$0
230	Manor Sprinkler Repairs		$1,817	$0
231	Battalion Chief Mentoring		$4,750	$0
232	Captain Mentoring		$1,310	$0
233	Knox Key Secure		$52,249	$0
234	Lieutenant Mentoring		$1,395	$0
235	Station Captain Duties Increase Overtime		$10,451	$0
236	Peer Support		$2,250	$0

Appendix B

Program Change Requests		Dept. Request	Adopted
237	Increase Departmental Supplies - resq	$1,000	$0
238	Paratech Waler System	$13,100	$0
239	Technical Rescue Trailer	$15,300	$15,300
240	Departmental Supplies Increase - tools	$1,100	$0
241	Professional Services Increase - Tools	$905	$0
242	Software/Hardware Increase - tools	$200	$0
243	Forcible Entry Door Prop	$14,000	$0
244	Professional Services Increase - train	$10,000	$0
245	Training Ground Facility Maintenance	$3,463	$0
246	Professional Services Increase - utv	$100	$0
250	Office Supplies Increase- prev	$1,025	$0
251	Concord Hospital Recertification Increase	$1,200	$1,200
256	Uniform Washing Machines	$15,500	$15,500
257	CFPE Certification	$1,200	$0
258	NHFA FF Training (RECRUITMENT)	$43,272	$21,700
259	AEMT Tuition & Backfill (RECRUITMENT)	$20,000	$20,000
260	Recruitment	$5,000	$5,000
261	FTE - Assistant Fire Marshal	$108,990	$54,495
262	FTE - Communications Center Lieutenant	$105,549	$0
263	Active Shooter PPE	$6,000	$0
264	Quarterly Backfill Training Coverage	$42,520	$42,520
265	Paid Safety Committee Meetings	$3,436	$0
266	Recruit School - Inhouse Onboard Training	$15,554	$0
267	Swiftwater Training	$32,250	$32,250
268	Quarterly Battalion Chief Meetings	$9,690	$0
269	Increase Repairs and Maintenance	$3,000	$0
271	Reinstate Engine 1	$1,248,392	$0
272	Increase Comcast Service Fees	$3,615	$0
	Fire Deptartment Total	**$1,924,116**	**$231,186**
General Services			
264	Highways: Permanent Christmas Tree	$20,000	$0
265	Administration: Winter Stipend	$410,000	$0
266	Properties: Replacement Portable Person Lift	$15,000	$0
267	Properties: Hall Street Crack Sealing	$5,000	$0
268	Properties: Main St. Bus Shelter Roof Replacement	$15,000	$0
269	Properties: Eagle Square Downlighting	$10,000	$0
273	Highways: Contracted Crane Service-Tree Removal	$20,000	$0
274	Highways: Increase CDL Driver Training Funding	$35,000	$0
275	Highways: Laborer/Truckdriver Position-Tree Crew	$90,917	$0
276	Highways: 2 Laborer/Truckdriver Positions-SignCrew	$181,834	$0

Appendix B

Program Change Requests		Dept. Request	Adopted
277	Highways: Arborist Technician Position	$104,037	$0
278	Highways: Guardrail Replacement - North Spring	$30,000	$0
285	Properties: Share Ice Maint. Tech. with Properties	$37,414	$0
292	Fleet: Tariff Costs	$20,000	$0
	General Services Deptartment Total	**$994,201**	**$0**
Human Resources			
44	Supplies for Wellness/Benefit Programs	$2,000	$2,000
47	Retiree Letters	$75	$75
48	Granite State HR Conference	$350	$350
49	GSHRC-Lodging and Travel	$450	$450
50	National Safety Council Membership Dues Increase	$75	$75
51	Increase in pre employment physicals	$2,250	$2,250
52	Wireless Device Stipend for Staff	$1,800	$0
299	HR Training	$15,000	$15,000
	Human Resources Deptartment Total	**$22,000**	**$20,200**
Human Services			
13	Special Program - Rent	$50,000	$0
	Human Services Deptartment Total	**$50,000**	**$0**
Information Technology			
45	Replacement of the Email server to subscription	$185,000	$150,000
46	New Systems Analyst 1 position	$133,440	$0
47	Advanced malware protection & automated response	$27,000	$0
48	On-call pay	$35,100	$0
	Information Technology Deptartment Total	**$380,540**	**$150,000**
Legal			
18	Foxit Software License	$377	$377
	Legal Deptartment Total	**$377**	**$377**
Library			
19	Education Degree Bonus	$2,000	$2,000
21	Library Technician 17 hr	$21,128	$0
22	Dane Trust - Graphic and Visual Arts Revenue	($7,000)	($7,000)
23	Dane Trust - Graphic and Visual Arts	$7,000	$7,000
	Library Deptartment Total	**$23,128**	**$2,000**
Parks & Recreation			
78	Flag Poles Cemetery	$9,000	$9,000
79	Playground Repairs	$12,400	$12,400

Appendix B

Program Change Requests		Dept. Request	Adopted
80	Contracted maintenance	$59,410	$0
81	Tree Work	$18,000	$0
82	Healy Park Clean Up	$225,000	$205,000
83	Position hours increase	$11,060	$0
84	Recreation Supervisor	$123,778	$0
85	Parks Master Plan	$60,000	$0
86	Outside Maintenance Team	$166,470	$0
87	SPARC Program	$32,800	$32,800
88	Combine two PPT into one FT position	$23,210	$0
90	Placier Software	$18,000	$0
91	Dumpsters for Blossom Hill	$5,000	$0
92	Stump Removal	$7,200	$0
93	Parks Crew Leader	$95,710	$0
94	Flag Poles Cemetery - revenue	($9,000)	($9,000)
	Parks & Recreation Deptartment Total	**$858,038**	**$250,200**
Police			
145	CPD Recruitment Video	$2,500	$2,500
146	Bike Unit Program Expenses	$10,000	$0
147	Traffic Safety Cones	$7,000	$0
148	Electronic Storage Device Detection K9	$29,000	$0
149	Police Drone Program	$8,500	$0
150	Firearm Lights & Rifle Optics	$4,500	$0
151	Police Motorcycle Unit Improvements	$2,500	$2,500
152	Patrol Canine Program	$40,000	$0
153	CPD Bicycle Registration Program	$2,500	$2,500
154	CPD Specialized Training	$15,000	$15,000
156	Educational Degree Bonus (contractual)	$2,000	$2,000
157	Educational Degree Bonus (contractual)	$2,000	$2,000
158	Educational Degree Bonus (contractual)	$2,000	$2,000
159	Education Assistance (CPSA)	$12,000	$6,000
160	Educational Assistance (CPPA)	$3,498	$3,498
161	Police Social Worker - Outreach	$88,307	$88,307
162	First Responder Wellness Consultation Program	$50,000	$40,000
163	PowerReady Training Software	$10,000	$10,000
164	PowerAction	$10,000	$0
	Police Deptartment Total	**$301,305**	**$176,305**
	General Fund Total	**$4,896,975**	**$844,037**

Parking Fund

Community Development

Appendix B

Program Change Requests		Dept. Request	Adopted
129	Parking Officer and Equipment Technician II Upgrade	$3,915	$3,915
	Community Development Deptartment Total	**$3,915**	**$3,915**
	Parking Fund Total	**$3,915**	**$3,915**
Airport Fund			
Community Development			
130	Polycyclic Aromatic Hydrocarbon Sampling	$2,200	$2,200
	Community Development Deptartment Total	**$2,200**	**$2,200**
	Airport Fund Total	**$2,200**	**$2,200**
Golf Fund			
Finance			
158	Grounds & Horticultural	$5,000	$0
159	Grounds & Horticultural-Drainage	$2,000	$2,000
160	Grapple Bucket	$3,000	$3,000
161	Auto Parts	$2,500	$2,500
162	Seed and Sod	$3,000	$3,000
163	Supplies/Tools	$1,200	$1,200
	Finance Deptartment Total	**$16,700**	**$11,700**
	Golf Fund Total	**$16,700**	**$11,700**
Arena Fund			
General Services			
284	Arena: Share Ice Maint. Tech. with Properties (GF)	($37,414)	$0
293	Arena: Replace Snack Bar Freezer	$2,500	$0
294	Arena:Yard Sale Co-sponsor Payment	$3,500	$3,500
295	Arena: Compressor Oil Disposal	$1,000	$1,000
296	Arena: Fire Extinguisher/Supression Inspection	$1,000	$1,000
297	Arena: Rental Skate Replacement	$1,000	$1,000
298	Arena:Yard Sale Co-sponsor Revenue	($3,500)	($3,500)
	General Services Deptartment Total	**($31,914)**	**$3,000**
	Arena Fund Total	**($31,914)**	**$3,000**
Solid Waste Fund			
General Services			
272	Solid Waste: PAYT Compliance	$18,000	$18,000
283	Solid Waste: Dumpster Rate Increase	($77,500)	($77,500)
	General Services Deptartment Total	**($59,500)**	**($59,500)**
	Solid Waste Fund Total	**($59,500)**	**($59,500)**
Water Fund			

Appendix B

Program Change Requests		Dept. Request	Adopted
General Services			
270	Water: WIF and SIF Consulting Services	$5,600	$5,600
279	Water: Building Supplies Costs Increase	$500	$500
280	Water: Professional Development Costs Increase	$400	$400
281	Water: Department Supplies Costs Increase	$2,400	$2,400
282	Water: Professional Services Costs Increase	$4,400	$4,400
	General Services Deptartment Total	**$13,300**	**$13,300**
	Water Fund Total	**$13,300**	**$13,300**
Wastewater Fund			
General Services			
271	Wastewater: WIF and SIF Consulting Services	$5,600	$5,600
286	Wastewater: Pump Station Communication Service	$4,320	$4,320
287	Wastewater: Professional Development Cost Increase	$2,500	$2,500
288	Wastewater: Penacook Repair/Maint. Costs Increase	$15,000	$15,000
289	Wastewater: Autonomous Lawn Mowers	$10,000	$10,000
290	Wastewater: Certification Incentive	$1,000	$1,000
291	Wastewater: Leachate Revenue Elimination	$500,000	$500,000
	General Services Deptartment Total	**$538,420**	**$538,420**
	Wastewater Fund Total	**$538,420**	**$538,420**
	All Funds Total	**$5,380,096**	**$1,357,072**

Appendix C

GOALS & POLICIES

Concord City Council Adopted Fiscal Goals for 2025

A. ACCOUNTING, AUDITING AND FINANCIAL REPORTING

Goal A1 Complete Annual Comprehensive Financial Report (ACFR) and apply for Government Finance Officers Association (GFOA) award for excellence in achievement by December 31 each year.

