



January 18, 2024

Honorable Mayor Kahn and members of the Keene City Council:

We are pleased to present this year's proposed Capital Improvement Plan (CIP) spanning the next seven years, through June 30, 2031, including the proposed budget for FY 2025 capital projects. The Capital Improvement Plan is a key planning document with a focus on sustained investment in the community's strategic and long-term goals. It is a long-range financial plan that is guided by the goals of the City's Comprehensive Master Plan and the City Council. City staff and the City Council work very hard to produce capital and operating budgets that meet and balance citizen and community needs within the boundaries set by City Council Fiscal Policy.

The Capital Improvement Plan identifies and funds community capital needs identified by citizens, the City Council, and staff recognizing that resources are limited, and priorities need to be established. The City utilizes strategic plans at the department level to advance projects and initiatives over time (ex: Active and Passive Recreation Plan, Watershed Master Plan, Asset Management Plans for Roads, Sewer, Water, and Sidewalks Infrastructure). Each year, as part of our effort to more closely align budgets with council goals, we have directed focus toward more clearly defining the strategic plans and guiding documents which drive the recommendations in both the operating budget and capital plans. Working to accomplish the goals of the City's Comprehensive Master Plan and City Council goals, requires many smaller departmental level plans. Implementation of those plans occurs incrementally over periods of time, often spanning several years and therefore several budgets. The later plan years include projects as place holders with tentative financing plans. As we move closer to implementation of a project cost estimates and financing plans are updated.

In the upcoming year, the City will go through a process to update the community's Comprehensive Master Plan. Two years from now when the CIP is substantially updated it will be important to ensure funding priorities are shifted where needed to support the updated master plan. It is the job of City staff to implement the goals and priorities of the community, and also to identify and communicate additional opportunities and challenges to our elected officials and community. Oftentimes priorities can be in conflict. One set of priorities may reflect the desire to control government spending in order to limit property tax or utility rate increases. Another set of priorities may reflect a desire to fund ongoing preservation and maintenance of critical transportation and water/sewer infrastructure or to invest in other community infrastructure, programs, or amenities.

Budgeting and planning processes are used to identify priorities, explore alternative means or approaches to accomplish goals and priorities and most of all to prioritize and balance conflicting community goals and priorities when possible. In a time of limited resources and increasing competitiveness and demand for public investment in our community, the need to balance conflicting priorities and needs is paramount. Budgeting and planning processes are also used to communicate, share, and solicit feedback from the community with regard to the implementation of community priorities as expressed through proposed budgets.

In recent years, the priorities articulated by the public, the City Council, and the Comprehensive Master Plan clearly show an emphasis on road and bridge systems, flood control, support for public safety services and a number of other initiatives (e.g. parks, facilities, trail systems). Two years ago, a sidewalk infrastructure asset management plan was incorporated into this document and this year we have included plans for a bicycle masterplan as well as forestry management plans. During upcoming CIP cycles and annual operating budget presentations, City staff will continue the effort that supports both the community's vision and the council's priorities.

The amount of new funds needed from year to year of the plan will directly impact the operating budget. The plan attempts to level fund those needs over the next few years. To do this, you will note that there is no room to add new projects, without moving or deleting an existing project, until FY 2029.

City staff has been careful to see that all newly identified projects deemed important to the realization of the goals and objectives of the City of Keene are incorporated into this plan that guides our community's future. Such projects are included within the seven-year planning horizon or highlighted in the narrative portion of this message under OPPORTUNITIES AND FUTURE INITIATIVES.

The proposed CIP is modest when viewed in the context of the actual use of property tax dollars and has been crafted with the operating budget in mind. With a reliance on grants, donations, and other revenue sources to offset property taxes, much has been accomplished. These next few years with continued collaboration, and adherence to frugality, will provide opportunities for new projects and priorities to be advanced. Whether it is continuing to plan for the downtown infrastructure project, improvements to utility and stormwater systems, sidewalks and roads, airport infrastructure, or parks and trails; this year's CIP with continuing collaboration includes them all.

Keene must remain competitive if we are going to continue to attract investment in commercial and residential property, jobs, and resultant increases to our tax base. Quality of life is a vital part of keeping the City competitive. The right balance between investment and affordability will ensure the City remains an attractive place to live, learn, work, and play. #liveworkplaykeene.

CAPITAL IMPROVEMENT PLAN

The focus of the CIP process is planning for our City's future. The guiding principle of this planning effort is to advance the vision of the Comprehensive Master Plan (CMP) including;

- ❖ A quality-built environment,
- ❖ Unique natural environment,
- ❖ A vibrant economy,
- ❖ Strong citizenship and proactive leadership,
- ❖ A creative and learning culture, and
- ❖ A healthy community.

Guided by fiscal policy, council goals and City Comprehensive Master Plan input from the community, capital expenditures are identified and presented in a seven-year Capital Improvement Program (CIP). The CIP includes projects with an estimated cost in excess of \$35,000 and anticipated useful life of at least five years. Individual project requests are consolidated into a capital program that includes project details and amounts by department, costs, and funding sources. Expenditure and funding activity anticipated from any capital reserve fund is also presented in the CIP regardless of the amount.

Following reviews by the City Council and Planning Board, and a public hearing, the City Council will formally adopt the Capital Improvement Plan and first year of the program is included in the next operating budget proposal (FY 2025) as the capital budget. The second year of the CIP will be reviewed during the subsequent operating budget cycle and will be included in the FY 2026 annual operating budget document.

This CIP includes capital expenditures planned for the seven-year period starting July 1, 2024, and ending June 30, 2031 (FY 2025 - FY 2031). This program is fluid and will change from CIP to CIP and can also be amended from time to time by action of the City Council. While the vast majority of capital activity advances through the CIP process, the CIP document is a planning tool. Occasionally projects are presented to and approved by the City Council outside of the formal CIP process, particularly when grant funding or community partnership becomes available. As a planning document, it also does not bind any public body to undertake any project but serves the City Council as a tool to identify and schedule needed improvements and to forecast and plan for the impact of those improvements. The CIP reflects the continuation of the philosophy of seeking opportunity for strategic investments that leverage other resources and partnerships to advance the goals of the CMP as reflected in the Skate Park Improvement Project, Open Space and Trails Program, Transportation Heritage Trail Program, and Robin Hood Park Improvements Project. Through engagement with residents, employers, the Chamber of Commerce, social service agencies, other governmental partners and community groups, our organization, community, and City Council priorities advance.

FISCAL POLICY IMPACT

On September 21, 2023, the City Council adopted the City's Fiscal Policies. The Fiscal Policies document, revised annually, is used to establish fiscal boundaries for both the Capital Improvements Program and the City operating budget while providing direction that incorporates City Council goals and objectives.

When establishing fiscal boundaries, unassigned fund balance and debt service payments are taken into consideration. Under the current Fiscal Policies, the City is to maintain an unassigned fund balance for the General Fund between 7% and 17% of the sum of the total of the General Fund annual operating budget and the property tax commitment for schools (both local and state), and the County. Unassigned fund balance and unanticipated revenues can also be an additional tool when responding to unanticipated emergency expenditures or unforeseen events or provides resources to fund capital projects maintaining budget flexibility by stabilizing or reducing future debt service payment.

Over the past few years, the amount of the General Fund unassigned fund balance has increased to over \$17 million. This provides the City with an opportunity to utilize the unassigned fund balance as a funding source in the proposed Capital Improvements Plan to reduce the impact on the tax rate and keep the use of debt funding at a manageable level. This strategy, however, is not sustainable in the long term. It is a short-term fix for the next few years. Matching one-time dollars with one-time expenses. In addition, FY 2025 includes the last year of ARPA LFRF grant funds as debt reduction for Roadway Preservation and Rehabilitation Program (\$887,204).

This plan estimates an increase in debt over the next seven years well below the 12% policy limit. It is likely some of the projects currently identified as debt funded will instead be funded by grants (e.g. \$4,518,600 stormwater resiliency related to downtown infrastructure project). We will make adjustments based on actual grant awards in the next capital plan update. In addition, as part of the next update, the use of unassigned fund balance will be re-evaluated. If grant funds are awarded for projects currently planned to be financed with debt, it will allow us to shift projects in the later years of the plan to debt and utilize less unassigned fund balance. This will likely be necessary in FY 2028 and beyond. The future amounts allocated will be dependent on year-to-year variations of budget to actuals for both expenses and revenues and actual grant awards received.

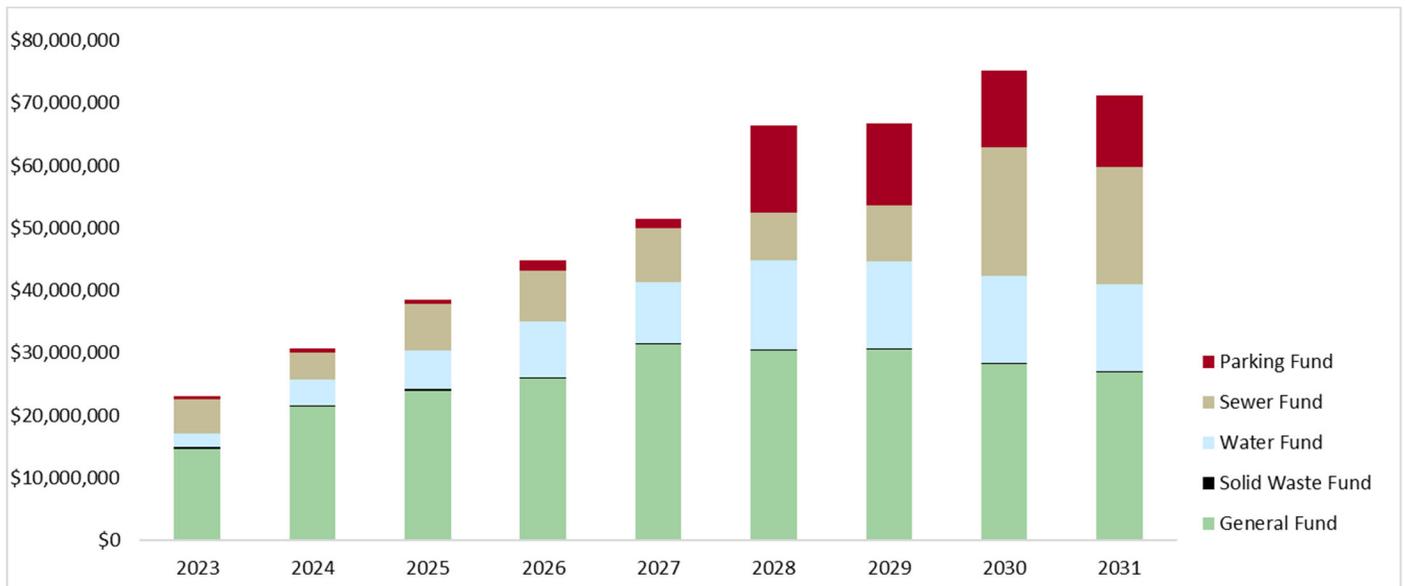
The current Fiscal Policies on debt service establishes a limit on the annual debt service payment amount based on a five (5) year average, at or less than 12% of the General Fund operating budget. Estimates of projected debt service levels during this Capital Improvements Plan’s seven-year cycle range from 7.41% for FY 2025 to 9.76% in FY 2029, although it is important to note that future initiatives anticipated and projects in the planning stages during FY 2025 and FY 2026 could impact out-year projects.

Debt Service

2025	2026	2027	2028	2029	2030	2031
7.41%	8.35%	8.87%	9.22%	9.76%	9.62%	9.59%

The following chart illustrates the total outstanding debt by fund from FY 2023 through FY 2031.

Outstanding Debt - All Funds



	2023	2024	2025	2026	2027	2028	2029	2030	2031
Parking Fund	\$390,000	\$758,674	\$606,306	\$1,655,938	\$1,465,870	\$13,953,802	\$13,129,835	\$12,305,868	\$11,481,901
Sewer Fund	\$5,597,455	\$4,221,232	\$7,524,953	\$8,018,699	\$8,557,706	\$7,698,754	\$9,022,867	\$20,537,533	\$18,783,333
Water Fund	\$2,075,000	\$4,090,566	\$6,096,528	\$8,956,423	\$9,836,052	\$14,270,681	\$13,983,709	\$13,995,738	\$13,938,100
Solid Waste Fund	\$335,000	\$290,000	\$245,000	\$200,000	\$155,000	\$120,000	\$85,000	\$75,000	\$65,000
General Fund	\$14,599,526	\$21,351,555	\$23,939,922	\$25,915,097	\$31,391,214	\$30,358,360	\$30,524,208	\$28,231,737	\$26,954,969
Total	\$22,996,981	\$30,712,027	\$38,412,708	\$44,746,157	\$51,405,842	\$66,401,597	\$66,745,619	\$75,145,877	\$71,223,303

OPPORTUNITIES AND FUTURE INITIATIVES

The capital planning process and framework directed toward the long term serves as a tool that developing well thought out projects meeting the priorities of the communities and positioning the City to take advantage of grants and other opportunities to supporting attainment of community goals and priorities. The planning element of the CIP is a critical component to success in competitive processes. Appendices in these documents identify on a high level anticipated future initiatives outside this CIP timeframe. It also serves as a centralized document keeping the public informed of scheduled future capital initiative and major infrastructure repairs.

One example can be found on page 216 regarding the Wheelock Park Lights. This project is outside the scope of the 2025-2031 CIP though planning for alternative funding sources are being considered now. The current electric and pole infrastructure installed in the mid-1980's is failing. With the changes in technologies with LED lighting, a greener footprint can be created keeping in line with the mission of the City. Working with the department, park user groups will collaborate to create a capital campaign, seek grants, utilize alternative revenue sources such as crowdfunding, and partner with local energy providers to fund this project.

With the reliance on fiber, the City will be looking to replace the existing fiber with the next generation of communications fabric. The City owns the fiber that connects its computer network to each of its facilities and the demand to move more data faster has increased and will continue to do so into the future.

Long awaited repairs to the Airport Hex Hanger are outside the scope of this CIP however have been incorporated into the long-range maintenance plan at the Airport.

Over the course of the summer, the Martell Court pump station experienced an emergency situation when the discharge knife gate on the effluent force main failed. This failure created an immediate need to add a new FY 2025 project to this CIP for constructing a permanent bypass when the Martell Court pump station needs to be taken offline. Though not originally part of the Capital Improvement Plan, this situation is an example of the flexibility of this planning document and the need to review projects on a regular basis.

Due to the recent PFAS issue and reduction in landfill capacity, New Hampshire communities are facing challenges regarding sludge disposal and increasing disposal prices. A feasibility assessment funded by an American Rescue Plan Act grant was completed in 2023 that evaluated equipment options and helped develop a sludge dewatering plan that will be implemented over the next 30 years. As part of this CIP, funding in FY 2027 and FY 2028 has been included for equipment selections, bid specification, permitting, and for the design portion of this project with construction in FY 2030.

PROJECT REQUESTS AND FINANCIAL INFORMATION

As departments create and develop project requests they utilize the tools set forth by fiscal policies and City Council. Adhering to the Comprehensive Master Plan, incorporating Council goals, and considering public and or operational needs present challenges when funding sources are limited. Through research and due diligence, the departments are often successful in obtaining alternative funding sources to lessen the burden on the taxpayer for these capital projects. Grants play an integral part in funding many of the City's large capital projects. Of the \$3.38 million in Airport capital projects in FY 2025, \$3.23 million is funded with federal and state grants.

The FY 2025-2031 Capital Improvements Program book contains the following sections:

1) Program Overview (All Funds)

This section provides an overview of the CIP process, future initiatives, impact on fiscal policies and financial information for all projects - in all funds - proposed in the FY 2025-2031 CIP.

- a. Financial Overview, including all Funds – a consolidated financial overview of all proposed projects and funding sources included in the proposed CIP.
- b. Consolidated New Debt Schedule – includes the proposed issuance of new debt (all funds).
- c. Multi-Fund Infrastructure Projects – shows the total cost of major infrastructure projects that have outlays in multiple funds (i.e. general, water, and sewer).
- d. Other Project Funding Sources – details the amounts from appropriations or other sources of project financings, such as the sale of property, capital campaigns, and re-appropriation of project balances that have been determined to be available for future years' work.

- 2) General Fund – used to account for those governmental activities that are not recorded in one of the other funds.

The General Fund project worksheets have been grouped into three (3) sections in order to emphasize specific subject areas: Community Services, Internal Support, and Infrastructure.

- a. Community Services – Community Development, Fire, Parks & Recreation, and Police Programs that are related to activities and services provided to the community for the benefit of the community. Fire and Police departments provide health, protection, and safety services while Parks and Recreation support health, wellness and open space and trails.
- b. Internal Support – Assessing, Facilities, Finance, Information Technology, and City Clerk Services that the City provides to support its own internal operations. Departments include Assessing, Finance, Information Technology, and Facilities whose primary goal and focus are to maintain the City’s structures and operational assets in good working condition, in an environmentally friendly and economically efficient manner.
- c. Infrastructure – Airport and Public Works Programs and services that are intended to promote the retention and expansion of existing businesses, and to encourage new business development in the City of Keene. This group includes improvements to the transportation infrastructure (roads, bridges, sidewalks, and bike paths) intended to facilitate the safe and efficient movement within the City; and connect the local community with the Monadnock Region and the State. Also included, are projects aimed at preventing and remediating conditions leading to localized flooding through preventive maintenance, drainage system improvements, and comprehensive stormwater infrastructure planning.

- 3) Parking Fund – Special Revenue Fund used to account for the operations, maintenance, and capital outlay needs of the municipal parking area.
- 4) Solid Waste Fund – Special Revenue Fund for accounting for the activities of the transfer station and recycling operations and for post-closure costs associated with the landfill.
- 5) Sewer Fund – Enterprise Fund used to account for the operations, maintenance, and capital outlay needs of the sewer collection and treatment systems.
- 6) Water Fund – Enterprise Fund for the accounting of the operations, maintenance, and capital outlay needs of the water treatment and distribution systems.
- 7) Equipment (Fleet) Fund – Internal Service Fund used to account for the operations, maintenance, and capital outlay needs of vehicles and equipment.

Each Fund section follows a consistent format and includes:

- a. Table of Contents
- b. Program Overview and Summary - fund basis financial information including detail on property tax, utility rate, and fee projections, et al.
- c. Debt Summary - debt service schedule providing information on existing and proposed levels of debt service through FY 2031.
- d. Capital Reserve(s) - financial summary for each active capital reserve providing a schedule of projects to be funded, proposed funding for each year of the CIP and a projected ending cash balance of the reserve.
- e. Multi-Year Projections – financial projections
- f. Project Request Worksheets

8) Appendix

- a. Appendix A – General Fund projects not included in the proposed FY 2025-2031 CIP and may appear in future CIP documents. These projects have not been included in the CIP for a variety of reasons, including limited resources and the need for additional project analysis and development.
- b. Appendix B – Water and Sewer Funds capital projects that are scheduled for FY 2032 and beyond. Also included is a brief discussion of recommendations for additional water main replacement funding. Due to the nature of aging utility infrastructure, and the scope of the proposed projects, this information is provided in an effort to better inform the long-term discussion regarding utility fund infrastructure.
- c. Index – alphabetical listing with page numbers

The remaining steps to be taken in the CIP process are:

- | | | |
|-------------------------------|---------|--|
| • Thursday, January 18, 2024 | 7:00 PM | CIP Distribution and Overview to City Council |
| • Saturday, January 20, 2024 | 8:00 AM | City Council and Planning Board CIP Presentation |
| • Thursday, January 25, 2024 | 5:30 PM | FOP Committee Review |
| • Thursday, February 8, 2024 | 5:30 PM | FOP Committee Review |
| • Thursday, February 22, 2024 | 5:30 PM | FOP Committee Review |
| • Monday, February 26, 2024 | 6:30 PM | Planning Board |
| • Thursday, March 7, 2024 | 7:00 PM | Public Hearing |
| • Thursday, March 14, 2024 | 6:00 PM | FOP Committee Recommendation |
| • Thursday, March 21, 2024 | 7:00 PM | Council CIP vote and adoption |

The Planning Board will conduct its independent review at its February 2024 meeting and will report the result of their review directly to the City Council.

Thank you for your careful consideration of this document and the various projects proposed to move toward a sustainable future for our community.

Respectfully Submitted,



Elizabeth A. Dragon
City Manager

City of Keene

CAPITAL IMPROVEMENT PROGRAM

Fiscal Years
2025
to
2031



City of Keene, New Hampshire

Capital Improvement Program

FY 2025-2031

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FY 2025-2031 Proposed Capital Improvement Program Financial Overview By Year, Fund, and Funding Source

FY24/25	Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance	Projects Funded by Capital Reserves	Projects Funded by Bonds	Projects Funded by Grants	Projects Funded by Other Sources	Total	% of program
General Fund	\$ 4,633,496	\$ 2,892,343	\$ 5,613,000	\$ 7,313,004		\$ 20,451,843	61.09%
Parking Fund	183,000	32,700				215,700	0.64%
Solid Waste Fund	150,000	347,500				497,500	1.49%
Sewer Fund	1,225,000	1,260,100	4,427,000			6,912,100	20.65%
Water Fund	750,000	316,400	2,311,000			3,377,400	10.09%
Equipment Fund	1,178,500	845,612				2,024,112	6.05%
TOTAL	\$ 8,119,996	\$ 5,694,655	\$ 12,351,000	\$ 7,313,004	\$ -	\$ 33,478,655	
% of program	24.25%	17.01%	36.89%	21.84%	0.00%	100.00%	

FY25/26	Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance	Projects Funded by Capital Reserves	Projects Funded by Bonds	Projects Funded by Grants	Projects Funded by Other Sources	Total	% of program
General Fund	\$ 4,589,763	\$ 2,236,500	\$ 5,350,000	\$ 7,580,365		\$ 19,756,628	63.18%
Parking Fund	130,000	328,000	1,127,000			1,585,000	5.07%
Solid Waste Fund	150,000	138,980				288,980	0.92%
Sewer Fund	1,225,000	882,200	1,275,000			3,382,200	10.82%
Water Fund	750,000	423,183	3,319,000			4,492,183	14.37%
Equipment Fund	950,000	815,892				1,765,892	5.65%
TOTAL	\$ 7,794,763	\$ 4,824,755	\$ 11,071,000	\$ 7,580,365	\$ -	\$ 31,270,883	
% of program	24.93%	15.43%	35.40%	24.24%	0.00%	100.00%	

FY26/27	Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance	Projects Funded by Capital Reserves	Projects Funded by Bonds	Projects Funded by Grants	Projects Funded by Other Sources	Total	% of program
General Fund	\$ 4,358,277	\$ 1,690,316	\$ 8,995,000	\$ 7,770,345		\$ 22,813,938	71.36%
Parking Fund	249,166					249,166	0.78%
Solid Waste Fund	150,000					150,000	0.47%
Sewer Fund	1,525,000	998,700	1,313,000			3,836,700	12.00%
Water Fund	871,000	596,800	1,560,000			3,027,800	9.47%
Equipment Fund	950,000	943,233				1,893,233	5.92%
TOTAL	\$ 8,103,443	\$ 4,229,049	\$ 11,868,000	\$ 7,770,345	\$ -	\$ 31,970,837	
% of program	25.35%	13.23%	37.12%	24.30%	0.00%	100.00%	

FY27/28	Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance	Projects Funded by Capital Reserves	Projects Funded by Bonds	Projects Funded by Grants	Projects Funded by Other Sources	Total	% of program
General Fund	\$ 4,598,620	\$ 2,509,122	\$ 2,750,000	\$ 3,371,567	\$ 50,000	\$ 13,279,309	34.69%
Parking Fund	110,000	35,000	12,678,000			12,823,000	33.50%
Solid Waste Fund	150,000	292,600				442,600	1.16%
Sewer Fund	1,275,000	1,391,500				2,666,500	6.97%
Water Fund	1,030,000	915,180	5,214,000			7,159,180	18.70%
Equipment Fund	1,020,000	884,666				1,904,666	4.98%
TOTAL	\$ 8,183,620	\$ 6,028,068	\$ 20,642,000	\$ 3,371,567	\$ 50,000	\$ 38,275,255	
% of program	21.38%	15.75%	53.93%	8.81%	0.13%	100.00%	

FY28/29	Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance	Projects Funded by Capital Reserves	Projects Funded by Bonds	Projects Funded by Grants	Projects Funded by Other Sources	Total	% of program
General Fund	\$ 3,736,718	\$ 638,252	\$ 4,073,000	\$ 3,543,339	\$ 50,000	\$ 12,041,309	58.03%
Parking Fund	60,000					60,000	0.29%
Solid Waste Fund	125,000					125,000	0.60%
Sewer Fund	1,425,000	779,700	2,137,000			4,341,700	20.92%
Water Fund	750,000	418,300	840,000			2,008,300	9.68%
Equipment Fund	1,250,000	924,160				2,174,160	10.48%
TOTAL	\$ 7,346,718	\$ 2,760,412	\$ 7,050,000	\$ 3,543,339	\$ 50,000	\$ 20,750,469	
% of program	35.41%	13.30%	33.98%	17.08%	0.24%	100.00%	

FY29/30	Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance	Projects Funded by Capital Reserves	Projects Funded by Bonds	Projects Funded by Grants	Projects Funded by Other Sources	Total	% of program
General Fund	\$ 3,511,574	\$ 826,330	\$ 1,633,000	\$ 1,728,604		\$ 7,699,508	26.93%
Parking Fund	60,000					60,000	0.21%
Solid Waste Fund	125,000					125,000	0.44%
Sewer Fund	1,325,000	2,353,000	12,025,000			15,703,000	54.93%
Water Fund	1,035,000	647,500	1,195,000			2,877,500	10.07%
Equipment Fund	950,000	1,171,183				2,121,183	7.42%
TOTAL	\$ 7,006,574	\$ 4,998,013	\$ 14,853,000	\$ 1,728,604	\$ -	\$ 28,586,191	
% of program	24.51%	17.48%	51.96%	6.05%	0.00%	100.00%	

FY30/31	Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance	Projects Funded by Capital Reserves	Projects Funded by Bonds	Projects Funded by Grants	Projects Funded by Other Sources	Total	% of program
General Fund	\$ 3,404,650	\$ 1,105,754	\$ 2,807,000			\$ 7,317,404	44.34%
Parking Fund	60,000					60,000	0.36%
Solid Waste Fund	125,000	375,000				500,000	3.03%
Sewer Fund	1,325,000	2,490,100	402,000			4,217,100	25.55%
Water Fund	1,125,000	140,000	1,205,000			2,470,000	14.97%
Equipment Fund	950,000	988,864				1,938,864	11.75%
TOTAL	\$ 6,989,650	\$ 5,099,718	\$ 4,414,000	\$ -	\$ -	\$ 16,503,368	
% of program	42.35%	30.90%	26.75%	0.00%	0.00%	100.00%	