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) Distinguished Budget Presentation 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 C3 Annually, prepare a ten-year Capital Improvement Plan and consider future operation and maintenance costs as part of the projection.

Goal C2 Commit 5% of General Fund Appropriations towards Capital Improvement Plan.

By Fiscal Year 2027, commit funds equal to 3% of the tax rate to support an Annual Highway Improvement Program (CIP #78). Annually these funds will be transferred to the Highway Capital Reserve trust. In order to reach the 3% goal, the final tax rate would be increased by .025% in each Fiscal Year until the goal is achieved

b. Develop a plan to fund annual capital equipment purchases for vehicles and other similar items (not including Fire apparatus in excess of $500,000 purchase price) from capital transfers, by 2036 starting with $100,000 in Fiscal Year 2026 and increasing each year until fully funded through operating budgets.

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.

Appendix C

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 needs to 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 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, using proven industry-wide best practices to assure regulatory compliance. Using prudent financial management to ensure 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, and investment in infrastructure.

Goal G5 Other Funds. Other special revenue funds and trust funds shall only be used to support intended expenditures, i.e. Parking, Airport, Conservation, Housing Revolving Loan, Arena, Golf, Solid Waste, 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.

Goal G7 For Water and Wastewater Funds, annually increase the fixed fee portion of the water and wastewater utility charges to achieve a total of 30% of the utility charges by fiscal year 2028.

Appendix C

H. FUND BALANCES

See separate Fund Balance, Reserves and CIP Spending Priority Policy.

I. MUNICIPAL SERVICES EXPENDITURES AND REVENUES

Goal I1 Focus efforts to reduce expense growth for all City expenses.

Goal I2 Focus efforts to increase revenues and find new revenue sources wherever possible.

Goal I3 Promote competitiveness with both the public and private sector in the delivery of services. Benchmarking should be promoted for all city services. Assess aspects of municipal operations for which privatization could reduce municipal costs.

Goal I4 Review impact fee coverage and the application of the impact fee ordinance.

Goal I5 Balance revenue generation with the community's need for municipal services.

Goal I6 Periodically, conduct a thorough review of the City's fees and charges and recommend changes to the City Council as necessary.

Goal I7 Seek payments in-lieu-of taxes from charitable institutions, and other governmental agencies that benefit from or receive city services.

Goal I8 Promote resource conservation and efficiency (water, electricity, fuel etc.).

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.

Appendix C

Concord City Council Adopted Fund Balance Policy for 2025

I. PURPOSE

This policy establishes the requirements for prudent care and management of City funds, provides for the proper execution of the City's fund balance to ensure the financial stability of the City, and codifies the spending priority of capital project revenues.

II. ACCOUNTABILITY

The City Manager and Deputy City Manager/Finance in conjunction with the City's Fiscal Policy Advisory Committee and City Council, shall oversee compliance of this policy.

III. DEFINITIONS

A. GASB Statement No. 54 – Governmental Accounting Standards Board Statement No. 54 as it relates to governmental fund balance reporting.

B. Fund Balance Classifications

1. Non-spendable – Portion of fund balance that cannot be spent because the balance is (a) not in spendable form or (b) legally or contractually required to be maintained intact. (example: inventory or permanent funds)
2. Restricted – Constraints placed on the use of resources are either (a) externally imposed by creditors, grantors, contributors, or laws/regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation. (example: debt covenants or grant funds)
3. Committed – Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority (Concord City Council). These funds cannot be used for any other purposes unless the same authority removes or changes the specified use by a similar action. The action to commit or remove/change the specific purpose should occur prior to the end of the reporting period, but any amount subject to the constraint may be determined in the subsequent period.
4. Assigned – Amounts that are constrained with the intent to use for specific purposes but are neither restricted nor committed. Intent should be expressed by (a) the governing body itself, (b) a committee, budget or finance, or (c) an official to which the governing body has delegated the authority to assign amounts to be used for specific purposes.
5. Unassigned – This is the residual classification for the General Fund. This represents amounts that have not been restricted, committed, or assigned to a specific purpose. The General Fund should be the only fund that reports a positive unassigned fund balance.

Appendix C

IV. POLICY

A. Requirements –

1. General Fund

a. Unassigned fund balance – It is the policy of the City to maintain a general operating fund unassigned fund balance level of 20.5% of operating expenses.
b. Assigned fund balance – Upon adoption of this policy, the City Council authorizes the City Manager to assign fund balance for a specific purpose; so long that said purpose is in keeping with this policy, the wishes of the City Council and its Fiscal Policy Advisory Committee, and is in the best interest of the City.
    i. Utilization of Assigned fund balance will be presented to the City Council for action during the fiscal year immediately following the fiscal year of assignment.
    ii. Any assigned fund balance not acted upon and/or utilized for the specific purpose for which the City Manager assigned will lapse to unassigned fund balance on June 30 of the fiscal year immediately following the fiscal year of assignment.
c. Balanced Budget – It is the policy of the City Council to annually adopt a General fund operating budget such that current revenues equal or exceed current appropriations, overlay and war service credits.

2. Water and Sewer enterprise funds

a. Working Capital amounts – 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. Special revenue funds

a. Operating fund reserves – It is the desire of the City to maintain financially self-supporting 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 20% of operating expenses including debt service and capital expenditures
    ii. Arena fund – a minimum of 20% of operating expenses including debt service and capital expenditures
    iii. Parking fund – a minimum of 20% of operating expenses including debt service and capital expenditures
    iv. Airport fund – a minimum of 20% of operating expenses including debt service and capital expenditures.
    v. Solid Waste fund – a minimum of 20% 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.

The Cemetery Permanent Fund is also 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 Parking, Airport, Conservation Property, Revolving Loan, Golf, Arena, and Solid Waste and are considered non-major. Revenues and expenses are listed by fund.

Enterprise funds are similar to a commercial enterprise in that they are self-supporting and provide goods or services to the public on a user charge basis. These funds include Water and Wastewater. Revenues and expenses are listed by fund. The Water and Wastewater funds are considered major funds.

Capital funds are used to account for capital improvement projects. The City produces an annual capital budget that details the current year funding for the ten-year Capital Improvement Program (CIP). The current year portion of capital expenditures to be met from operating funds is contained in the operating budget as transfers, along with debt service on bonded projects. Capital Project funds are considered major funds. Additionally, these funds are non-lapsing at the end of the fiscal year, and as such, span more than one fiscal year.

Debt Service funds are established to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources. These funds include the North End Opportunity Corridor Tax Increment Financing (NEOCTIF) District, Sears Block Tax Increment Financing (SBTIF) District, and Penacook Village Tax Increment (PVTIF) Financing District.

The City has a number of additional non-major funds that are audited and included in the City's Annual Comprehensive Financial Report (ACFR) that are not part of this budget document and may receive an appropriation during the fiscal year. When they do, City Council must approve the appropriation with a two-thirds majority vote. Those funds are:

> Special Revenue funds: Community Development, 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: Library, Dedicated Income, and Other

Financial results for all funds can be found in the ACFR.

Appendix D

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.

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 (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. Amounts specifically designed to be carried forward to the subsequent year (i.e., multi-year capital projects and approved grants and donations) do not lapse.

Basis for Budgeting - The City's basis for budgeting is consistent with Generally Accepted Accounting Principles (GAAP) and with the City's financial statements as presented in the Annual Comprehensive Financial Report (ACFR). Exceptions are as follows:

- Capital expenditures within the Enterprise funds are recorded as assets on an accounting basis but are shown as expenditures on a budgetary basis.
- Depreciation of capital assets and amortization of various deferred charges are recorded on an accounting basis only.
- Principal payments on long-term debt within the Enterprise funds are applied to the outstanding liability on an accounting basis but are shown as expenditures on a budgetary basis.
- Principal payments received on State Grants within the Enterprise funds are applied to the outstanding Receivable on an accounting basis but are shown as revenues on a budgetary basis.
- Within the Enterprise funds, increases or decreases in compensated absences are not reported for budgetary purposes, but are reflected as adjustments to expenditures on an accounting basis.

Appendix D

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.

Amendment - No appropriation shall be made for any purpose not included in the annual budget unless voted by two-thirds majority of the Council after a public hearing is held to discuss said appropriation. The Council shall, by resolution, designate the source of any money so appropriated.

Budget Control - At the beginning of each quarterly period during the fiscal year and more often if required by the City Council, the City Manager shall submit to the City Council data showing the relationship between the estimated and actual income and expenses to date, and if it shall appear that the income is less than anticipated, the City Council or City Manager with approval of the City Council, may reduce the appropriation for any item or items, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the cash income. The City Manager may provide for monthly or quarterly allotments of appropriations to departments, funds, or agencies under such rules as the City Manager shall prescribe.

Annual Report of Financial Results - Following the end of the budget accounting period, the City prepares (in accordance with Generally Accepted Auditing Standards) and distributes a Annual Comprehensive Financial Report (ACFR) audited by an independent accounting firm. This ACFR includes a comparison of budgeted to actual revenues and expenditures. The ACFR can be found on the City's website using the following URL: http://www.concordnh.gov/index.aspx?NID=948

Year-to-Year Expense Comparison - General Fund - All fringe benefits and insurances are distributed to each operating agency in order to give a more complete picture of costs. Revenues are shown with the responsible department in order to portray what each agency generates of own-source revenues and what each agency costs in other general or tax revenues.

Long-term Financial Planning - The City Finance Department presents regular financial reports to elected officials and management staff. In addition to these reports, annually and/or as part of the budget process, the City prepares a five year General fund operating pro forma and tax rate projection, a twenty year Capital Improvement Plan, and a pro forma for each Enterprise fund and five of the Special Revenue funds.

Also, as part of the annual budget process, the City reviews all general fund revenues to determine budgetary needs. Enterprise and Special Revenue funds are reviewed for competitiveness and support of operations. Enterprise 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
- Timber Tax
- Payment-In-Lieu-of-Tax (PILOT)
- Excavation Activity Tax

Intergov Revenue
- 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
- 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 - Parking
- Transfer In - Airport
- Transfer In - Conserv Prop
- Transfer In - Impact Fee
- Transfer In - Grts & Donations
- 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

Appendix D

Dept Service Charges
- MV Transportation Surcharge
- MV Transportation Admin
- MV Waste Disposal
- MV State Agent Admin
- Reports, Prints, and Copies
- Recording Fees
- Application Fees
- Review Fees
- Inspection Fees
- Camps
- Aquatics Programs
- Program Fees
- Salt Sales
- Tree Sales
- Timber Sales
- Mark-up
- Non-Resident Library Fees
- Sundry Services
- Special Duty Services
- Police Patrol Servics
- Cruiser Rental Fee
- Ambulance Charges
- Alarm Boxes
- Motor Vehicle Waste Disposal
- Concession Sales
- Private Fire Service
- Other Service Charges
- Sludge Disposal
- Testing Services
- Loan Repayments

Parking-Metered
- Metered Parking
- Metered Parking Cards

Water Sales
- Water Usage
- Water Availability

Wastewater Sales
- Sewer Usage
- Sewer Fixed Charges
- 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
- Forest Loss Reimbursement
- Reimbursements
- Other Revenue

Appendix D

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

- Taxes - Real Estate
- Special Programs
- Contingency

Transfer Out

- Transfer Out - Trust
- Transfer Out - General
- Transfer Out - Parking
- Transfer Out -Grts & Donations
- Transfer Out - Solid Waste
- Transfer Out - Gen Cap Proj
- Transfer Out - Water Capital
- Transfer Out - Wastewater Cap

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GLOSSARY

Accrual - An accrual allows an entity to record expenses and revenues for which it expects to expend cash or receive cash, respectively, in a future reporting period.

ACFR (Annual Comprehensive Financial Report) - The ACFR is the industry standard financial report for local governments. The City of Concord's ACFR is recognized as meeting the highest possible level of reporting excellence and complies completely with GAAP.

Appropriation - A legal authorization granted by the City Council to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and the time period in which it may be expended.

Assessed Value (Taxable) - The total taxable book value of property in the City for municipal purposes only. This is established on April 1st each year by the Concord Board of Assessors.

Balanced Budget - A balanced budget refers to a budget in which revenues are equal to expenditures.

Bond (municipal) - A municipal bond is a debt security issued by a state, municipality, or county to finance its capital expenditures.

Budget - An estimation of the revenue and expenses over a specified future period of time.

Capital Budget - A plan of proposed capital outlays and projects and the means of financing them in the current twelve-month period. It is the first year of the Capital Improvement Program (CIP).

Capital Budgeting and Accounting - Capital projects can be funded by current revenues (transfers), grants, or the issuance of bonds. Projects may be small or large, requiring a few months to several years to complete. Relatively small, possibly recurring capital outlays are budgeted in operating funds and will appear in operating department accounts. Unspent outlay funds at year-end typically lapse. Large, more complex, or longer term projects with multiple revenue sources (including bonds) are accounted for in separate Capital Project funds. Capital Project funds do not lapse at year-end, but must be "closed out" at project completion.

Capital Expenditure - Payments made by the City to acquire, upgrade, improve, or extend the life of long-term assets such as property, infrastructure, or equipment with a useful life of more than five years. These expenditures are not for day-to-day operations such as compensation, inventory, maintenance, and advertising.

Capital Improvement Program (CIP) - A plan for capital expenditures to be incurred each year over ten plus years to meet capital needs arising from the long-term work program or other needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Classification (of Revenue or Expense) - A grouping of similar line items (see complete listing in preceding "Classifications" section).

COMF (Combined Operations and Maintenance Facility) - The facility, constructed in 1990 at 311 North State Street, serves the City General Services operations and Concord School District transportation operations.

Debt Service - Principal and interest payments on bonds issued by the City to fund Capital Projects. This includes debt service on past bond issues, as well as those anticipated in the current year of the CIP.

Depreciation - A method of allocating the cost of a tangible asset over its useful life. Businesses depreciate long-term assets for both tax and accounting purposes. Depreciation is a decrease in value due to wear and tear, decay, decline in price, etc.

ERP (Enterprise Resource Planning) System - an organization-wide computing platform consisting primarily of financial, procurement, human resource, and budget modules, but expandable and flexible enough to provide 24/7 customer self-service and other integrated components.

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FTE (Full Time Equivalent) - A unit of measure that indicates the workload of an employed person in a way that makes workloads comparable across various contexts. An FTE of 1.0 indicates a workload 40 hours per week for 52 weeks per year or 2,080 hours annually (40 * 52 = 2,080). For example, a person or position may be budgeted to work 20 hours per week annually, and the calculation would be: (20 * 52 = 1040) 1040 hrs / 2080 hrs = .5 FTE.

Function – A term used to identify functional areas (e.g. General Government, Public Safety, Parking, Golf, Solid Waste, Sears Block TIF District).

Fund - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities, and residual equities or balances (and changes therein), are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance – Generally, fund balance represents the difference between 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 Annual Comprehensive Financial Report (ACFR).

Transfers In/Out - Transfers between City funds. In the General Fund, transfers-in from other funds recognize the cost of providing administrative services by the General fund to Special Revenue and Enterprise funds. General Services also charges administrative services to the Special Revenue and Enterprise funds under its management control.

Trust Fund - Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

Unassigned Fund Balance - The portion of fund equity not assigned, committed, restricted for a specific purpose, or a non-spendable balance. A portion would be available for offsetting future year's expenditures. The City Council Fiscal Goals Committee has set target unassigned fund balance levels to retain for each operating fund to help ensure fiscal health.

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STATISTICAL INFORMATION

Community and Economic Profile

The City of Concord is located in Merrimack County, approximately 70 miles north of Boston, Massachusetts, on the Merrimack River in South Central New Hampshire. According to the U.S. Census Bureau, the City has an estimated population of 44,629 as of July 1, 2023, a 1.48% increase over the last official census as of July 2020 number of 43,976, 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 Byron Champlin, who was first elected mayor in November 2023. 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

In Fiscal Year 2024, operations had largely returned to normal following the COVID-19 pandemic. The City recognized revenue from the American Rescue Plan Act of $987,311.

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 2024 was 2.2%. This compares favorably to New Hampshire’s rate of 2.4% and to the United States rate of 4.3%. Concord’s rate also remains the lowest among the top three New Hampshire cities with Manchester at 2.4% and Nashua at 2.7%.

The assessed value of taxable property as of April 1, 2023 increased overall by 0.81% compared to April 1, 2022. The cumulative total residential, manufactured homes and condominiums increased 0.60% in assessed value. The average assessed value of a single-family home in Concord as of April 1, 2023 was $326,924, up 0.33% from $325,833 the year before.

Tax collections percentage as of June 30, 2024 for the 2023 Tax Year was 98.8%, slightly lower than the previous year. Total tax delinquencies for all years were stated at $2.1 million, up $400,000 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. 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.

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The City has a robust program of business attraction and retention coordinated by its Community Development Department and City Administration.
Economic Development successes that occurred during FY2024 included the following:

1) In April, 2024, the United Therapeutics Corporation's (UTC) new 36,000SF, $22 million corporate aircraft hangar was completed on City owned property leased to UTC on 2.88 acres of land at the Concord Municipal Airport. UTC is a publicly traded biotechnology company headquartered in Silver Springs, Maryland. The company was established in 1996 with the goal of finding a cure for a rare, life-threatening illness suffered by the company's founder / CEO. Today, the company specializes in treatments for pulmonary arterial hypertension (high blood pressure in the lungs), as well as pediatric high-risk neuroblastoma (a rare tumorous cancer). The hangar supports the company's operations in southern New Hampshire.

2) Following years of City investment in property cleanup, the former Allied Tannery site on Canal Street in Penacook, the final phase of 20 units in the 54 units Caleb Penacook, LLC. workforce housing project was completed in April 2024. In addition to site cleanup and remediation, the City provided gap financing loan in the amount of $600,000 with the Caleb Group to support Phase 2 of the Penacook Landing affordable housing development. The loan is part of a $6 million financing package for Phase 2 of the project. The full project has created $3.8 million of net new assessed value for the community and generates approximately $137,000 / year in property tax revenues.