ALL FUNDS 2025-2031	Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance	Projects Funded by Capital Reserves	Projects Funded by Bonds	Projects Funded by Grants	Projects Funded by Other Sources	Total	% of program
General Fund	\$ 28,833,098	\$ 11,898,617	\$ 31,221,000	\$ 31,307,224	\$ 100,000	\$ 103,359,939	51.46%
Parking Fund	852,166	395,700	13,805,000	-	-	15,052,866	7.50%
Solid Waste Fund	975,000	1,154,080	-	-	-	2,129,080	1.06%
Sewer Fund	9,325,000	10,155,300	21,579,000	-	-	41,059,300	20.44%
Water Fund	6,311,000	3,457,363	15,644,000	-	-	25,412,363	12.65%
Equipment Fund	7,248,500	6,573,610	-	-	-	13,822,110	6.88%
TOTAL ALL FUNDS	\$ 53,544,764	\$ 33,634,670	\$ 82,249,000	\$ 31,307,224	\$ 100,000	\$ 200,835,658	
% of program	26.66%	16.75%	40.95%	15.59%	0.05%	100.00%	

**FY 2025 - 2031 Capital Improvement Program
Proposed New Bond Schedule (All Funds)**

<u>Issue</u>	<u>Term</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
General Fund								
Ashuelot River Dam Repair/Replace Project	15	1,239,000		1,239,000				
Beaver Brook Flood Mitigation Project	15	1,006,000			503,000	503,000		
City Hall Structural Repairs Project	15	1,258,000	1,258,000					
Downtown Infra Improve & Reconstruct Project	10	1,283,000		1,283,000				
Downtown Restroom Project	10	432,000	432,000					
Fire Apparatus Replacement Program	5	1,308,000	1,308,000					
Lower Winchester Street Reconstruction	10	1,492,000	805,000					
Roadway Preservation & Rehabilitation Program	10	9,085,000	1,402,000	1,354,000	1,527,000	1,536,000	1,633,000	1,633,000
Robin Hood Park Improvement Project	15	1,117,000		1,117,000				
Stormwater Resiliency Program	15	10,569,000	3,550,000	2,491,000	2,034,000			1,174,000
T-hangar Apron Maintenance Project	10	201,000			720,000			
Transportation Heritage Trail Program	10	720,000						
⁽¹⁾ West Keene Fire Station Project	15	1,511,000		1,511,000				
General Fund Totals		31,221,000	5,613,000	8,995,000	2,750,000	4,073,000	1,633,000	2,807,000
Parking Fund								
West Side Downtown Parking Structure Project	10	1,127,000	1,127,000					
West Side Downtown Parking Structure Project	20	12,678,000			12,678,000			
Parking Fund Totals		13,805,000	-	-	12,678,000	-	-	-
Sewer Fund								
Blackbrook Wastewater Pumpstation Upgrade Project	15	1,760,000				1,760,000		
Lower Winchester Infrastructure Project	15	418,000	418,000					
Martell Court Bypass Project	15	3,420,000	3,420,000					
Sewer Improvements Program	15	2,588,000	1,275,000	1,313,000				
WWTP HVAC Replacement Project	10	1,106,000	327,000			377,000	402,000	
WWTP Service Water System Upgrade Project	10	262,000	262,000					
WWTP Sludge Dryer Project	15	12,025,000					12,025,000	
Sewer Fund Totals		21,579,000	4,427,000	1,313,000	-	2,137,000	12,427,000	-
Water Fund								
3 MG Water Tank Repair Project	15	690,000	690,000					
Lower Winchester Infrastructure Project	15	1,004,000	1,004,000					
Water Distribution Improvements Program	15	8,997,000	1,307,000	1,560,000	970,000	840,000	1,195,000	1,205,000
Well Field Upgrades Program	15	4,953,000	709,000		4,244,000			
Water Fund Totals		15,644,000	2,311,000	1,560,000	5,214,000	840,000	1,195,000	1,205,000
Proposed Bond Issues FY 2025-2031		\$82,249,000	\$12,351,000	\$11,071,000	\$20,642,000	\$7,050,000	\$15,255,000	\$4,012,000

⁽¹⁾ West Keene Fire Station Project - the construction phase (FY27) of this project is a placeholder contingent upon grant funding.

2025 - 2031 MULTI-FUND/PROJECT INFRASTRUCTURE PROGRAMS
Projects Consolidated Across Funds and Programs

	pg.	Prior Years	2025	2026	2027	2028	2029	2030	2031	Total
<u>Church Street</u>										
Stormwater Resiliency	106-107				170,400	2,022,700				2,193,100
Sewer Improvements	147-148				42,800	293,500				336,300
Water Distribution Improvements	182-183				122,000	837,600				959,600
Total Church Street			-	-	335,200	3,153,800	-	-	-	3,489,000
<u>Downtown Revitalization</u>										
Street/Sidewalk/Other Improvements	86-87	680,000	1,204,000	1,240,000	1,277,000					4,401,000
Traffic Signal Replacement	101-102	196,800	202,700							399,500
Stormwater Resiliency	106-107		1,669,000	1,311,900	1,537,700					4,518,600
Sewer Improvements	147-148	339,035	615,300	1,267,600	1,305,600					3,527,535
Water Distribution Improvements	182-183	242,000	1,299,300	1,911,800	590,800					4,043,900
Total Downtown Revitalization		1,457,835	4,990,300	5,731,300	4,711,100	-	-	-	-	16,890,535
<u>State Bypass Projects ⁽¹⁾</u>										
Lower Winchester Street Reconstruction	95-96	1,482,929	4,000,000	5,914,550						11,397,479
Lower Winchester Street - Sewer Infrastructure	151		416,300							416,300
Lower Winchester Street - Water Infrastructure	184		998,800							998,800
Total State Bypass Project			5,415,100	5,914,550	-	-	-	-	-	12,812,579
<u>Travel Surface Improvements</u>										
Road Preservation & Rehabilitation	89-91		1,418,473	1,402,000	1,354,000	1,527,000	1,581,000	1,633,000	1,633,000	10,548,473
Sidewalk Asset Management	99-100		289,488	288,600	283,716	279,609	293,484	274,281	278,499	1,987,677
Total Travel Surface Improvements			1,707,961	1,690,600	1,637,716	1,806,609	1,874,484	1,907,281	1,911,499	12,536,150
<u>West Street Corridor Improvements</u>										
West Street Corridor	97-98				806,081			335,118		1,141,199
West Street - Sewer Infrastructure	147-148				168,800					168,800
West Street - Water Infrastructure	182-183				168,800					168,800
Total West Street Corridor Improvements			-	-	1,143,681	-	-	335,118	-	1,478,799

⁽¹⁾ This project includes the replacement of the Winchester Street over Ash Swamp Brook bridge.

2025 - 2031 CIP "Other" Project Financing Detail by Year



FY 24-25

Department	Project Name	Fund	Source	\$
	N/A			
Total				-

FY 25-26

Department	Project Name	Fund	Source	\$
	N/A			
Total				-



FY 26-27

Department	Project Name	Fund	Source	\$
	N/A			
Total				-

FY 27-28

Department	Project Name	Fund	Source	\$
Parks & Rec	Municipal Parks Maintenance Program	General	Donations	50,000
Total				50,000

FY 28-29

Department	Project Name	Fund	Source	\$
Parks & Rec	Municipal Parks Maintenance Program	General	Donations	50,000
Total				50,000

FY 29-30

Department	Project Name	Fund	Source	\$
	N/A			
Total				-

FY 30-31

Department	Project Name	Fund	Source	\$
	N/A			
Total				-

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GENERAL FUND

The General Fund is the governmental fund that is used to account for those activities that are not recorded in one of the other City funds that have been established under the authority of the City Council.

Description	Page
General CIP Overview & Summary	8-15
General Fund Debt Summary	16
General Fund Capital Reserves	
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General Fund Multi-Year Projections	27-28

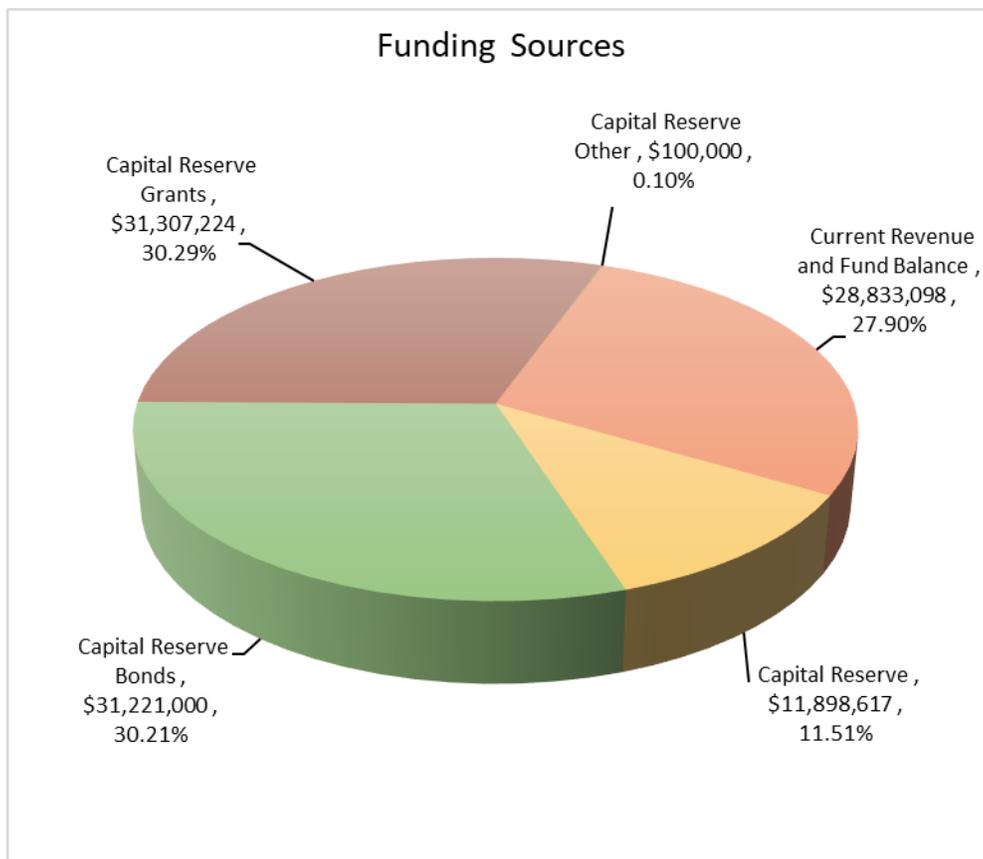
GENERAL FUND CIP PROJECT AND FINANCIAL OVERVIEW

The General Fund section of the Capital Improvement Program (CIP) represents capital improvement projects requested by city departments included in the general fund. The general fund is the principal fund that supports basic city services such as police and fire, parks and recreation, and general government operations. As with all city funds represented in this book, each general fund project requested is presented by department directors and reviewed by the City Manager. Some capital projects are one-time projects such as a new generator while others can span over a period of several years like the Lower Winchester Street project. Each project prior to their finalization for this book is researched and reviewed for cost saving alternative solutions to minimize the impact on the general fund operating budget. The total of the general fund projects presented in the FY2025-2031 Capital Improvement Program is \$103,359,939 or 51.46% of the total \$200,835,658 for all funds.

General Fund	\$	103,359,939	51.46%
Parking Fund	\$	15,052,866	7.50%
Solid Waste Fund	\$	2,129,080	1.06%
Sewer Fund	\$	41,059,300	20.44%
Water Fund	\$	25,412,363	12.65%
Equipment Fund	\$	13,822,110	6.88%
Total	\$	<u>200,835,658</u>	<u>100.00%</u>

Funding for capital projects is not limited to current revenue raised through taxation. Departments search for alternative funding sources to lessen the taxpayer burden. Bonding, grants, capital reserves, and other sources consist of 72% of the funding with current revenues making up the difference of 28% over the seven (7) years covered in this CIP. The pie chart on the next page summarizes the level of the General Fund funding sources proposed in this CIP.

	Current Revenue and Fund Balance	Capital Reserve	Bonds	Grants	Other	Total
FY25	\$4,633,496	\$2,892,343	\$5,613,000	\$7,313,004		\$20,451,843
FY26	4,589,763	2,236,500	5,350,000	7,580,365		19,756,628
FY27	4,358,277	1,690,316	8,995,000	7,770,345		22,813,938
FY28	4,598,620	2,509,122	2,750,000	3,371,567	50,000	13,279,309
FY29	3,736,718	638,252	4,073,000	3,543,339	50,000	12,041,309
FY30	3,511,574	826,330	1,633,000	1,728,604		7,699,508
FY31	3,404,650	1,105,754	2,807,000			7,317,404
Total	\$28,833,098	\$11,898,617	\$31,221,000	\$31,307,224	\$100,000	\$103,359,939
	27.90%	11.51%	30.21%	30.29%	0.10%	



The General Fund section of the FY2025-2031 CIP book is presented in three sections representing the three operational functions of the City.

- Community Services

Included in Community Services are programs that relate to activities and services provided to the community for the benefit of the community. Fire and Police departments provide health, protection, and safety services while Parks and Recreation support health, wellness and open space and trails.

Some of the projects in this section include the Comprehensive Master Plan Update and Bicycle Master Plan, Ambulance and Fire Apparatus Replacements, Open Space and Trails Program, and Police Portable Radios Replacement. The total cost of projects presented in the Community Services section is \$24,808,594.

- Internal Support

The services that the city provides to support its own internal operation are included in the Internal Support section. Departments include Assessing, Finance, Information Technology, and Facilities. The primary goal and focus of these departments is to support all departments and City operations, and to maintain the City's structures and operational assets in good working condition, in an environmentally friendly, and economically efficient manner.

Some projects include City Revaluation, Voting Tabulation Equipment, Parking Lot Paving, and Network Equipment Replacement Program. The total cost of the projects presented in the Internal Support section is \$14,740,075.

- Infrastructure

The programs and services that are intended to promote the retention and expansion of existing businesses, and to encourage new business development in the City of Keene are in this section. This grouping of projects includes improvements to the transportation infrastructure (roads, bridges, sidewalks, and bike paths) intended to facilitate the safe and efficient movement within the city and connect the local community with the Monadnock Region and the State. Also included are projects aimed at preventing and remediating conditions leading to localized flooding through preventive maintenance, drainage system improvements, and comprehensive stormwater infrastructure planning.

Infrastructure projects such as the Airport Wildlife Perimeter Fence Project, Pavement Maintenance and Marking, Bridge Preservation Program, and Stormwater Main Lining Program are included in this section. The total cost of projects in this section is \$63,811,270.

To help smooth out spikes in funding needed for capital projects, the City utilizes capital reserve accounts. These accounts are similar to a savings account for a particular purpose. The CIP includes annual funding for the capital reserves for future capital asset purchases or for use in maintenance and rehabilitation programs. For example, each year \$250,000 is appropriated in the CIP for funding a fire apparatus capital reserve for the purchase of a fire truck in five years. In the year of the purchases, \$800,000 from the capital reserve account is used to purchase the fire truck. The level funding over a period of time eliminates the spike in funds needed in the year of the purchase helping to keep the tax rate impact level. The funding for the capital reserves over the next seven years is included in the General Fund section totaling \$11,898,317.

New Initiatives

Projects and Programs – Introduced in the 2025-2031 CIP

Worth mentioning again, though not new, are project types. Projects and Programs were introduced in the 2025-2031 CIP to enable better reporting and this CIP continues using this concept.

Projects are one-time stand-alone items such as the Crime Scene Van Replacement Project or may have multi-phases including study, design, engineering, and construction. An example of a multiphase project is the Airport Apron Expansion Project that spans over two years, with design in one year and construction in another.

Programs are recurring and on-going, often associated with an asset management plan, and include regular (often annual) expenditure appropriations. An example of a program is the Municipal Building Roofs Program.

Project Worksheets

Project worksheets have been modified to include the budgetary impact of the capital project on the operating budget and the relationship to current City Council goals.

Additional Use of Fund Balance and Current Revenue to offset Annual Taxpayer Impact

In order to lessen the impact on the taxpayers and reduce annual budget spikes, alternative funding sources are vetted and analyzed throughout the CIP process with departments, the City Manager, and the Finance Director. Over the past several years, the City has strengthened its financial position by increasing its unassigned fund balance to nearly \$18 million. In the 2025-2031 CIP through strategic

planning, \$6,061,718 of unassigned fund balance as a funding source has been incorporated to stabilize potential spikes in funds to be raised through taxation.

Proposed New General Fund Projects

- Bicycle Master Plan – A Community Development project to update the actual plan not formally updated in over 20 years to include strategies for addressing sustainability, maintenance, and accessibility.
- SIG COM TRX-50 – A Fire Department project to replace the Vision 21 public/municipal alarm reporting monitoring system now obsolete.
- Forestry Assessment – A Park and Receptions project to assess the forestry conditions in Wheelock Park, Ladies Wildwood, Dinsmoore Woods, and Robin Hood Park.
- Crime Scene Van Replacement – Police Department project to replace the 2007 Chevrolet 4500 retrofitted ambulance used as a Crime Scene van now reaching end of life.
- Vote Tabulation Equipment – A City Clerk project to replace the Accuvote tabulation system in use since 1994.
- City Wide Security Upgrade – A Facilities project to upgrade the security systems within the city facilities to provide a safe environment for staff and patrons.
- Airport Terminal Improvements – An Airport project to address ADA compliance issues on both the airside and the landside entrances to the terminal.
- T-Hanger Apron Maintenance – An Airport project to repair significant cracks and spauling in the apron pavement.
- Airport Fiber Optic Replacement – An Airport project to replace the fiber optic cable that has reached end of life. This cable connects the City's network from City Hall to the Airport and WWTP.

General Fund

2025-2031 Capital Improvement Program By Department

PROJECT NAME	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
CAPITAL RESERVE APPROPRIATIONS								
Ambulance Replacement Capital Reserve	300,000	175,000	175,000	175,000	175,000	175,000	175,000	1,350,000
Apparatus (Fire) Replacement Capital Reserve	375,000	375,000	375,000	375,000	375,000	375,000	375,000	2,625,000
Bridges Capital Reserve	120,000	120,000	120,000	120,000	120,000	120,000	120,000	840,000
Downtown Infrastructure Capital Reserve	500,000	500,000	350,000	350,000	350,000	350,000	350,000	2,750,000
Emergency Communication Capital Reserve	75,000	75,000	75,000	75,000	75,000	75,000	75,000	525,000
IT Systems & Infrastructure Capital Reserve	125,000	125,000	150,000	150,000	150,000	150,000	150,000	1,000,000
Parks & Facilities Infrastructure Capital Reserve	350,000	500,000	500,000	500,000	500,000	500,000	500,000	3,350,000
Reappraisal Capital Reserve	35,000	35,000	35,000	35,000	35,000	35,000	35,000	245,000
Road & Sidewalk Infrastructure Capital Reserve	300,000	300,000	400,000	400,000	400,000	500,000	500,000	2,800,000
Transportation Improvement Capital Reserve	90,000	90,000	90,000	90,000	90,000	90,000	90,000	630,000
TOTAL CAPITAL RESERVE APPROPRIATIONS	\$ 2,270,000	\$ 2,295,000	\$ 2,270,000	\$ 2,270,000	\$ 2,270,000	\$ 2,370,000	\$ 2,370,000	\$ 16,115,000
AIRPORT								
Beacon Replacement Project						500,000		500,000
Fiber Optic Replacement Project			22,500					22,500
Obstruction Management Program		500,000	650,000					1,150,000
Pavement Maintenance & Marking Program		166,700			166,700			333,400
Snow Removal Equipment Project	600,000							600,000
T-hangar Apron Maintenance Project		201,000						201,000
Terminal Apron Expansion Project				195,000	3,400,000			3,595,000
Terminal Improvements Project	800,000							800,000
Wildlife Perimeter Fence Project	1,984,000	1,984,000						3,968,000
TOTAL AIRPORT	\$ 3,384,000	\$ 2,851,700	\$ 672,500	\$ 195,000	\$ 3,566,700	\$ 500,000	\$ -	\$ 11,169,900
ASSESSMENT								
Revaluation Program	138,000					138,000		276,000
TOTAL ASSESSMENT	138,000	-	-	-	-	138,000	-	276,000
CITY CLERK								
Vote Tabulation Equipment Project			50,000					50,000
TOTAL CITY CLERK	-	-	50,000	-	-	-	-	50,000
COMMUNITY DEVELOPMENT								
10-Year Digital Base Map Update Project	150,000							150,000
Bicycle Master Plan Project	50,000							50,000
Comprehensive Master Plan Update Project	70,000							70,000
TOTAL COMMUNITY DEVELOPMENT	\$ 270,000	\$ -	\$ 270,000					
FIRE								
Ambulance Replacement Program	452,186			468,186			474,255	1,394,627
Durable Equipment Program		202,440	120,186		50,188		34,000	406,814
Fire Apparatus Replacement Program	524,000	1,308,000			198,104			2,030,104
Gear Washer/Extractor & Drying System Project				50,000				50,000
SCBA Fill Station Project			60,000					60,000
SIG COM TRX-50 Integrated Master Box Project	138,000							138,000
TOTAL FIRE	\$ 1,114,186	\$ 1,510,440	\$ 180,186	\$ 518,186	\$ 248,292	\$ -	\$ 508,255	\$ 4,079,545
INFORMATION TECHNOLOGY								
Database Software Upgrade Program	24,000			24,000				48,000
Network Equipment Replacement Program		37,800	142,400	100,800	6,500		18,000	305,500
Phone System Replacement Project					252,000			252,000
Server Replacement Program	36,000	15,000	53,000	12,000		36,000		167,000
Storage Area Network Project				192,000				192,000
TOTAL INFORMATION TECHNOLOGY	\$ 60,000	\$ 52,800	\$ 195,400	\$ 328,800	\$ 273,500	\$ 36,000	\$ 18,000	\$ 964,500

2025-2031 General Fund Project Listing By Department - Cont'd)

<u>PROJECT NAME</u>	<u>2024/2025</u>	<u>2025/2026</u>	<u>2026/2027</u>	<u>2027/2028</u>	<u>2028/2029</u>	<u>2029/2030</u>	<u>2030/2031</u>	<u>TOTAL</u>
<u>PARKS, RECREATION, CEMETERIES & FACILITIES</u>								
Ashuelot River Dam Repair or Removal Project			1,239,000					1,239,000
Forestry Assessment Project		35,000						35,000
Municipal Parks Maintenance Program	75,000	75,000	150,000	300,000	300,000	75,000	75,000	1,050,000
Open Space and Trails Program	50,000	35,000	35,000	127,500	35,000	35,000	35,000	352,500
Robin Hood Park Improvement Project			2,692,000	1,175,000				3,867,000
Trail Bridge Maintenance Project	113,000	120,100	59,900					293,000
Transportation Heritage Trail Program		413,200		3,581,520				3,994,720
<i>Subtotal Parks, Recreation & Cemeteries</i>	<i>238,000</i>	<i>678,300</i>	<i>4,175,900</i>	<i>5,184,020</i>	<i>335,000</i>	<i>110,000</i>	<i>110,000</i>	<i>10,831,220</i>
City Hall Structural Repairs Project	1,258,000							1,258,000
City Wide Security Upgrades Project		75,000	50,000	75,000	50,000			250,000
Municipal Building Capital Maintenance Program	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Municipal Building Roofs Program	184,477	129,548	170,875	323,570	194,375	81,250	297,500	1,381,595
Parks and Cemetery Operations Building Project	180,000							180,000
Paving Parking Lots Program		372,000	370,000	174,000				916,000
(1) W Keene Fire Station Project			7,518,980					7,518,980
<i>Subtotal Facilities</i>	<i>1,722,477</i>	<i>676,548</i>	<i>8,209,855</i>	<i>672,570</i>	<i>344,375</i>	<i>181,250</i>	<i>397,500</i>	<i>12,204,575</i>
TOTAL PARKS, RECREATION, CEMETERIES & FACILITIES	\$ 1,960,477	\$ 1,354,848	\$ 12,385,755	\$ 5,856,590	\$ 679,375	\$ 291,250	\$ 507,500	\$ 23,035,795
<u>POLICE</u>								
Body-worn & In-car Camera Replace Project				489,940				489,940
Crime Scene Van Replacement Project	283,000							283,000
EXACOM Hindsight System Replace/Refresh Project			41,300					41,300
Mobile Radio Replacement Program	61,669							61,669
Portable Radios Program				86,328	88,920	96,672		271,920
TOTAL POLICE	\$ 344,669	\$ -	\$ 41,300	\$ 576,268	\$ 88,920	\$ 96,672	\$ -	\$ 1,147,829
<u>PUBLIC WORKS</u>								
Beaver Brook Flood Mitigation Project				503,000	503,000			1,006,000
Bridge Repair & Replacement Program				218,496	6,218	1,231,887		1,456,601
Bridge Preservation Program							300,000	300,000
Dam Maintenance Program		196,100		173,800		184,500		554,400
Downtown Infra Improve & Reconstruct Project	1,204,000	1,240,000	1,283,000					3,727,000
Downtown Restroom Project		432,000						432,000
Lower Winchester Street Reconstruction Project	4,005,000	5,918,640						9,923,640
Roadway Preservation & Rehabilitation Program	1,418,473	1,402,000	1,354,000	1,527,000	1,581,000	1,633,000	1,633,000	10,548,473
Sidewalk Asset Management Program	289,488	288,600	283,716	279,609	293,484	274,281	278,499	1,987,677
Stormwater Channel Maintenance Program	100,000	200,000	200,000	200,000	200,000	200,000	200,000	1,300,000
Stormwater Main Lining Program	226,050	220,400	252,000	185,160	174,820	160,200	200,150	1,418,780
Stormwater Resiliency Program	3,550,000	1,436,900	2,491,000	170,400	2,034,000	123,600	1,174,000	10,979,900
Stormwater Spot Repairs Program	77,500	79,800	82,000	84,000	87,000	90,000	93,000	593,300
Stormwater System Analysis Program			35,000	35,000	35,000	35,000	35,000	175,000
Traffic Signal Replacement Program	40,000	277,400	232,000	158,000				707,400
West Street Corridor Improvements Project			806,081			335,118		1,141,199
TOTAL PUBLIC WORKS	\$ 10,910,511	\$ 11,691,840	\$ 7,018,797	\$ 3,534,465	\$ 4,914,522	\$ 4,267,586	\$ 3,913,649	\$ 46,251,370
GRAND TOTAL - GENERAL FUND 2025-2031	\$ 20,451,843	\$ 19,756,628	\$ 22,813,938	\$ 13,279,309	\$ 12,041,309	\$ 7,699,508	\$ 7,317,404	\$ 103,359,939

(1) W Keene Fire Station Project - the construction phase (FY27) of this project is a placeholder contingent upon grant funding.