Adjacent to the new apartments, the City is nearing completion of a new park (the first new park in the City since the 1980's) which will mark the final stage of the Tannery site's redevelopment. The park is expected to open in early 2025.

3) On May 11, 2021, the City entered into a Development Agreement with Interchange Development L.L.C. which established a public / private partnership concerning development of 210,000SF of new commercial /industrial uses on a 43-acre site located at 1 Whitney Road. Phase I of the project features an 80,000SF Market Basket grocery store, 20,000SF HomeGoods retail store, and 13,500SF State of NH Liquor and Wine Outlet. To support the development, the City has agreed to construct $4.9 million of roadway improvements to U.S. Route 4 and Whitney Road. Phase I of the Developer's project, as well as the City's highway improvements, were completed in Q1 of FY2023.

During FY2024, the Developer began construction on Phase 2 of the project, including medical office and retail uses. Additionally, a new Starbucks coffee shop was near completion and a Chipotle restaurant began construction at a separate site abutting this development.

As of FY2024 the project has created over 450 employment opportunities, as well as $17.6+/- million of net new assessed value, which generates approximately $545,000 in property taxes annually.

4) Purchased by the City from the State of NH in 2014, in June 2022 the City sold the property located at 32 South Main Street (the former State of NH Employment Security site) to a wholly owned subsidiary of the John Flatley Company for redevelopment into a new 85,000SF, 64-unit market rate apartment building. Construction was completed in late June 2024, and residents began moving into the building in July 2024. The development is projected to create over $10 million of new assessed value and generate approximately $280,000 in property taxes annually.

5) On June 23, 2023, Onyx Partners Limited purchase the former Regal Cinema property located at 282 Loudon Road. The property will be redeveloped into a grocery store with attached retail tenant, as well as pad site with bank or fast-food restaurant. The same developer also purchased the abutting Steeplegate Mall property in October 2023 and plans to redevelop the property by demolishing most of the former mall and constructing 175,000SF Costco and retail tenants on pad sites, as well as 600+/- residential units. Permitting began in FY2024 and continues to date. Construction is slated for spring / summer 2025.

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 and Special Revenue Funds are self-supporting and provide administrative overhead payments to the General Fund. The exceptions are the Parking Fund, which received General Fund support for its Fiscal Year 2024 operations, the Solid Waste Fund, which receives approximately $1,000,000 annually, and the Golf Fund, which receives support irrigation capital payments.

Financial Position

Other than Fiscal Year 2014, Fiscal Years 2010 through 2023 reported surpluses ranging from $28,203 to $3.3 million. The Fiscal Year 2024 surplus is $1,412,702.40. In June 2024, the City Council adopted the Fiscal Year 2025 General Fund operating budget.

The total General Fund Unassigned Fund Balance remained level at $15.6 million after City management assigned $3,709,760, $3,049,000 of which is anticipated to be transferred to trust fund reserve accounts in Fiscal Year 2025, and the remaining $660,760 of which $560,760 is assigned for use in the Fiscal Year 2025 budget and $100,000 is assigned for overlay for the settlement of future abatements. The $15.6 million Unassigned Fund Balance remains level from Fiscal Year 2023. The purposes of the Assigned Fund Balance to be transferred to Trust Fund reserves in Fiscal Year 2025 are for transfers to Highway Paving Reserve ($1,500,000), Equipment Reserve ($299,000), Recreation ($400,000), Economic Development Reserve ($300,000), Human Resources Reserve ($500,000) and Technology Infrastructure & Equipment Reserve ($50,000).

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Demographics*

Community Contact	Concord Community Development Department Matthew Walsh, 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 8:00 am - 4:30 pm Tuesday 8:00 am - 4:30 pm Wednesday 8:00 am - 4:30 pm Thursday 8:00 am - 6:00 pm Friday 8:00 am - 4:30 pm
County	Merrimack
Labor Market Area	Concord, NH Micropolitan Statistical Area
Tourism Region	Merrimack Valley Region
Planning Commission	Central NH Regional Planning
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: 15 (Ward 1), 16 (Ward 2), 17 (Ward 3), 18 (Ward 4), 19 (Ward 5), 20 (Ward 6), 21 (Ward 7), 22 (Ward 8), 23 (Ward 9), 24 (Ward 10), 28 (Wards 1-3), 29 (Wards 4, 9, 10), 30 (Wards 5-8)

Villages and Place Names: Concord Heights, East Concord, Penacook, Riverhill, West Concord, Curtisville, Diamond Hill

Population: Year of the First Census Taken: 1,747 residents in 1790

Population Trends: Population change for Concord totaled 13,672 over 50 years, from 30,022 in 1970 to 43,694 in 2020. The 2022 Census estimate for Concord was 44,503 residents, which ranked third among New Hampshire's incorporated cities and towns.

Population Density and Land Area, 2019 (US Census Bureau): 695.8 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.

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Housing (American Community Survey (ACS) 2019-2023)	
Total Housing Units	19,110
Single-Family Units, Detached or Attached	8,975
Units in Multiple-Family Structures:	
Two to Four Units in Structure	3,688
Five or More Units in Structure	5,437
Mobile Homes and Other Housing Units	1,010

Population (US Census Bureau)		
Total Population	Community	County
2023	44,629	157,059
2020	43,694	153,808
2010	42,678	146,445
2000	40,765	136,225
1990	36,994	120,240
1980	30,400	98,302

Demographics (ACS 2019-2023)	
Population by Age Group	
Under age 5	1,979
Age 5 to 19	6,594
Age 20 to 34	9,841
Age 35 to 54	11,258
Age 55 to 64	6,386
Age 65 and over	8,161
Median Age (in years)	40.7

Income, Inflation Adjusted $ (ACS 2019-2023)	
Per Capita Income	$45,420
Median family income	$108,429
Median household income	$83,701
Median Earnings, full-time, year-round workers	
Male	$66,866
Female	$54,813
Individuals below the poverty level	8.7%

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Labor Force (NHES - ELMI)		
Annual Average	2013	2023
Civilian Labor Force	22,517	22,926
Employed	21,460	22,487
Unemployed	1,057	439
Unemployment Rate	4.7%	1.9%

Employment & Wages (NHES - ELMI)		
Annual Average Covered Employment	2013	2023
Goods Producing Industries		
Average Employment	1,686	1,662
Average Weekly Wage	$1,116	$1,400
Service Providing Industries		
Average Employment	27,023	27,119
Average Weekly Wage	$866	$1,310
Total Private Industry		
Average Employment	28,710	28,780
Average Weekly Wage	$881	$1,315
Government (Federal, State, and Local)		
Average Employment	10,517	10,707
Average Weekly Wage	$975	$1,375
Total, Private plus Government		
Average Employment	39,226	39,488
Average Weekly Wage	$906	$1,332

Source:
https://www2.nhes.nh.gov/GraniteStats/SessionServlet?page=Community.jsp&SID=1&city=000708&cityName=Concord

Economic & Labor Market Information Bureau, NH Employment Security, April 2025.
Community Response Received 7/12/2024

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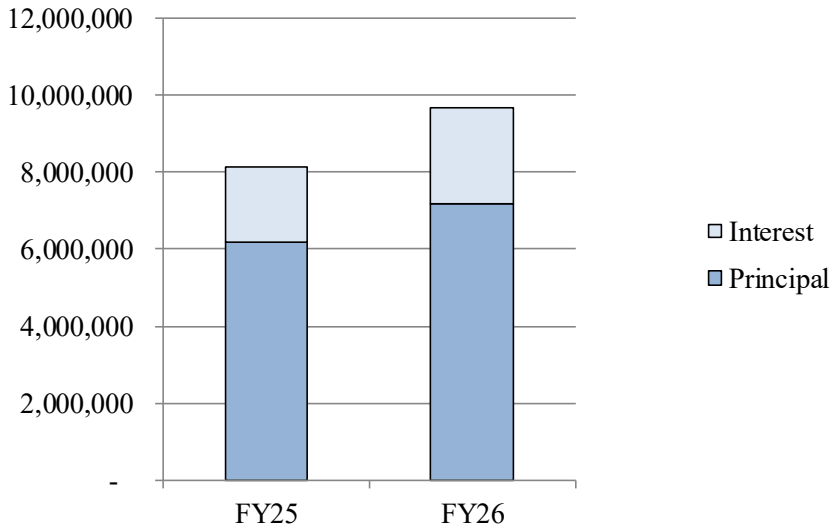
Ward Density

Ward	Population	Square Miles of Land Area	Persons per Square Mile of Land Area
1	4,452	7.3	609.9
2	4,567	6.8	671.6
3	2,266	1.9	1,192.6
4	4,398	1.7	2,587.1
5	4,338	15.8	274.6
6	4,231	1.9	2,226.8
7	4,310	4.0	1,077.5
8	4,204	7.2	583.9
9	4,543	1.0	4,543.0
10	4,421	17.9	247.0

Aggregated Debt Service—Other Appropriations (Non-General Fund)

Debt Service	FY25	FY26
Interest	1,944,910	2,519,127
Principal	6,187,890	7,174,285
Grand Total	**8,132,800**	**9,693,412**



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Projected Ending FY24 Fund Balance/Net Position Description of Changes +/- 10%

Fund	Estimated Beginning FY25 Fund Balance/ Net Position	FY26 Budget Revenue	FY26 Budget Expense	Projected Increase/(Decrease) in Fund Balance/ Net Position	Projected Ending FY26 Fund Balance/ Net Position	% Change
General Fund	27,254,893	86,976,113	86,976,113	-	27,254,893	0%
Non-Major	7,546,967	11,349,407	12,647,726	(1,298,319)	6,248,648	-17%
Water Fund	46,014,463	7,916,290	8,066,230	(149,940)	45,864,523	0%
Sewer Fund	39,524,979	11,531,051	13,483,116	(1,952,065)	37,572,914	-5%
Total Enterprise Funds	85,539,442	19,447,341	21,549,346	(2,102,006)	83,437,436	-5%
N End Opportunity Corridor TIF	3,237,102	564,300	251,088	313,212	3,550,314	10%
Sears Block TIF District	232,834	1,225,400	1,228,721	(3,321)	229,513	-1%
Penacook Village TIF District	830,581	949,369	687,370	261,999	1,092,580	32%
Total Debt Service Funds	4,300,517	2,739,069	2,167,179	571,890	4,872,407	1%

For Budgetary Purposes Only

Non Major Funds

The Solid Waste fund, within this group of funds, anticipates the sustained increase in expenses and only slight increase in revenues resulting in a fund loss of $927,500 for Fiscal Year 2026, and results in a decrease of Fund Balance. These expense levels are due to contractual obligations in curbside collection, and disposal of municipal solid waste and recycling materials. The arena fund is realizing reduced revenues due to less ice time and non-ice time rentals.