General Fund

2025-2031 Capital Improvement Program By Funding Source

PROJECT NAME	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
	\$ 20,451,843	\$ 19,756,628	\$ 22,813,938	\$ 13,279,309	\$ 12,041,309	\$ 7,699,508	\$ 7,317,404	\$ 103,359,939
CAPITAL RESERVE APPROPRIATIONS								
CURRENT REVENUES								
Ambulance Replacement Capital Reserve	300,000	175,000	175,000	175,000	175,000	175,000	175,000	1,350,000
Apparatus (Fire) Replacement Capital Reserve	375,000	375,000	375,000	375,000	375,000	375,000	375,000	2,625,000
Bridges Capital Reserve	120,000	120,000	120,000	120,000	120,000	120,000	120,000	840,000
Downtown Infrastructure Capital Reserve	500,000	500,000	350,000	350,000	350,000	350,000	350,000	2,750,000
Emergency Communication Capital Reserve	75,000	75,000	75,000	75,000	75,000	75,000	75,000	525,000
IT Systems & Infrastructure Capital Reserve	125,000	125,000	150,000	150,000	150,000	150,000	150,000	1,000,000
Parks & Facilities Infrastructure Capital Reserve	350,000	500,000	500,000	500,000	500,000	500,000	500,000	3,350,000
Reappraisal Capital Reserve	35,000	35,000	35,000	35,000	35,000	35,000	35,000	245,000
Road & Sidewalk Infrastructure Capital Reserve	300,000	300,000	400,000	400,000	400,000	500,000	500,000	2,800,000
Transportation Improvement Capital Reserve	90,000	90,000	90,000	90,000	90,000	90,000	90,000	630,000
TOTAL CAPITAL RESERVE APPROPRIATIONS	\$ 2,270,000	\$ 2,295,000	\$ 2,270,000	\$ 2,270,000	\$ 2,270,000	\$ 2,370,000	\$ 2,370,000	\$ 16,115,000
PROJECT FUNDING DETAIL								
FUND BALANCE								
10 Year Digital Base Map Update Project	150,000	-	-	-	-	-	-	150,000
Beacon Replacement Project	-	-	-	-	-	25,000	-	25,000
Dam Maintenance Program	-	196,100	-	173,800	-	184,500	-	554,400
Durable Equipment Program	-	202,440	120,186	-	50,188	-	34,000	406,814
Lower Winchester Street Reconstruction	-	-	-	-	-	-	-	-
Municipal Building Capital Maintenance Program	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Municipal Building Roofs Program	184,477	129,548	170,875	323,570	194,375	81,250	297,500	1,381,595
Municipal Parks Maintenance Program	75,000	75,000	150,000	100,000	100,000	75,000	75,000	650,000
Parks & Cemetery Operations Building	180,000	-	-	-	-	-	-	180,000
Paving Parking Lots Program	-	372,000	370,000	174,000	-	-	-	916,000
Phone System Replacement	-	-	-	-	252,000	-	-	252,000
Roadway Preservation & Rehabilitation Program	281,269	-	-	-	-	-	-	281,269
SIG COM TRX-50 Integrated Master Box Project	138,000	-	-	-	-	-	-	138,000
West Street Corridor Improvements Project	-	-	161,216	-	-	67,024	-	228,240
Wildlife Perimeter Fence Project	99,200	99,200	-	-	-	-	-	198,400
TOTAL PROJECTS FUNDED WITH FUND BALANCE	\$ 1,207,946	\$ 1,174,288	\$ 1,072,277	\$ 871,370	\$ 696,563	\$ 532,774	\$ 506,500	\$ 6,061,718
CAPITAL RESERVES								
Ambulance Replacement Program	452,186	-	-	468,186	-	-	474,255	1,394,627
Bridge Repair & Replacement Program	-	-	-	43,699	1,244	246,377	-	291,320
Bridge Preservation Program	-	-	-	-	-	-	300,000	300,000
Database Software Upgrade Program	24,000	-	-	24,000	-	-	-	48,000
Downtown Infra Improve & Reconstruct Project	1,204,000	1,240,000	-	-	-	-	-	2,444,000
EXACOM Hindsight System Replacement	-	-	41,300	-	-	-	-	41,300
Fire Apparatus Replacement Program	524,000	-	-	-	198,104	-	-	722,104
Lower Winchester Street Reconstruction (Bridge)	-	500,000	-	-	-	-	-	500,000
Mobile Radio Replacement Program (Police)	61,669	-	-	-	-	-	-	61,669
Network Equipment Replacement Program	-	37,800	142,400	100,800	6,500	-	18,000	305,500
Open Space and Trails Program	50,000	35,000	35,000	127,500	35,000	35,000	35,000	352,500
Portable Radios Program (Police)	-	-	-	86,328	88,920	96,672	-	271,920
Revaluation Program	138,000	-	-	-	-	138,000	-	276,000
Robin Hood Park Improvement Project	-	-	1,075,000	1,175,000	-	-	-	2,250,000
Server Replacement Program	36,000	15,000	53,000	12,000	15,000	36,000	-	167,000
Sidewalk Asset Management Program	289,488	288,600	283,716	279,609	293,484	274,281	278,499	1,987,677
Storage Area Network Project	-	-	-	192,000	-	-	-	192,000
Trail Bridge Maintenance Project	113,000	120,100	59,900	-	-	-	-	293,000
TOTAL PROJECTS FUNDED WITH CAPITAL RESERVES	\$ 2,892,343	\$ 2,236,500	\$ 1,690,316	\$ 2,509,122	\$ 638,252	\$ 826,330	\$ 1,105,754	\$ 11,898,617

2025-2031 General Fund Capital Improvement Program By Funding Source - Cont'd)

PROJECT NAME	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
CURRENT REVENUES								
Bicycle Master Plan Project	50,000							50,000
Body-worn & In-car Camera Replace Project				489,940				489,940
City Wide Security Upgrades Project		75,000	50,000	75,000	50,000			250,000
Comprehensive Master Plan Update Project	70,000							70,000
Crime Scene Van Replacement Project	283,000							283,000
Fiber Optic Replacement Project			22,500					22,500
Forestry Assessment Project		35,000						35,000
Gear Washer/Extractor & Drying System Project				50,000				50,000
Obstruction Management Program		25,000	32,500					57,500
Pavement Maintenance & Marking Program		8,335			8,335			16,670
Roadway Preservation & Rehabilitation Program	250,000				45,000			295,000
SCBA Fill Station			60,000					60,000
Snow Removal Equipment Project	30,000							30,000
Stormwater Channel Maintenance Program	100,000	200,000	200,000	200,000	200,000	200,000	200,000	1,300,000
Stormwater Main Lining Program	226,050	220,400	252,000	185,160	174,820	160,200	200,150	1,418,780
Stormwater Resiliency Program		116,900		170,400		123,600		410,900
Stormwater Spot Repairs Program	77,500	79,800	82,000	84,000	87,000	90,000	93,000	593,300
Stormwater System Analysis Program			35,000	35,000	35,000	35,000	35,000	175,000
Terminal Apron Expansion Project				9,750	170,000			179,750
Terminal Improvements Project	29,000							29,000
Traffic Signal Replacement Program	40,000	277,400	232,000	158,000				707,400
Transportation Heritage Trail Program		82,640						82,640
Vote Tabulation Equipment Project			50,000					50,000
TOTAL PROJECTS FUNDED WITH CURRENT REVENUES	\$ 1,155,550	\$ 1,120,475	\$ 1,016,000	\$ 1,457,250	\$ 770,155	\$ 608,800	\$ 528,150	\$ 6,656,380
DEBT								
Ashuelot River Dam Repair or Removal			1,239,000					1,239,000
Beaver Brook Flood Mitigation Project				503,000	503,000			1,006,000
City Hall Structural Repairs Project	1,258,000							1,258,000
Downtown Infra Improve & Reconstruct Project			1,283,000					1,283,000
Downtown Restroom Project		432,000						432,000
Fire Apparatus Replacement Program		1,308,000						1,308,000
Lower Winchester Street Reconstruction	805,000	687,000						1,492,000
Roadway Preservation & Rehabilitation Program		1,402,000	1,354,000	1,527,000	1,536,000	1,633,000	1,633,000	9,085,000
Robin Hood Park Improvement Project			1,117,000					1,117,000
Stormwater Resiliency Program	3,550,000	1,320,000	2,491,000		2,034,000		1,174,000	10,569,000
T-hangar Apron Maintenance Project		201,000						201,000
Transportation Heritage Trail Program				720,000				720,000
⁽¹⁾ W Keene Fire Station Project			1,511,000					1,511,000
TOTAL PROJECTS FUNDED WITH DEBT	\$ 5,613,000	\$ 5,350,000	\$ 8,995,000	\$ 2,750,000	\$ 4,073,000	\$ 1,633,000	\$ 2,807,000	\$ 31,221,000
OTHER FUNDING SOURCES								
Municipal Parks Maintenance Program (Donations)				50,000	50,000			100,000
TOTAL PROJECTS FUNDED WITH OTHER SOURCES	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 100,000
GRANTS								
Beacon Replacement (90/5/5)						475,000		475,000
Bridge Repair & Replacement Program (80/20)				174,797	4,974	985,510		1,165,281
Lower Winchester Street Reconstruction (80/20)	3,200,000	4,731,640						7,931,640
Municipal Parks Maintenance Program (50/50)				150,000	150,000			300,000
Obstruction Management Program (90/5/5)		475,000	617,500					1,092,500
Pavement Maintenance & Marking Program (90/5/5)		158,365			158,365			316,730
Roadway Preservation & Rehabilitation Program (100)	887,204							887,204
Robin Hood Park Improvement Project (80/20)			500,000					500,000
Snow Removal Equipment Project (90/5/5)	570,000							570,000
Terminal Apron Expansion Project (90/5/5)				185,250	3,230,000			3,415,250
Terminal Improvements Project (90/5/5)	771,000							771,000
Transportation Heritage Trail Program (80/20)		330,560		2,861,520				3,192,080
West Street Corridor Improvements Project (80/20)			644,865			268,094		912,959
Wildlife Perimeter Fence Project (90/5/5)	1,884,800	1,884,800						3,769,600
⁽¹⁾ W Keene Fire Station Project (80/20)			6,007,980					6,007,980
TOTAL PROJECTS FUNDED WITH GRANTS	\$ 7,313,004	\$ 7,580,365	\$ 7,770,345	\$ 3,371,567	\$ 3,543,339	\$ 1,728,604	\$ -	\$ 31,307,224
	\$ 20,451,843	\$ 19,756,628	\$ 22,813,938	\$ 13,279,309	\$ 12,041,309	\$ 7,699,508	\$ 7,317,404	\$ 103,359,939

2025-2031 New Cash Requirement

Capital Reserve Appropriation	\$ 2,270,000	\$ 2,295,000	\$ 2,270,000	\$ 2,270,000	\$ 2,270,000	\$ 2,370,000	\$ 2,370,000	\$ 16,115,000
Use of Current Revenues for Projects	1,155,550	1,120,475	1,016,000	1,457,250	770,155	608,800	528,150	6,656,380
Use of Fund Balance for Projects	1,207,946	1,174,288	1,072,277	871,370	696,563	532,774	506,500	6,061,718
New Funds Needed	\$ 4,633,496	\$ 4,589,763	\$ 4,358,277	\$ 4,598,620	\$ 3,736,718	\$ 3,511,574	\$ 3,404,650	\$ 28,833,098

⁽¹⁾ W Keene Fire Station Project - the construction phase (FY27) of this project is a placeholder contingent upon grant funding.

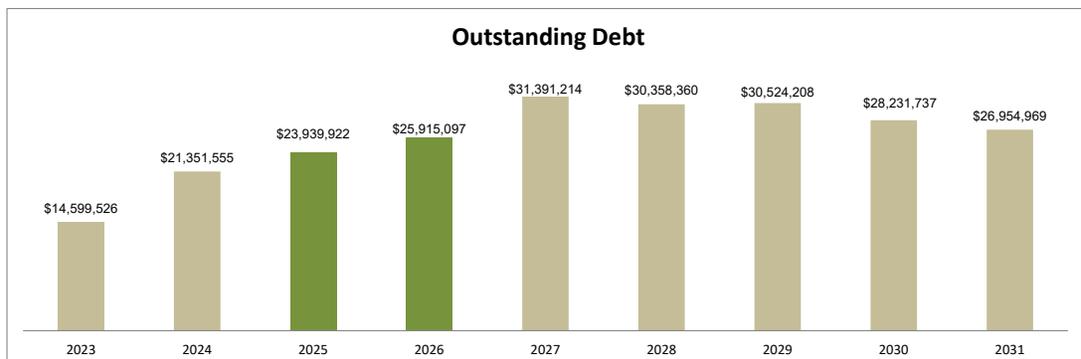
General Fund

2025 - 2031 CIP Debt Summary

	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Existing Debt	\$18,400,555	\$23,939,922	\$25,915,097	\$31,391,214	\$30,358,360	\$30,524,208	\$28,231,737
Authorized Not Issued	2,951,000	-	-	-	-	-	-
New Issues Proposed	5,613,000	5,350,000	8,995,000	2,750,000	4,073,000	1,633,000	2,807,000
Principal Paid	(3,024,634)	(3,374,824)	(3,518,883)	(3,782,854)	(3,907,152)	(3,925,471)	(4,083,769)
Total Existing Debt & Issues Proposed	\$23,939,922	\$25,915,097	\$31,391,214	\$30,358,360	\$30,524,208	\$28,231,737	\$26,954,969

	Issue	Term	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Existing & Authorized Debt Service (P & I)			\$3,682,710	\$3,602,738	\$3,021,865	\$2,516,317	\$2,310,295	\$1,944,803	\$1,887,062
Proposed Debt Service CIP FY25									
City Hall Structural Repairs	1,258,000	15	31,450	144,670	140,477	136,283	132,090	127,897	123,703
Lower Winchester Street Reconstruction	805,000	10	20,125	118,738	114,713	110,688	106,663	102,638	98,613
Stormwater Resiliency	3,550,000	15	88,750	408,250	396,417	384,583	372,750	360,917	349,083
Proposed Debt Service CIP FY26									
Downtown Restroom	432,000	10		10,800	63,720	61,560	59,400	57,240	55,080
Fire Apparatus Replacement	1,308,000	5		32,700	320,460	307,380	294,300	281,220	268,140
Lower Winchester Street Reconstruction	687,000	10		17,175	101,333	97,898	94,463	91,028	87,593
Roadway Preservation & Rehabilitation	1,402,000	10		35,050	206,795	199,785	192,775	185,765	178,755
Stormwater Resiliency	1,320,000	15		21,450	129,470	126,610	123,750	120,890	118,030
T-hangar Apron Maintenance	201,000	10		5,025	29,648	28,643	27,638	26,633	25,628
Proposed Debt Service CIP FY27									
Ashuelot River Dam Repair/Replace	1,239,000	15			30,975	142,485	138,355	134,225	130,095
Downtown Infrastructure Improve	1,283,000	10			32,075	189,243	182,828	176,413	169,998
Roadway Preservation & Rehabilitation	1,354,000	10			33,850	199,715	192,945	186,175	179,405
Robin Hood Park Improvement	1,117,000	15			27,925	128,455	124,732	121,008	117,285
Stormwater Resiliency	2,491,000	15			62,275	286,465	278,162	269,858	261,555
⁽¹⁾ West Keene Fire Station	1,511,000	15			37,775	173,765	168,728	163,692	158,655
Proposed Debt Service CIP FY28									
Beaver Brook Flood Mitigation	503,000	15				12,575	57,845	56,168	54,492
Roadway Preservation & Rehabilitation	1,527,000	10				38,175	225,233	217,598	209,963
Transportation Heritage Trail	720,000	10				18,000	106,200	102,600	99,000
Proposed Debt Service CIP FY29									
Beaver Brook Flood Mitigation	503,000	15					12,575	57,845	56,168
Roadway Preservation & Rehabilitation	1,536,000	10					38,400	226,560	218,880
Stormwater Resiliency	2,034,000	15					50,850	233,910	227,130
Proposed Debt Service CIP FY30									
Roadway Preservation & Rehabilitation	1,633,000	10						40,825	240,868
Proposed Debt Service CIP FY31									
Roadway Preservation & Rehabilitation	1,633,000	10							40,825
Stormwater Resiliency	1,174,000	15							29,350
Total CIP 25-31 Debt Service Proposed			140,325	793,858	1,727,906	2,642,307	2,980,679	3,341,103	3,498,292
Total Projected Debt Service: General Fund			\$3,823,035	\$4,396,595	\$4,749,771	\$5,158,624	\$5,290,974	\$5,285,906	\$5,385,353

(1) West Keene Fire Station Project - the construction phase (FY27) of this project is a placeholder contingent upon grant funding



General Fund

Ambulance Capital Reserve

The purpose of the Ambulance Capital Reserve is for the acquisition or significant rehabilitation of ambulances.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$189,771	\$37,961	\$215,091	\$393,992	\$101,814	\$279,582	\$459,158
<u>Proposed Revenues</u>							
Appropriation - Current Revenues	300,000	175,000	175,000	175,000	175,000	175,000	175,000
Estimated Investment Earnings	376	2,130	3,901	1,008	2,768	4,576	1,599
Total Receipts	<u>\$300,376</u>	<u>\$177,130</u>	<u>\$178,901</u>	<u>\$176,008</u>	<u>\$177,768</u>	<u>\$179,576</u>	<u>\$176,599</u>
<u>Proposed Project Expenditures</u>							
Ambulance Replacement Program	(452,186)			(468,186)			(474,255)
Total Expenditures	<u>(\$452,186)</u>	<u>\$0</u>	<u>\$0</u>	<u>(\$468,186)</u>	<u>\$0</u>	<u>\$0</u>	<u>(\$474,255)</u>
Estimated End of Year Reserve Balance	<u>\$37,961</u>	<u>\$215,091</u>	<u>\$393,992</u>	<u>\$101,814</u>	<u>\$279,582</u>	<u>\$459,158</u>	<u>\$161,502</u>

General Fund

Apparatus (Fire) Capital Reserve

The purpose of the Fire Equipment Capital Reserve is for the acquisition or significant rehabilitation of the fire apparatus.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$636,669	\$492,546	\$876,221	\$1,263,733	\$1,655,120	\$1,850,336	\$2,247,589
<u>Proposed Revenues</u>							
Appropriation - Current Revenues	375,000	375,000	375,000	375,000	375,000	375,000	375,000
Estimated Investment Earnings	4,877	8,675	12,512	16,387	18,320	22,253	26,223
Total Receipts	\$379,877	\$383,675	\$387,512	\$391,387	\$393,320	\$397,253	\$401,223
<u>Proposed Project Expenditures</u>							
Bucket Truck					(198,104)		
Rescue Truck	(524,000)						
Total Expenditures	(\$524,000)	\$0	\$0	\$0	(\$198,104)	\$0	\$0
Estimated End of Year Reserve Balance	\$492,546	\$876,221	\$1,263,733	\$1,655,120	\$1,850,336	\$2,247,589	\$2,648,812

General Fund

Bridge Capital Reserve

The purpose of the Bridge Capital Reserve is for the construction, reconstruction, and rehabilitation of bridges.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$1,125,363	\$1,257,817	\$886,595	\$1,016,661	\$1,103,892	\$1,234,874	\$1,119,582
<u>Proposed Revenues</u>							
Appropriation - Current Revenues	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Estimated Investment Earnings	12,454	8,778	10,066	10,930	12,226	11,085	9,396
Total Receipts	<u>\$132,454</u>	<u>\$128,778</u>	<u>\$130,066</u>	<u>\$130,930</u>	<u>\$132,226</u>	<u>\$131,085</u>	<u>\$129,396</u>
<u>Proposed Project Expenditures</u>							
Bridge Preservation Program							(300,000)
Maple Ave Over Black Brook Project				(43,699)	(1,244)	(246,377)	
⁽¹⁾ Winchester Street Over Ash Swamp Project		(500,000)					
Total Expenditures	<u>\$0</u>	<u>(\$500,000)</u>	<u>\$0</u>	<u>(\$43,699)</u>	<u>(\$1,244)</u>	<u>(\$246,377)</u>	<u>(\$300,000)</u>
Estimated End of Year Reserve Balance	\$1,257,817	\$886,595	\$1,016,661	\$1,103,892	\$1,234,874	\$1,119,582	\$948,978

⁽¹⁾ Refer to Lower Winchester Street Construction Project

Note: In 2023, the NHDOT changed the process for enrolling a specific project into the Municipal Bridge Aid program. Enrollment is no longer “first come, first served” and we are not required to demonstrate local matching funds have been raised before requesting aid. Instead, the State has ranked municipal bridges based on condition, daily traffic volume, the municipality’s total bridge deck area and other criteria. Funding will be offered based on bridge ranking to as many projects as funding allows. As a result, we are no longer required to track appropriations for each bridge by sub-account.

General Fund

Downtown Infrastructure Capital Reserve

The purpose of the Downtown Infrastructure and Facility Improvement Capital Reserve is for infrastructure and facility improvements in the downtown.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$1,473,756	\$777,454	\$37,829	\$391,707	\$749,124	\$1,110,115	\$1,474,716
<u>Proposed Revenues</u>							
Appropriation - Wells Street TIF District	500,000	500,000	350,000	350,000	350,000	350,000	350,000
Estimated Investment Earnings	7,698	375	3,878	7,417	10,991	14,601	18,247
Total Receipts	\$507,698	\$500,375	\$353,878	\$357,417	\$360,991	\$364,601	\$368,247
<u>Proposed Project Expenditures</u>							
Downtown Infrastructure Improvements Project	(1,204,000)	(1,240,000)					
Total Expenditures	(\$1,204,000)	(\$1,240,000)	\$0	\$0	\$0	\$0	\$0
Estimated End of Year Reserve Balance	\$777,454	\$37,829	\$391,707	\$749,124	\$1,110,115	\$1,474,716	\$1,842,963

General Fund

Emergency Communication Capital Reserve

The purpose of the Emergency Communication Capital Reserve is to fund, wholly or in part, the city-wide purchase, replacement or upgrade of emergency communication systems and components, including and not limited to portable and mobile radios, base stations, towers, repeaters, support infrastructure, emergency and dispatch center equipment, and software.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$13,726	\$27,328	\$103,351	\$138,422	\$128,365	\$115,589	\$94,856
<u>Proposed Revenues</u>							
Appropriation - Current Revenues	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Estimated Investment Earnings	271	1,023	1,371	1,271	1,144	939	1,699
Total Receipts	\$75,271	\$76,023	\$76,371	\$76,271	\$76,144	\$75,939	\$76,699
<u>Proposed Project Expenditures</u>							
EXACOM Hindsight System			(41,300)				
Police Mobile Radio Replacement Program	(61,669)						
Police Portable Radios Program				(86,328)	(88,920)	(96,672)	
Total Expenditures	(\$61,669)	\$0	(\$41,300)	(\$86,328)	(\$88,920)	(\$96,672)	\$0
Estimated End of Year Reserve Balance	\$27,328	\$103,351	\$138,422	\$128,365	\$115,589	\$94,856	\$171,555

General Fund

Information Technology Systems and Infrastructure Capital Reserve

The purpose of the IT Systems and Infrastructure Capital Reserve is to fund, wholly or in part, the purchase, replacement or upgrade of organizational information technology software and hardware systems and infrastructure.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$94,262	\$160,855	\$235,386	\$191,886	\$13,217	\$143,134	\$259,705
<u>Proposed Revenues</u>							
Appropriation - Current Revenues	125,000	125,000	150,000	150,000	150,000	150,000	150,000
Estimated Investment Earnings	1,593	2,331	1,900	131	1,417	2,571	3,917
Total Receipts	\$126,593	\$127,331	\$151,900	\$150,131	\$151,417	\$152,571	\$153,917
<u>Proposed Project Expenditures</u>							
Database Software Upgrade Program	(24,000)			(24,000)			
Network Equipment Replacement Program	(37,800)	(37,800)	(142,400)	(100,800)	(6,500)		(18,000)
Server Replacement Program	(36,000)	(15,000)	(53,000)	(12,000)	(15,000)	(36,000)	
Storage Area Network Project				(192,000)			
Total Expenditures	(\$60,000)	(\$52,800)	(\$195,400)	(\$328,800)	(\$21,500)	(\$36,000)	(\$18,000)
<u>Estimated End of Year Reserve Balance</u>							
	\$160,855	\$235,386	\$191,886	\$13,217	\$143,134	\$259,705	\$395,622

General Fund

Parks and Facilities Infrastructure Capital Reserve

The purpose of the Parks and Facilities Infrastructure Capital Reserve is to fund, wholly or in part, upgrades, renovations, improvements, replacement, maintenance and the operation thereof of City facilities and Park components and apparatus, including but not limited to, buildings, building systems, roofs, paved areas, park equipment, play areas, and structures pursuant to the provisions of RSA 34.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$439,560	\$797,456	\$1,310,431	\$742,785	\$68,463	\$574,148	\$1,084,889
<u>Proposed Revenues</u>							
Appropriation - Current Revenues	350,000	500,000	500,000	500,000	500,000	500,000	500,000
Estimated Investment Earnings	7,896	12,975	7,354	678	5,685	10,741	15,849
Total Receipts	<u>\$357,896</u>	<u>\$512,975</u>	<u>\$507,354</u>	<u>\$500,678</u>	<u>\$505,685</u>	<u>\$510,741</u>	<u>\$515,849</u>
<u>Proposed Project Expenditures</u>							
Robin Hood Park Improvement Project			(1,075,000)	(1,175,000)			
Total Expenditures	<u>\$0</u>	<u>\$0</u>	<u>(\$1,075,000)</u>	<u>(\$1,175,000)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Estimated End of Year Reserve Balance	<u>\$797,456</u>	<u>\$1,310,431</u>	<u>\$742,785</u>	<u>\$68,463</u>	<u>\$574,148</u>	<u>\$1,084,889</u>	<u>\$1,600,738</u>

General Fund

Reappraisal Capital Reserve

The purpose of the Reappraisal Capital Reserve is to fund, wholly or in part, the revaluation of real estate for tax assessment purposes. A revaluation is required by state law, RSA 75:8-a, at least once every five years.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$109,203	\$6,265	\$41,678	\$77,445	\$113,569	\$150,055	\$47,526
<u>Proposed Revenues</u>							
Appropriation - Current Revenues	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Estimated Investment Earnings	62	413	767	1,124	1,486	471	825
Total Receipts	\$35,062	\$35,413	\$35,767	\$36,124	\$36,486	\$35,471	\$35,825
<u>Proposed Project Expenditures</u>							
Revaluation Program	(138,000)					(138,000)	
Total Expenditures	(\$138,000)	\$0	\$0	\$0	\$0	(\$138,000)	\$0
Estimated End of Year Reserve Balance	\$6,265	\$41,678	\$77,445	\$113,569	\$150,055	\$47,526	\$83,351