Tax Increment Finance (TIF) Districts/Debt Service Funds

The Sears Block TIF (SBTIF) is realizing continued property tax revenues that exceed expenditures resulting in increased Fund Balance position.

The Penacook Village TIF (PVTIF) continues to experience development growth and an increase in property tax revenue within the district.

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Function/Departmental Fund Relationship

Function	Department	Major Funds					Non-Major Funds				
		General Fund	Cemetery Permanent 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	
General Government	City Manager	X		X						X	
General Government	Legal	X									
General Government	Assessing	X									
General Government	Human Resources	X									
General Government	Finance	X	X	X	X	X	X	X	X	X	X
General Government	Information	X		X							
General Government	City Council	X									
General Government	City Clerk	X									
General Government	General Overhead	X		X	X	X	X	X	X	X	X
Public Safety	Police	X		X						X	
Public Safety	Fire	X		X							
General Services	General Services	X		X	X	X	X	X		X	X
Community Development	Community	X		X						X	X
Leisure and Information Services	Library	X									
Leisure and Information Services	Parks & Recreation	X	X	X					X		
Human Services	Human Services	X									

General Fund Pro Forma
FY2025 - FY2031

	FY25 Budget	FY25 Estimate	FY26 Request	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected	FY31 Projected
Revenues:								
Property Taxes	51,523,780	51,750,000	53,497,167	64,786,084	69,798,683	75,752,624	81,728,074	92,041,100
Other Taxes	786,796	874,040	855,110	855,100	855,100	855,100	855,100	855,100
Intergov Revenue	6,264,171	6,192,374	6,157,842	6,281,000	6,406,600	6,598,800	6,796,800	6,796,800
Rental Income	277,773	248,689	315,856	309,500	309,500	303,300	303,300	307,800
Fines and Penalties	406,050	412,999	423,100	427,300	435,800	444,500	453,400	453,400
Licenses and Permits	1,754,865	1,906,555	1,734,544	1,734,500	1,734,500	1,769,200	1,822,300	1,877,000
Investment Income	2,355,975	2,448,564	2,294,980	2,754,000	3,029,400	3,938,200	4,135,100	4,259,200
Donations	38,700	37,572	40,200	39,800	39,200	39,200	41,200	41,200
Transfer In	4,577,342	4,477,710	4,998,212	4,998,200	4,998,200	5,048,200	5,123,900	5,200,800
Motor Vehicle Reg	7,889,000	8,297,361	8,525,000	8,695,500	8,869,400	9,046,800	9,318,200	9,597,700
Dept. Service Charges	4,925,885	4,875,985	5,227,192	5,331,700	5,438,300	5,547,100	5,713,500	5,884,900
Retiree Health Reimb	1,504,560	1,396,970	1,395,450	1,395,500	1,395,500	1,395,500	1,395,500	1,395,500
Other Revenue	2,363,964	2,141,936	961,460	961,500	1,009,600	1,060,100	1,113,100	1,113,100
Use of Fund Bal/RE	4,214,000	-	550,000	-	-	-	-	-
Total Revenues	88,882,860	85,060,755	86,976,113	98,569,684	104,319,783	111,798,624	118,799,474	129,823,600
Expenses:								
O&M Expenses	72,456,991	69,306,351	74,466,936	78,310,300	82,350,800	85,769,800	89,325,600	92,130,400
Capital Transfer	746,500	746,500	546,500	1,315,500	577,875	1,685,500	815,000	660,750
Transfer Out to SW	1,467,845	1,467,845	1,423,045	2,067,829	2,171,220	2,579,781	3,143,770	3,388,458
Transfer Out Trust & Other Funds	5,998,425	5,905,378	1,764,240	2,034,882	2,361,936	2,714,176	3,096,106	3,096,106
Capital Outlay	52,100	29,500	24,900	74,900	76,400	78,300	79,100	81,500
Special Revenue Fund Support					350,985	413,753	1,755,857	1,975,185
Authorized Unissued Debt		5,974,000						
Bonded CIP	Informational		53,279,000	26,424,500	27,084,275	25,174,000	77,900,000	6,824,500
Associated Debt Service		637,227	5,949,493	2,802,840	2,902,800	2,589,650	8,657,110	796,192
Debt Service:								
Future Debt Service Estimate				6,586,720	9,389,560	12,292,360	14,882,010	23,539,120
Existing Debt Service	8,161,000	8,161,000	8,750,492	8,179,553	7,041,007	6,264,954	5,702,031	4,952,081
Total Expenses	88,882,860	85,616,574	86,976,113	98,569,684	104,319,783	111,798,624	118,799,474	129,823,600
Total Net	0	555,819	-	-	-	-	-	-
Overlay & War Service Credit			631,250	631,250	631,250	631,250	631,250	631,250
Amount to be Raised by Property Taxes			54,128,417	65,417,334	70,429,933	76,383,874	82,359,324	92,672,350
Estimated Assessed Value (000)			5,345,938	5,365,938	5,385,938	5,405,938	5,425,938	5,445,938
Projected Property Tax Rate			10.13	12.19	13.08	14.13	15.18	17.02

Parking Fund Pro Forma
FY2025 - FY2031

	FY25 Budget	FY25 Estimate	FY26 Request	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected	FY31 Projected
Revenues:								
Metered Parking Income	1,370,000	1,542,700	1,351,630	1,351,630	1,351,630	1,351,630	1,351,630	1,351,630
Other Income	1,320,707	1,672,676	1,358,897	1,358,897	1,358,897	1,358,897	1,358,897	1,358,897
Sears Block TIF District Transfer	304,107	304,107	300,191	-	-	-	-	-
School Street Reserve Transfer	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500
General Fund Tranfser	56,643	56,643	59,980	59,980	59,980	59,980	59,980	59,980
General Fund Support						-	1,313,987	1,451,500
Solid Waste Fund Transfer	13,650	13,650	13,650	13,650	13,650	13,650	13,650	13,650
Total Revenues	3,075,607	3,600,276	3,094,848	2,794,657	2,794,657	2,794,657	4,108,644	4,246,157
Expenses:								
O&M Expenses	1,863,295	1,683,918	1,922,464	1,961,682	2,002,468	2,044,886	2,089,001	2,134,880
Overhead	170,855	170,855	170,408	170,408	170,408	170,408	170,408	170,408
Transfer to Trust	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500
Capital Program:								
Capital Transfer	100,000	100,000	50,000	-	-	5,000	5,000	5,000
G.O. Bonds	-	-	1,190,000	735,000	15,330,000	2,369,500	65,000	957,000
Debt Service:								
Existing Debt Service	1,281,710	1,281,710	1,293,440	752,334	708,734	401,615	380,065	324,515
Authorized Unissued Debt	-	-	-	17,067	16,640	16,213	15,787	15,360
Future Debt Service	-	-	-	107,100	183,120	1,481,830	1,628,375	1,600,854
Total Expenditures	3,426,360	3,246,983	3,446,812	3,002,024	3,075,230	4,114,239	4,283,349	4,246,157
Projected Net	(350,753)	353,293	(351,964)	(207,367)	(280,573)	(1,319,582)	(174,705)	(0)
Fund Position:								
Beginning Working Capital	1,980,898	1,980,898	2,334,191	1,982,227	1,774,861	1,494,287	174,705	0
Ending Working Capital	1,630,145	2,334,191	1,982,227	1,774,861	1,494,287	174,705	0	(0)
20% of Expenses	685,272	649,397	689,362	600,405	615,046	822,848	856,670	849,231