General Fund

Road and Sidewalk Infrastructure Capital Reserve

The purpose of the Road and Sidewalk Infrastructure Capital Reserve is to fund, wholly or in part, improvements in the roadway system, including but not limited to, road reconstruction, rehabilitation, and preservation, and associated components such as curbing, lighting, sidewalks, signals, and stormwater.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$52,386	\$63,527	\$75,676	\$193,880	\$317,414	\$428,169	\$660,427
<u>Proposed Revenues</u>							
Appropriation - Current Revenues	300,000	300,000	400,000	400,000	400,000	500,000	500,000
Estimated Investment Earnings	629	749	1,920	3,143	4,239	6,539	8,819
Total Receipts	\$300,629	\$300,749	\$401,920	\$403,143	\$404,239	\$506,539	\$508,819
<u>Proposed Project Expenditures</u>							
Sidewalk Asset Management Program	(289,488)	(288,600)	(283,716)	(279,609)	(293,484)	(274,281)	(278,499)
Total Expenditures	(\$289,488)	(\$288,600)	(\$283,716)	(\$279,609)	(\$293,484)	(\$274,281)	(\$278,499)
Estimated End of Year Reserve Balance	\$63,527	\$75,676	\$193,880	\$317,414	\$428,169	\$660,427	\$890,747

General Fund

Transportation Improvements Capital Reserve

The purpose of the Transportation Improvements Capital Reserve is to fund, wholly or in part, improvements in the transportation system including roads, bridges, bicycle and pedestrian facilities, and intermodal facilities, except for parking.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$206,695	\$135,032	\$70,631	\$66,388	\$29,177	\$85,019	\$141,419
<u>Proposed Revenues</u>							
Appropriation - MV Registration Surcharge (\$5)	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Estimated Investment Earnings	1,337	699	657	289	842	1,400	1,964
Total Receipts	<u>\$91,337</u>	<u>\$90,699</u>	<u>\$90,657</u>	<u>\$90,289</u>	<u>\$90,842</u>	<u>\$91,400</u>	<u>\$91,964</u>
<u>Proposed Project Expenditures</u>							
Open Space and Trails Program	(50,000)	(35,000)	(35,000)	(127,500)	(35,000)	(35,000)	(35,000)
Trail Bridge Maintenance Project	(113,000)	(120,100)	(59,900)				
Total Expenditures	<u>(\$163,000)</u>	<u>(\$155,100)</u>	<u>(\$94,900)</u>	<u>(\$127,500)</u>	<u>(\$35,000)</u>	<u>(\$35,000)</u>	<u>(\$35,000)</u>
Estimated End of Year Reserve Balance	\$135,032	\$70,631	\$66,388	\$29,177	\$85,019	\$141,419	\$198,383

General Fund

2025 - 2031 Capital Improvement Program Multi-Year Projections

	ACTUAL FY22/23	ADOPTED BUDGET FY23/24	PROJECTED FY24/25	PROJECTED FY25/26	PROJECTED FY26/27	PROJECTED FY27/28	PROJECTED FY28/29	PROJECTED FY29/30	PROJECTED FY30/31
REVENUES									
Property Tax	\$26,976,359	\$27,808,122	\$29,508,966	\$31,234,629	\$32,685,416	\$34,178,251	\$34,300,024	\$34,874,863	\$35,599,977
Other Local Taxes	1,265,456	1,174,025	1,424,025	1,438,265	1,452,648	1,467,174	1,481,846	1,496,665	1,511,631
Tax Increment Financing	1,107,771	1,005,842	1,505,842	1,300,000	1,177,690	1,201,244	1,225,269	1,249,774	1,274,770
Licenses, Permits & Fees	4,191,792	4,183,392	4,267,060	4,352,401	4,439,449	4,528,238	4,573,520	4,619,256	4,665,448
Intergovernmental	4,011,281	3,416,783	3,450,951	3,485,460	3,520,315	3,555,518	3,591,073	3,626,984	3,663,254
Charges for Services	2,330,347	2,415,896	2,464,214	2,513,498	2,563,768	2,615,044	2,641,194	2,667,606	2,694,282
Fines & Forfeits	74,890	51,332	52,359	53,406	54,474	55,563	56,675	57,808	58,964
Miscellaneous	1,916,492	1,657,871	1,691,028	1,741,759	1,776,594	1,812,126	1,848,369	1,885,336	1,923,043
Other Financing Sources (incl. capital reserve)	2,339,762	3,395,020	5,174,740	4,518,897	3,972,713	4,791,519	2,920,649	3,108,727	3,388,151
Use of Surplus - Operating Budget	0	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
Use of Surplus - Capital Projects	0	1,778,474	1,207,946	1,174,288	1,072,277	871,370	696,563	532,774	506,500
SUBTOTAL - current revenues	\$44,164,150	\$47,736,757	\$51,597,131	\$52,662,604	\$53,565,344	\$55,926,048	\$54,185,182	\$54,969,793	\$56,136,021
Sale of Bonds	1,278,000	2,951,000	5,613,000	5,350,000	8,995,000	2,750,000	4,073,000	1,633,000	2,807,000
TOTAL REVENUES	\$45,442,150	\$50,687,757	\$57,210,131	\$58,012,605	\$62,560,344	\$58,676,048	\$58,258,182	\$56,602,793	\$58,943,021

General Fund 2025 - 2031 Capital Improvement Program Multi-Year Projections

	ACTUAL FY22/23	ADOPTED BUDGET FY23/24	PROJECTED FY24/25	PROJECTED FY25/26	PROJECTED FY26/27	PROJECTED FY27/28	PROJECTED FY28/29	PROJECTED FY29/30	PROJECTED FY30/31
EXPENDITURES									
ELECTED/APPOINTED OFFICIALS:									
Mayor & City Council	\$184,718	\$223,442	\$230,145	\$237,050	\$244,161	\$249,044	\$254,025	\$259,106	\$264,288
City Manager	692,040	730,792	752,716	775,297	798,556	814,527	830,818	847,434	864,383
City Clerk & Elections	676,049	732,594	754,572	777,209	800,525	816,536	832,866	849,524	866,514
City Attorney	423,127	464,688	478,629	492,987	507,777	517,933	528,291	538,857	549,634
Outside Agencies	295,650	306,938	306,938	306,938	306,938	306,938	306,938	306,938	306,938
Total Elected/Appointed Officials	\$2,271,584	\$2,458,454	\$2,522,999	\$2,589,481	\$2,657,958	\$2,704,978	\$2,752,939	\$2,801,859	\$2,851,757
ADMINISTRATIVE SERVICES:									
Assessment	\$447,840	\$427,990	\$440,830	\$454,055	\$467,676	\$477,030	\$486,570	\$496,302	\$506,228
Finance	2,759,080	2,940,406	3,028,618	3,119,477	3,213,061	3,277,322	3,342,869	3,409,726	3,477,921
Human Resources	710,029	766,480	789,474	813,159	837,553	854,304	871,391	888,818	906,595
Information Technology	1,413,030	1,674,335	1,724,565	1,776,302	1,829,591	1,866,183	1,903,507	1,941,577	1,980,408
Total Administrative Services	\$5,329,979	\$5,809,211	\$5,983,487	\$6,162,992	\$6,347,882	\$6,474,839	\$6,604,336	\$6,736,423	\$6,871,151
COMMUNITY SERVICES:									
Fire & Ambulance	\$8,133,472	\$8,573,001	\$8,830,191	\$9,095,097	\$9,367,950	\$9,555,309	\$9,746,415	\$9,941,343	\$10,140,170
Library	1,606,345	1,716,209	1,767,695	1,820,726	1,875,348	1,912,855	1,951,112	1,990,134	2,029,937
Parks, Recreation & Facilities	4,001,956	4,306,013	4,435,193	4,568,249	4,705,297	4,799,403	4,895,391	4,993,298	5,093,164
Police	7,890,398	8,423,467	8,676,171	8,936,456	9,204,550	9,388,641	9,576,414	9,767,942	9,963,301
Total Community Services	\$21,632,171	\$23,018,690	\$23,709,251	\$24,420,528	\$25,153,144	\$25,656,207	\$26,169,331	\$26,692,718	\$27,226,572
MUNICIPAL DEVELOPMENT SERVICES:									
Airport	\$590,242	\$750,760	\$773,283	\$796,481	\$820,376	\$836,783	\$853,519	\$870,589	\$888,001
Community Development	1,447,702	1,532,190	1,578,155.70	1,625,500.37	1,674,265.38	1,707,750.69	1,741,905.70	1,776,743.82	1,812,278.69
Public Works	5,137,932	5,297,166	5,456,080.98	5,619,763.41	5,788,356.31	5,904,123.44	6,022,205.91	6,142,650.02	6,265,503.03
Total Mun. Development Services	\$7,175,876	\$7,580,116	\$7,807,519	\$8,041,745	\$8,282,997	\$8,448,657	\$8,617,631	\$8,789,983	\$8,965,783
CAPITAL PROGRAM:									
Debt Service (incl. repay of interfund loan)	\$3,754,497	\$3,324,493	\$3,823,035	\$4,396,595	\$4,749,771	\$5,158,624	\$5,290,974	\$5,285,906	\$5,385,353
Capital Projects (not funded by debt)	2,823,463	5,399,768	7,525,839	6,826,263	6,048,593	7,157,742	4,424,970	4,337,904	4,510,404
Conservation-LUCT	46,025	46,025	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Special Revenue Fund-Retirement	152,525	100,000	200,000	200,000	300,000	300,000	300,000	300,000	300,000
Total Capital	\$6,776,510	\$8,870,286	\$11,573,874	\$11,447,858	\$11,123,364	\$12,641,366	\$10,040,944	\$9,948,810	\$10,220,757
SUBTOTAL - current expenditures	\$43,186,120	\$47,736,757	\$51,597,131	\$52,662,605	\$53,565,344	\$55,926,048	\$54,185,182	\$54,969,793	\$56,136,021
CAPITAL PROJECTS (funded by Debt)	1,278,000	2,951,000	5,613,000	5,350,000	8,995,000	2,750,000	4,073,000	1,633,000	2,807,000
TOTAL EXPENDITURES	\$44,464,120	\$50,687,757	\$57,210,131	\$58,012,605	\$62,560,344	\$58,676,048	\$58,258,182	\$56,602,793	\$58,943,021
*Projected Fund Balance at year-end	\$18,000,000	\$15,371,526	\$13,313,580	\$11,289,292	\$9,367,015	\$7,645,645	\$6,099,082	\$4,716,308	\$3,359,808

*Only includes the use of Fund Balance to fund Capital Projects and reduce amount to be raise through taxation.

COMMUNITY SERVICES (GENERAL FUND)

Programs that are related to activities and services provided to the community for the benefit of the community. Fire and Police departments provide health, protection, and safety services while Parks and Recreation support health, wellness and open space and trails.

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**2025 - 2031 Capital Improvement Program
Community Development
COMPREHENSIVE MASTER PLAN UPDATE PROJECT**

Project Number: TBD
Type: Recurring Project
Physical Location: Citywide
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Vibrant economy; collaborative community planning



PROJECT DESCRIPTION

Keene’s Comprehensive Master Plan (CMP), adopted in 2010, began in 2008 with an award-winning Community Vision. The CMP embodies the community’s vision of how the City and region could, and should, be for future generations. This plan is a guide to assist the community and City government in making decisions to move the community forward toward a more sustainable Keene. The 2010 CMP covers a broad scope of twenty-one topic areas, ranging from community sustainability to economic development, community health & wellness to climate change. It is now 13 years later and many aspects of our economic, environmental, and social context have changed. It is time to revisit and update the CMP.

This update will begin with a renewal of Keene’s Community Vision. While public involvement and input will be a critical component of this phase, focus will be on neighborhood engagement and strategic visioning around the future of Keene’s downtown and growth areas/nodes. As the City faces a number of questions related to future development, particularly around the area of housing, this planning effort will integrate a housing needs assessment, as well as an update of Keene’s socioeconomic and demographic information through the use of current data and trend analysis. Additional assessments or studies may be needed to support the development of targeted implementation strategies.

This update will examine the current content of the CMP and will update sections to reflect current community priorities. Throughout all phases of this planning process, citizens and community partners will be asked to join with the City to identify priorities and inform the development of an actionable implementation section. This project is anticipated to take place over a period of two years. Funding will support professional services and materials to organize and facilitate public engagement activities, collecting and analyzing current demographic and socioeconomic data and historical trends, the development of updated plan language and future land use maps, and the reorganization and graphic layout of a revised document.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	70,000							70,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$70,000	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000
FUNDING								
Current Revenue	70,000							70,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$70,000	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000



**2025 - 2031 Capital Improvement Program
Community Development**

10 YEAR DIGITAL BASE MAP UPDATE PROJECT

Project Number: 30J0002
Type: Recurring Project
Physical Location: Citywide
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Quality-built environment; infrastructure; emergency preparedness; future land use and public policy; maintaining neighborhoods



PROJECT DESCRIPTION

This project updates the existing digital base map for the City of Keene. Topographical mapping with new aerial photographs will create orthorectified imagery to produce digital planimetric data. Up-to-date base maps are the most necessary component and foundation of an accurate GIS. Complete updates to Keene's 2015 digital base map and aerial imagery are needed to keep the City's GIS an effective tool. Accurate planimetric data derived from orthophotography will be gathered, including buildings, roads, above ground utilities, water bodies, and other natural and man-made features. Lidar can also be collected during this project which will help move forward the development of a 3D model or "digital twin" of the City. Interim imagery and select features were collected in 2020, but a full photogrammetric project is recommended to be updated every ten years, both across the municipal sector and in Keene's March 2019 GIS Strategic Plan. Collection of City-managed areas outside of City boundaries, such as Babbidge Reservoir and Preserve in Roxbury, as well as the City's airport and wastewater treatment facility in Swanzey are being included for this project. The timing of this project also has specific bearing on the Assessing Revaluation CIP; the data collected here in is utilized by Assessing to conduct preliminary observations for their project.