Airport Fund Pro Forma
FY2025 - FY2031

	FY25 Budget	FY25 Estimate	FY26 Request	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected	FY31 Projected
Revenues:								
Leases and Operations	506,083	539,583	512,196	512,892	524,366	536,123	548,172	560,518
Transfer In - General	-	-	-	-	229,378	283,621	311,633	382,268
Total Revenues	506,083	539,583	512,196	512,892	753,744	819,744	859,805	942,786
Expenses:								
O&M Expenses	435,260	407,166	412,091	418,185	424,522	431,113	437,968	445,097
Overhead	52,423	52,423	51,692	170,408	170,408	170,408	170,408	170,408
Capital Program:								
Capital Transfer	22,500	22,500	9,750	113,778	132,400	21,400	19,430	60,662
G.O. Bonds	-	-	269,000	1,000,000	215,000	400,556	550,000	-
Debt Service:								
Existing Debt Service Estimate	69,920	69,920	59,034	47,006	45,356	43,706	42,044	25,569
Authorized Unissued Debt	-	-	-	160,758	156,739	152,720	148,702	144,683
Future Debt Service Estimate	-	-	-	28,693	134,643	153,117	189,955	241,051
Total Expenditures	580,103	552,009	532,567	778,070	907,329	819,745	859,804	942,787
Projected Net	(74,021)	(12,427)	(20,371)	(265,178)	(153,585)	-	-	-
Fund Position:								
Beginning Working Capital	451,561	451,561	439,134	418,763	153,585	0	0	0
Ending Working Capital	377,540	439,134	418,763	153,585	0	0	0	0
20% of Expenses	116,021	110,402	106,513	155,614	181,466	163,949	171,961	188,557

Golf Fund Pro Forma
FY2025 - FY2031

	FY25 Budget	FY25 Estimate	FY26 Request	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected	FY31 Projected
Revenues:								
Camps	37,150	39,500	47,150	48,090	48,580	49,550	50,540	51,550
Seasonal Passes	468,155	387,000	392,975	313,690	329,370	345,840	363,130	381,290
Daily Fees	604,498	676,959	670,500	724,320	753,290	783,420	814,760	847,350
League and Tournament Fee	68,005	68,005	39,200	39,980	40,780	41,600	42,430	43,280
Cart Rental	256,970	307,200	335,010	400,090	416,090	432,730	450,040	468,040
Handicapping	15,000	15,000	15,000	15,450	15,600	15,760	15,920	16,080
Driving Range	93,649	135,114	144,000	179,550	183,140	186,800	190,540	194,350
Golf Simulator Revenue	88,125	86,000	92,000	93,840	95,720	97,630	99,580	101,570
Investment Income	20,000	30,000	30,000	25,000	22,500	22,500	22,500	22,500
Pro Shop Sales	175,500	291,654	189,500	197,080	201,020	205,040	209,140	213,320
Concession Sales	52,000	42,640	38,000	38,000	38,000	39,520	41,100	42,740
Other Revenue	2,660	600	-	-	-	-	-	-
Rental Income	24,000	24,700	29,750	29,750	30,050	30,650	31,260	31,890
Total Revenues	1,905,712	2,104,372	2,023,085	2,104,840	2,174,140	2,251,040	2,330,940	2,413,960
Expenses:								
O&M Expenses	1,555,413	1,645,726	1,564,684	1,677,270	1,744,360	1,814,130	1,877,630	1,915,180
Transfer Out - General	132,634	134,085	134,085	139,450	145,030	150,830	156,110	159,230
Transfer Out	3,840	3,840	3,840	3,990	4,150	4,320	4,470	4,560
Transfer Out - Clubhouse debt service				250,000	250,000	250,000	250,000	250,000
Comp/Fringe				24,630	25,370	26,130	26,910	27,720
Outside Services				1,000	1,030	1,060	1,090	1,120
Supplies				10,000	10,300	10,610	10,930	11,260
Transfer Out - Reserve				10,000	10,000	10,000	10,000	10,000
Natural Gas				3,500	3,610	3,720	3,830	3,940
Electricity				10,672	10,990	11,320	11,660	12,010
Electricity (solar reduction)				(10,000)	(10,300)	(10,610)	(10,930)	(11,260)
Water/Wastewater				6,000	6,180	6,370	6,560	6,760
Authorized Unissued Debt	Informational		900,000	-	-	-	-	-
G.O. Bonds			150,000	545,000	185,000	135,000	120,000	190,000
Debt Service:								
Future Debt Service				13,500	62,250	79,668	91,572	101,635
Authorized Unissued Debt				96,000	96,000	96,000	96,000	96,000
Existing Debt Service	90,170	90,160	120,744	91,827	73,613	55,633	52,350	40,150
Total Expenses	1,782,057	1,873,811	1,823,353	2,327,839	2,432,583	2,509,181	2,588,182	2,628,305
Projected Net	123,655	230,561	199,732	(222,999)	(258,443)	(258,141)	(257,242)	(214,345)
Fund Position:								
Adjusted Beginning Working Capital	838,941	838,941	1,069,502	1,269,234	1,046,235	787,793	529,652	272,410
Ending Working Capital	962,596	1,069,502	1,269,234	1,046,235	787,793	529,652	272,410	58,065
20% of expenses	356,411	374,762	364,671	465,568	486,517	501,836	517,636	525,661

Arena Fund Pro Forma
FY2025 - FY2031

	FY25 Budget	FY25 Estimate	FY26 Request	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected	FY31 Projected
Revenues:								
Sale and Operations	813,240	761,618	772,480	772,480	786,385	786,385	800,382	800,382
Winter Ice Prime Rate/Hr	275	275	285	285	290	290	295	295
Winter Ice Non-Prime Rate/Hr	203	203	210	210	215	215	220	220
Winter In HS Games Rate /Hr	285	285	295	295	300	300	305	305
Transfer In - General Fund Support				*127,443*	*121,607*	*130,132*	*130,237*	*141,417*
Total Revenues	813,240	761,618	772,480	899,923	907,992	916,517	930,619	941,799
Expenses:								
O&M Expenses	702,270	722,434	696,076	709,997	724,197	738,681	753,455	768,524
Transfer Out	94,770	94,770	93,256	95,121	97,024	98,964	100,943	102,962
Capital Outlay	-	-	-	-	-	-	-	-
Authorized Unissued Debt	Informational	-						
Bonded CIP			-	-	-	-	70,000	-
Prior Year CIP Debt Service				-	-	-	-	7,467
Debt Service:								
Future Debt Service Estimate				-	-	-	-	7,467
Existing Debt Service	100,840	100,840	97,847	94,796	86,772	78,872	76,222	62,847
Total Expenditures	897,880	918,044	887,178	899,915	907,992	916,517	930,619	941,799
Projected Net	(84,640)	(156,426)	(114,698)	8	-	-	-	-
Fund Position:								
Beginning Working Capital	271,116	271,116	114,690	(8)	-	-	-	-
Ending Working Capital	186,476	114,690	(8)	-	-	-	-	-
20% of expenses	179,580	183,610	177,440	179,980	181,600	183,300	186,120	188,360

Solid Waste Fund Pro Forma
FY2025 - FY2031

	FY25 Budget	FY25 Estimate	FY26 Request	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected	FY31 Projected
Revenues:								
PAYT	2,237,580	2,237,580	2,315,080	2,338,231	2,361,613	2,743,014	2,770,444	2,798,148
Recycling	105,340	106,562	105,340	106,393	107,457	108,532	109,617	110,713
Other Services	310,440	310,440	326,505	336,300	346,389	356,781	367,484	378,509
Other	2,040	2,040	(87,960)	(87,960)	(87,960)	(87,960)	(87,960)	(87,960)
Transfer In - General	1,467,845	1,467,845	1,513,045	2,067,829	2,171,220	2,579,781	2,793,770	3,388,458
PAYT Price Adjustment %				0%	0%	15%	0%	0%
PAYT Price Adjustment Additional Revenue			-	-	-	354,242	-	-
Total Revenues	4,123,245	4,124,467	4,172,010	4,760,793	4,898,720	5,700,147	5,953,355	6,587,869
Expenses:								
PAYT	2,571,254	2,566,990	2,681,327	2,815,394	2,956,163	3,103,972	3,259,170	3,422,129
Recycling	1,869,566	1,841,360	1,969,360	2,067,829	2,171,220	2,279,781	2,393,770	2,513,458
Other Services	398,000	398,000	417,750	438,638	460,569	483,598	507,778	533,167
Landfill	86,894	88,104	89,138	93,595	98,275	103,188	108,348	113,765
Transfer Out to Parking	13,650	13,650	13,650	13,787	13,924	14,064	14,204	14,346
Capital Program:								
Capital Transfer	-	-	-	-	-	15,000	25,000	-
Bonded CIP			-	-	-	45,000	-	-
Authorized Unissued Debt		80,000						
Debt Service:								
Future Debt Service Estimate				10,160	9,920	9,680	14,465	14,090
Existing Debt Service Schedule	18,650	18,650	18,302	16,630	11,075	10,825	10,550	-
Total Expenses	4,958,014	4,926,754	5,189,528	5,456,031	5,721,147	6,020,107	6,333,285	6,610,955
Projected Net	(834,769)	(802,287)	(1,017,518)	(695,238)	(822,427)	(319,960)	(379,930)	(23,086)
Fund Position:								
Beginning Working Capital	3,700,702	3,700,702	2,898,415	1,880,898	1,185,660	363,233	43,272	(336,657)
Ending Working Capital	2,865,933	2,898,415	1,880,898	1,185,660	363,233	43,272	(336,657)	(359,744)
20% of expenses	991,600	985,350	1,037,910	1,091,210	1,144,230	1,204,020	1,266,660	1,322,190

Water Fund Pro Forma
FY2025 - FY2031

	FY25 Budget	FY25 Estimate	FY26 Request	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected	FY31 Projected
Revenues:								
Sales and Operations	5,519,598	5,313,520	5,928,480	6,348,240	6,785,280	7,150,820	7,503,790	7,818,280
Fixed Rate	1,338,450	1,338,450	1,428,800	1,600,260	1,792,290	1,971,520	2,168,670	2,363,850
Service Charges	280,000	298,000	298,000	14,900	750	40	-	-
Capital Contribution	20,000	80,000	60,000	60,000	60,000	60,000	60,000	60,000
Investment Income	147,020	135,000	100,000	100,000	100,000	80,000	72,000	72,000
Other	82,510	63,670	101,010	105,050	109,250	113,620	118,160	122,890
Total Revenues	7,387,578	7,228,640	7,916,290	8,228,450	8,847,570	9,376,000	9,922,620	10,437,020
Anticipated Revenue from Increases			*434,220*	*414,990*	*444,380*	*339,260*	*357,540*	*300,150*
Net from October Rate Change			*325,700*	*311,240*	*333,290*	*254,450*	*268,160*	*225,110*
Rate Increase			7.75%	7.00%	7.00%	5.00%	5.00%	4.00%
Expenses:								
Operations	4,120,142	4,042,910	4,294,599	4,552,280	4,825,420	5,114,950	5,370,700	5,585,530
Capital Outlay	124,000	124,000	124,000	127,100	130,280	133,540	136,880	140,300
Transfer Out - Trust	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Transfer Out - General	864,218	864,130	847,988	864,950	882,250	904,310	926,920	950,090
Transfer Out - Solid Waste	5,570	5,570	5,570	5,570	5,570	7,800	7,800	7,800
Transfer Out - Capital Projects	288,750	288,750	204,500	281,000	238,813	308,750	198,000	219,125
Authorized Unissued Debt		50,000						
CIP Project Amounts	Informational		3,178,000	1,335,000	4,604,000	1,294,000	1,307,000	4,052,000
Prior Year CIP Debt Service				344,320	142,400	491,093	138,027	139,413
Debt Service:								
Future Debt Service Estimate				344,320	478,112	957,038	1,070,618	1,182,136
Existing Debt Service Schedule	2,224,000	2,224,000	2,329,573	2,094,924	1,965,725	1,668,497	1,499,333	1,280,282
Total Expenses	7,886,680	7,809,360	8,066,230	8,530,143	8,786,170	9,354,885	9,470,251	9,625,263
Projected Net	(499,102)	(580,720)	(149,940)	(301,693)	61,400	21,115	452,369	811,757
Fund Position:								
Beginning Working Capital	2,602,438	2,602,438	2,021,718	1,871,778	1,570,084	1,631,485	1,652,600	2,104,969
Ending Working Capital	2,103,336	2,021,718	1,871,778	1,570,084	1,631,485	1,652,600	2,104,969	2,916,726
25% Operation Expenses	1,030,040	1,010,730	1,073,650	1,138,070	1,206,360	1,278,740	1,342,680	1,396,380
25% Debt Service / $500,000	556,000	556,000	582,393	609,811	610,959	656,384	642,488	615,605
10% Rate Stabilization (5-15%)	551,960	531,350	592,850	634,820	678,530	715,080	750,380	781,830
Target Working Capital	2,138,000	2,098,080	2,248,893	2,382,701	2,495,849	2,650,204	2,735,548	2,793,815

Wastewater Fund Pro Forma
FY2025 - FY2031

Revenue	FY25 Budget	FY25 Estimate	FY26 Request	FY27 Projected	FY 28 Projected	FY 29 Projected	FY 30 Projected	FY 31 Projected
Sewer Usage	7,458,412	6,790,980	7,851,880	9,203,750	10,976,900	12,754,320	14,149,960	15,530,070
Sewer Fixed Charges	1,768,728	1,768,730	1,901,383	2,376,729	2,970,911	3,594,802	4,134,023	4,754,126
Sewer Usage-Towns	346,000	346,000	410,300	426,712	443,780	461,532	479,993	499,193
Leachate Processing	500,000	185,000	-	-	-	-	-	-
Septage Processing	450,000	450,000	500,000	500,000	500,000	500,000	500,000	500,000
Service Charges	48,100	49,000	58,100	58,100	58,100	58,100	58,100	58,100
Capital Contribution	20,000	90,000	20,000	20,000	20,000	20,000	20,000	20,000
Investment Income	197,240	365,000	300,000	312,000	312,000	249,600	224,640	224,640
Other	455,622	455,622	489,388	489,388	489,388	489,388	489,388	489,388
Total Revenues	11,244,102	10,500,332	11,531,051	13,386,678	15,771,079	18,127,742	20,056,103	22,075,516
Anticipated Revenue from Increases			*696,320*	*1,570,380*	*1,840,750*	*1,756,300*	*1,275,430*	*1,415,000*
Net from October Rate Change			*522,240*	*1,177,790*	*1,380,560*	*1,317,230*	*956,570*	*1,061,250*
Rate Increase			9.50%	20.00%	20.00%	16.00%	10.00%	10.00%
Operations	6,645,522	6,348,882	6,981,008	7,399,869	7,843,861	8,157,615	8,483,920	8,823,277
Capital Outlay	63,800	75,000	63,800	63,800	63,800	63,800	63,800	63,800
Transfer Out - Trust	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000
Transfer Out - General	1,254,404	1,254,404	1,443,616	1,479,706	1,516,699	1,554,617	1,593,482	1,633,319
Transfer Out - Solid Waste	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800
Transfer Out - Capital Projects	108,750	108,750	79,500	106,000	83,813	103,750	83,000	89,125
Expenses								
Authorized Unissued Debt		15,025,000						
CIP Project Amounts	Informational		6,649,000	3,990,000	27,990,000	2,150,000	1,672,000	1,907,000
Prior Year CIP Debt Service Net				2,061,477	425,600	2,196,607	197,083	169,987
Future Debt Service Estimate				2,061,477	2,439,296	4,577,482	4,673,551	4,738,940
Existing Debt Service Schedule	3,456,120	3,456,120	4,755,392	4,581,291	4,266,176	4,039,016	3,783,469	3,496,189
Total Expenditures	11,688,396	11,402,956	13,483,116	15,851,943	16,373,444	18,656,080	18,841,022	19,004,450
Projected Net	(444,294)	(902,624)	(1,952,065)	(2,465,265)	(602,365)	(528,338)	1,215,081	3,071,066
FUND POSITION:								
Beginning Working Capital	6,870,779	6,870,779	5,968,155	4,016,090	1,550,825	948,460	420,122	1,635,203
Ending Working Capital	6,426,485	5,968,155	4,016,090	1,550,825	948,460	420,122	1,635,203	4,706,269
25% Operation Expenses*	1,661,380	1,587,220	1,745,250	1,849,970	1,960,970	2,039,400	2,120,980	2,205,820
25% Debt Service / $500,000	864,030	864,030	1,188,848	1,660,692	1,676,368	2,154,124	2,114,255	2,058,782
10% Rate Stabilization (5-15%)**	745,840	679,100	785,190	920,380	1,097,690	1,275,430	1,415,000	1,553,010
Target Working Capital	3,271,250	3,130,350	3,719,288	4,431,042	4,735,028	5,468,954	5,650,235	5,817,612

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Debt Service Schedules

General Fund

Date	Principal	Interest	Total P+I
06/30/2025	-	-	-
06/30/2026	6,604,722.00	2,145,770.41	8,750,492.41
06/30/2027	6,303,021.33	1,876,531.75	8,179,553.08
06/30/2028	5,426,900.00	1,614,107.04	7,041,007.04
06/30/2029	4,887,800.00	1,377,154.04	6,264,954.04
06/30/2030	4,536,600.00	1,165,431.04	5,702,031.04
06/30/2031	3,976,200.00	975,880.54	4,952,080.54
06/30/2032	3,655,200.00	817,821.30	4,473,021.30
06/30/2033	3,174,700.00	670,269.54	3,844,969.54
06/30/2034	2,881,700.00	549,566.06	3,431,266.06
06/30/2035	2,351,700.00	441,533.77	2,793,233.77
06/30/2036	1,727,200.00	357,211.82	2,084,411.82
06/30/2037	1,632,200.00	292,877.80	1,925,077.80
06/30/2038	1,465,000.00	230,681.30	1,695,681.30
06/30/2039	1,165,000.00	178,700.08	1,343,700.08
06/30/2040	860,000.00	137,337.50	997,337.50
06/30/2041	750,000.00	106,006.25	856,006.25
06/30/2042	630,000.00	78,050.02	708,050.02
06/30/2043	585,000.00	53,600.00	638,600.00
06/30/2044	490,000.00	30,200.00	520,200.00
06/30/2045	265,000.00	10,600.00	275,600.00
Total	53,367,943.33	13,109,330.26	66,477,273.59

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Parking Fund

Date	Principal	Interest	Total P+I
06/30/2025	-	-	-
06/30/2026	1,121,730.00	171,677.02	1,293,407.02
06/30/2027	615,000.00	137,334.06	752,334.06
06/30/2028	594,800.00	113,934.06	708,734.06
06/30/2029	310,000.00	91,615.06	401,615.06
06/30/2030	300,000.00	80,065.04	380,065.04
06/30/2031	255,000.00	69,515.00	324,515.00
06/30/2032	225,000.00	60,590.00	285,590.00
06/30/2033	222,000.00	52,040.00	274,040.00
06/30/2034	205,000.00	43,640.00	248,640.00
06/30/2035	205,000.00	36,090.00	241,090.00
06/30/2036	185,000.00	28,465.00	213,465.00
06/30/2037	185,000.00	21,840.00	206,840.00
06/30/2038	180,000.00	15,140.00	195,140.00
06/30/2039	150,000.00	8,402.50	158,402.50
06/30/2040	65,000.00	2,910.00	67,910.00
06/30/2041	5,000.00	1,000.00	6,000.00
06/30/2042	5,000.00	800.00	5,800.00
06/30/2043	5,000.00	600.00	5,600.00
06/30/2044	5,000.00	400.00	5,400.00
06/30/2045	5,000.00	200.00	5,200.00
Total	$4,843,530.00	$936,257.74	$5,779,787.74

Airport Fund

Date	Principal	Interest	Total P+I
06/30/2025	-	-	-
06/30/2026	45,000.00	14,034.39	59,034.39
06/30/2027	35,000.00	12,006.26	47,006.26
06/30/2028	35,000.00	10,356.26	45,356.26
06/30/2029	35,000.00	8,706.26	43,706.26
06/30/2030	35,000.00	7,043.76	42,043.76
06/30/2031	20,000.00	5,568.76	25,568.76
06/30/2032	15,000.00	4,750.00	19,750.00
06/30/2033	10,000.00	4,100.00	14,100.00
06/30/2034	10,000.00	3,700.00	13,700.00
06/30/2035	10,000.00	3,300.00	13,300.00
06/30/2036	10,000.00	2,900.00	12,900.00
06/30/2037	10,000.00	2,500.00	12,500.00
06/30/2038	10,000.00	2,000.00	12,000.00
06/30/2039	10,000.00	1,600.00	11,600.00
06/30/2040	10,000.00	1,200.00	11,200.00
06/30/2041	5,000.00	800.00	5,800.00
06/30/2042	5,000.00	600.00	5,600.00
06/30/2043	5,000.00	400.00	5,400.00
06/30/2044	5,000.00	200.00	5,200.00
Total	$320,000.00	$85,765.69	$405,765.69

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Golf Fund

Date	Principal	Interest	Total P+I
06/30/2025	-	-	-
06/30/2026	100,000.00	20,744.39	120,744.39
06/30/2027	75,600.00	16,226.50	91,826.50
06/30/2028	61,000.00	12,612.50	73,612.50
06/30/2029	46,000.00	9,632.50	55,632.50
06/30/2030	45,000.00	7,350.00	52,350.00
06/30/2031	35,000.00	5,150.00	40,150.00
06/30/2032	25,000.00	3,400.00	28,400.00
06/30/2033	19,000.00	2,200.00	21,200.00
06/30/2034	15,000.00	1,250.00	16,250.00
06/30/2035	10,000.00	500.00	10,500.00
Total	$431,600.00	$79,065.89	$510,665.89

Arena Fund

Date	Principal	Interest	Total P+I
06/30/2025	-	-	-
06/30/2026	75,000.00	22,846.50	97,846.50
06/30/2027	75,000.00	19,796.50	94,796.50
06/30/2028	70,000.00	16,771.50	86,771.50
06/30/2029	65,000.00	13,871.50	78,871.50
06/30/2030	65,000.00	11,221.50	76,221.50
06/30/2031	54,000.00	8,846.50	62,846.50
06/30/2032	48,600.00	7,036.50	55,636.50
06/30/2033	29,000.00	5,337.50	34,337.50
06/30/2034	29,000.00	4,467.50	33,467.50
06/30/2035	29,000.00	3,847.50	32,847.50
06/30/2036	29,000.00	3,222.50	32,222.50
06/30/2037	29,000.00	2,592.50	31,592.50
06/30/2038	25,000.00	1,962.50	26,962.50
06/30/2039	25,000.00	1,462.50	26,462.50
06/30/2040	25,000.00	962.50	25,962.50
06/30/2041	25,000.00	437.50	25,437.50
06/30/2042	5,000.00	106.26	5,106.26
Total	$702,600.00	$124,789.26	$827,389.26

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Solid Waste Fund

Date	Principal	Interest	Total P+I
06/30/2025	-	-	-
06/30/2026	16,000.00	2,302.00	18,302.00
06/30/2027	16,000.00	1,897.00	17,897.00
06/30/2028	15,150.00	1,479.50	16,629.50
06/30/2029	10,000.00	1,075.00	11,075.00
06/30/2030	10,000.00	825.00	10,825.00
06/30/2031	10,000.00	550.00	10,550.00
06/30/2032	10,000.00	275.00	10,275.00
Total	$87,150.00	$8,403.50	$95,553.50

NEOCTIF Fund

Date	Principal	Interest	Total P+I
06/30/2025	-	-	-
06/30/2026	30,000.00	7,531.26	37,531.26
06/30/2027	30,000.00	6,931.26	36,931.26
06/30/2028	30,000.00	6,181.26	36,181.26
06/30/2029	30,000.00	5,281.26	35,281.26
06/30/2030	30,000.00	4,381.26	34,381.26
06/30/2031	30,000.00	3,481.26	33,481.26
06/30/2032	25,000.00	2,656.26	27,656.26
06/30/2033	25,000.00	1,906.26	26,906.26
06/30/2034	25,000.00	1,156.26	26,156.26
06/30/2035	25,000.00	390.63	25,390.63
Total	$280,000.00	$39,896.97	$319,896.97

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SBTIF Fund

Date	Principal	Interest	Total P+I
06/30/2025	-	-	-
06/30/2026	410,570	88,675	499,245
06/30/2027	190,000	76,648	266,648
06/30/2028	185,000	69,197	254,198
06/30/2029	185,000	61,898	246,898
06/30/2030	185,000	54,585	239,585
06/30/2031	180,000	47,823	227,823
06/30/2032	180,000	41,285	221,285
06/30/2033	173,000	35,335	208,335
06/30/2034	165,000	30,385	195,385
06/30/2035	165,000	26,535	191,535
06/30/2036	165,000	22,573	187,573
06/30/2037	165,000	18,610	183,610
06/30/2038	165,000	14,535	179,535
06/30/2039	155,000	10,448	165,448
06/30/2040	155,000	6,628	161,628
06/30/2041	65,000	2,763	67,763
06/30/2042	65,000	1,381	66,381
Total	2,953,570	609,301	3,562,871

PVTIF Fund

Date	Principal	Interest	Total P+I
06/30/2025	-	-	-
06/30/2026	303,800	178,504	482,304
06/30/2027	300,000	164,946	464,946
06/30/2028	292,000	150,665	442,665
06/30/2029	290,000	136,465	426,465
06/30/2030	290,000	122,315	412,315
06/30/2031	290,000	108,140	398,140
06/30/2032	289,400	93,965	383,365
06/30/2033	275,000	81,756	356,756
06/30/2034	275,000	71,956	346,956
06/30/2035	275,000	64,053	339,053
06/30/2036	270,000	56,225	326,225
06/30/2037	270,000	48,475	318,475
06/30/2038	265,000	40,675	305,675
06/30/2039	255,000	33,875	288,875
06/30/2040	255,000	27,475	282,475
06/30/2041	255,000	21,075	276,075
06/30/2042	255,000	14,438	269,438
06/30/2043	65,000	7,800	72,800
06/30/2044	65,000	5,200	70,200
06/30/2045	65,000	2,600	67,600
Total	4,900,200	1,430,602	6,330,802

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Water Fund

Date	Principal	Interest	Total P+I
06/30/2025	-	-	-
06/30/2026	1,804,697	524,876	2,329,573
06/30/2027	1,637,797	457,127	2,094,924
06/30/2028	1,573,360	392,365	1,965,725
06/30/2029	1,339,934	328,563	1,668,497
06/30/2030	1,225,570	273,763	1,499,333
06/30/2031	1,052,900	227,382	1,280,282
06/30/2032	918,700	191,451	1,110,151
06/30/2033	827,500	160,412	987,912
06/30/2034	817,500	134,537	952,037
06/30/2035	807,500	109,437	916,937
06/30/2036	697,000	85,321	782,321
06/30/2037	557,000	64,250	621,250
06/30/2038	445,000	46,985	491,985
06/30/2039	365,000	34,029	399,029
06/30/2040	330,000	23,716	353,716
06/30/2041	125,000	14,229	139,229
06/30/2042	90,000	10,373	100,373
06/30/2043	79,000	6,960	85,960
06/30/2044	65,000	3,800	68,800
06/30/2045	30,000	1,200	31,200
Total	14,788,458	3,090,775	17,879,233

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Wastewater Fund

Date	Principal	Interest	Total P+I
06/30/2025	-	-	-
06/30/2026	3,218,478	1,480,458	4,698,936
06/30/2027	3,177,979	1,353,492	4,531,471
06/30/2028	2,998,950	1,220,295	4,219,245
06/30/2029	2,902,500	1,089,773	3,992,273
06/30/2030	2,804,500	963,289	3,767,789
06/30/2031	2,637,900	843,169	3,481,069
06/30/2032	2,284,100	731,598	3,015,698
06/30/2033	2,084,800	631,588	2,716,388
06/30/2034	1,666,800	544,036	2,210,836
06/30/2035	1,616,800	472,210	2,089,010
06/30/2036	1,531,800	402,795	1,934,595
06/30/2037	1,461,800	336,092	1,797,892
06/30/2038	1,280,000	271,471	1,551,471
06/30/2039	1,260,000	220,853	1,480,853
06/30/2040	1,095,000	172,728	1,267,728
06/30/2041	785,000	129,209	914,209
06/30/2042	765,000	98,240	863,240
06/30/2043	756,000	67,640	823,640
06/30/2044	475,000	37,400	512,400
06/30/2045	460,000	18,400	478,400
Total	35,262,407	11,084,735	46,347,142

Penacook WWTP

Date	Principal	Interest	Total P+I
06/30/2025	-	-	-
06/30/2026	49,000	7,456	56,456
06/30/2027	44,000	5,821	49,821
06/30/2028	42,650	4,280	46,930
06/30/2029	44,000	2,743	46,743
06/30/2030	14,000	1,680	15,680
06/30/2031	14,000	1,120	15,120
06/30/2032	14,000	560	14,560
Total	221,650	23,659	245,309