KGIS, Keene's GIS, supports City departments and the organization's varying missions, especially first responders, City Council, Planning Board, and other official boards, commissions, and committees. It also assists public utilities; regional, state and federal agencies; as well as construction, development, real estate, and economic development initiatives. KGIS helps the general public's ability to access City data and information and in summary supports many of the facets of how Keene does business and its regular organizational functions. This CIP project will continue the City's seven-decade history of completing timely updates to its aerial imagery. In order to offset costs, staff have been monitoring statewide options to collect data and have been working with vendors to understand where cost savings can be identified in the project components.

SCHEDULE & FINANCIAL PLAN

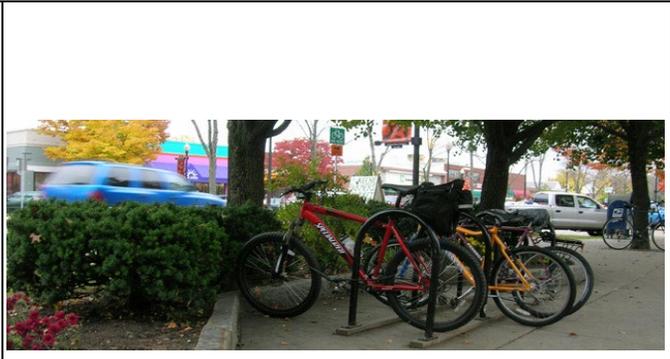
	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	150,000							150,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other - Fund Balance	150,000							150,000
TOTAL FUNDING	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000



**2025 - 2031 Capital Improvement Program
Community Development
BICYCLE MASTER PLAN PROJECT**

Project Number: TBD
Type: New / One-time Project
Physical Location: Citywide
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Bicycle Infrastructure management and improvement appears throughout the Master Plan as a support to neighborhood connectivity and business growth



PROJECT DESCRIPTION

The City has been annually updating a rolling list Bicycle Master Plan project that has helped secure funding and gauge the direction the community would like to take with bicycle and pedestrian trails and infrastructure. The plan itself has not been updated in more than 20 years. This plan should include both trail and on-street infrastructure and cover commuting/daily use as well as recreational use and connections. The plan will also include strategies for addressing sustainability, maintenance, availability, accessibility, and to increase community usage of the city's facilities. The Comprehensive Master Plan indicates that bicycle infrastructure is an important part of the city's and region's infrastructure and that not enough attention is paid to both maintaining and growing the bicycle and pedestrian network. A Bicycle Master Plan could help the city plan for and implement a considered plan for a network of on-street and protected bike lanes as well as recreational trails. In addition, the plan could help address areas of conflict between various modes of transport and identify both current and future funding sources.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	50,000							50,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
FUNDING								
Current Revenue	50,000							50,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other - Fund Balance								0
TOTAL FUNDING	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000

AMBULANCE REPLACEMENT PROGRAM

The Ambulance Replacement Program is designed to provide adequate resources for the replacement of ambulances per a schedule that calls for replacement of one of the City's three ambulances every three years. The replacement schedule is reviewed annually and replacements advanced considering equipment condition. The ambulances are on a 9-year replacement schedule. In FY22, the department retained the fourth ambulance to use as spare ambulance to assure three operational ambulances are available for emergency operations. As compared to the modest trade-in value, the addition of the spare ambulance has proved to be of great operational importance. Starting in 2025, the replacement will include the power load and stretcher as part of the ambulance purchase in place of purchasing the load/stretcher assembly as a standalone item within the EMS non-disposable budget. Additionally, as purchase prices sharply increase, and years-long build times materially impact this program, refurbishment and rechassis of the currently in-service vehicles may become a preferred replacement scheme.

Year	Vehicle #	Year	Description	Estimated Cost	Total Cost for Fiscal Year
2025	19A1	2016	Ambulance	\$385,399	\$452,186
			Stryker Power Pro XT	\$38,000	
			Stryker Power Load	\$28,787	
2026					
2027					
2028	19A3	2019	Ambulance	\$395,399	\$468,186
			Stryker Power Pro XT	\$42,000	
			Stryker Power Load	\$30,787	
2029					
2030					
2031	19A2	2022	Ambulance	\$401,755	\$474,255
			Stryker Power Pro XT	\$40,000	
			Stryker Power Load	\$32,500	

Project Number: 40M0002
Type: Ongoing Program
Physical Location: 31 Vernon Street
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy Community; Emergency Preparedness; Ensure safety and reliability to staff and community with our fleet of ambulances



PROGRAM DESCRIPTION

The Ambulance Capital Program is designed to provide adequate resources for the replacement of ambulances per a schedule that calls for replacement of one of the City's three ambulances every three years. The replacement schedule is reviewed annually and replacements advanced considering equipment condition. The ambulances are on a 9 year replacement schedule.

The regular planned replacement of ambulances minimizes on-going maintenance costs, downtime, and a need to rely on other back-up services. Vehicle costs continue to increase as material and equipment costs continue to rise. Updates to national and state standards for ambulance requirements also impact costs. The replacement schedule for units during this CIP cycle includes replacement of 19A1 in FY25 and 19A3 in FY28.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition	452,186			468,186			474,255	1,394,627
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$452,186	\$0	\$0	\$468,186	\$0	\$0	\$474,255	\$1,394,627
FUNDING								
Current Revenue								0
CR - Ambulance	452,186			468,186			474,255	1,394,627
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$452,186	\$0	\$0	\$468,186	\$0	\$0	\$474,255	\$1,394,627

FIRE APPARATUS REPLACEMENT PROGRAM

The Fire Apparatus Replacement Program is designed to provide adequate funds to replace or rebuild the fire apparatus as scheduled in the replacement plan. The fund can also be used periodically for major repairs to fire apparatus including the replacement of engines and transmissions. This fund has been used successfully for many years to ensure the availability of funds when the purchase of fire apparatus is required.

Year	Vehicle #	Vehicle	Year	Scope of Work	Estimated Cost	Total Cost for Fiscal Year
2025	19R1	Rescue Truck	2010	Refurbish	\$524,000	\$524,000
2026	19E1	Engine 1	2017	New	\$1,300,000	\$1,308,000
				Bond Issuance	\$8,000	
2027						\$0
2028	1.90E+03	Engine 2	2019	Eliminated		\$0
2029	19U4	FA Bucket Truck	2015	New	\$198,104	\$198,104
2030		HazMat Trailer	1989	Eliminated		\$0
		Tech Trailer				
2031						\$0

Project Number: 40M004
Type: Ongoing Program
Physical Location: 31 Vernon Street
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy Community; Emergency Preparedness; Ensure safety and reliability to staff and community


PROGRAM DESCRIPTION

The Fire Apparatus Replacement Program is designed to provide adequate funds to replace or rebuild the fire apparatus as scheduled in the replacement plan. The fund can also be used periodically for major repairs to fire apparatus including the replacement of engines and transmissions. This fund has been used successfully for many years to ensure the availability of funds when the purchase of fire apparatus is required.

Fire service responsibilities and equipment carried to meet our mission continue to evolve. To ensure a timely replacement of fire apparatus and to meet current NFPA standards related to fire apparatus replacement, the current schedule was developed. The overall schedule is reviewed annually with a review of current apparatus readiness, repairs, and maintenance. The replacement schedule allows for new safety technology, the ergonomics, structural integrity of vehicles, and compliance with NFPA 1901, NFPA 1911, and NFPA 1915 standards. This schedule also assures reliability to provide the best service to the community and the safety of our personnel. The need for reliable apparatus is a critical component of fire protection within the City. The apparatus that serves us today is much more complex with varying systems. The emission systems, as an example, that are required on our apparatus have led to increased maintenance and downtime of units. This fund provides resources that will allow the City to replace all apparatus at the appropriate time assuring a reliable fleet.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition	524,000	1,300,000			198,104			2,022,104
Bond Issuance Cost		8,000						8,000
TOTAL EXPENDITURES	\$524,000	\$1,308,000	\$0	\$0	\$198,104	\$0	\$0	\$2,030,104
FUNDING								
Current Revenue								0
CR - Fire Apparatus Replacement	524,000				198,104			722,104
Debt Funded		1,308,000						1,308,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$524,000	\$1,308,000	\$0	\$0	\$198,104	\$0	\$0	\$2,030,104



2025 - 2031 Capital Improvement Program

Fire

SIG COM TRX-50 Intergrated Master Box Hardware Platform Project

Project Number: TBD
Type: New Project
Physical Location: SWNHFMA
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy Community; Emergency Preparedness; Ensure safety and reliability to staff and community



PROJECT DESCRIPTION

The City's Public/Municipal alarm reporting system is monitored through a Vision 21 system that is technologically obsolete and no longer supported by the manufacturer. Parts are only available through cannibalizing failed units or those that have been replaced. Failure of the current, 30 year-old Vision 21 console would render us unable to receive any alarm notifications for the entire municipal alarm system. Compounding this acute issue, the system has lacked a second, redundant receiving device for at least a decade. Redundancy for a system that protects the vast majority of the city's infrastructure and properties is inarguably necessary. The lack of redundancy has been noted in serial Fire Suppression Rating Schedule (FSRS) ratings, which has negatively impacted the departments FSRS score, resulting in increased insurance costs for our residents and businesses.

The TRX50 Alarm receiver from Signal Communications is a modular, scalable, and secure way to centrally monitor fire alarms and other systems. The system supports our existing municipal hardwire telegraph networks and it is the safest and most cost-effective way to continue our transition to a modern radio box network.

The proposal would provide for installation of two redundant TRX-50 units, four integrated remote displays for dispatch workstations, and a fifth remote display located at central fire station.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	138,000							138,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$138,000	\$0	\$0	\$0	\$0	\$0	\$0	\$138,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other-Fund Balance	138,000							138,000
TOTAL FUNDING	\$138,000	\$0	\$0	\$0	\$0	\$0	\$0	\$138,000

Project Number: TBD
Type: Multiphase Project
Physical Location: Central Station
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy Community; Emergency Preparedness; Ensure safety and reliability to staff and community


PROJECT DESCRIPTION

Currently, the department has two SCBA (self-contained breathing apparatus) compressor fill stations located at the central station and station 2. These units are used to fill our SCBA bottles on a daily basis. The SCBA units are used to enter toxic areas and also during training required to remain proficient and competent with the equipment. The compressor/fill station and cascade system at the central station is used not only to fill bottles but also to fill our mobile bottle systems on our apparatus. The system at the central station was purchased late in 2012 through a grant, the station 2 system was purchased in 2005 also through a grant. The department will work to try and secure grant funding for one, if not both, units. The replacement of each system would be in FY27 and FY32. Each unit requires annual maintenance and testing of the air quality.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition			60,000					60,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000
FUNDING								
Current Revenue			60,000					60,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000

DURABLE EQUIPMENT PROGRAM

The department has several advanced life support types of durable equipment that have been purchased over the years through CIP funds, operating budget funds, and grant funding. Replacement of this equipment unless being awarded grants would not be possible with current operating budget. To plan for the future replacement of this specialized equipment, we recommend an ongoing project for such items so that funds are available on a projected replacement life cycle for the units.

Year	Item	Purchased	Service Life	Description	# of Units	Price Per Unit	Cost	Total Cost for Fiscal Year
2025								
2026	Zoll X-Series Cardiac Monitor	2016	7 Years		4	\$50,610	\$202,440	\$202,440
2027	Zoll Z-Vent Mechanical Vent	2020	7 Years		4	\$30,047	\$120,186	\$120,186
2028								
2029	McGrath Video Laryngoscope	2016	5 Years		4	\$3,271	\$13,084	\$50,188
	Butterfly Ultrasound				4	\$4,276	\$17,104	
	Sapphire Infusion Pump	2020			8	\$2,500	\$20,000	
2030								
2031	Lucas III	2022	8 Years	Service contract paid through 2027				\$34,000

DURABLE EQUIPMENT PROGRAM

Project Number: TBD
Type: Ongoing Program
Physical Location: 31 Vernon Street
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy Community; Emergency Preparedness; Ensure safety and reliability to staff and community


PROGRAM DESCRIPTION

The department has several advanced life support types of durable equipment that have been purchased over the years through CIP funds, operating budget funds, and grant funding. Replacement of this equipment unless being awarded grants would not be possible with current operating budget. To plan for the future replacement of this specialized equipment, we recommend an ongoing project for such items so that funds are available on a projected replacement life cycle for the units.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition		202,440	120,186		50,188		34,000	406,814
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$202,440	\$120,186	\$0	\$50,188	\$0	\$34,000	\$406,814
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other - Fund Balance		202,440	120,186		50,188		34,000	406,814
TOTAL FUNDING	\$0	\$202,440	\$120,186	\$0	\$50,188	\$0	\$34,000	\$406,814

GEAR WASHER/EXTRACTOR & DRYING SYSTEM PROJECT

Project Number: TBD
Type: Multiphase Project
Physical Location: Central Station
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy Community; Emergency Preparedness; Ensure safety and reliability to staff and community


PROJECT DESCRIPTION

The protective clothing washer/extractor is used to maintain all protective clothing used for firefighting. The special washer/extractors are industrial grade and used to remove carcinogens and other products from the non-disposable protective clothing worn. The dryer system allows placement of six sets of protective clothing on an open-air system that pushes air through the gear to dry it from inside. Both stations have washer/extractors and the central station currently has the dryer system. The washer system at station 2 was replaced in FY24. The lifespan of the units is estimated at 15-20 years. The washer for central is in need of replacement in FY28 at an estimated cost of \$50,000.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition				50,000				50,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$50,000
FUNDING								
Current Revenue				50,000				50,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$50,000

MUNICIPAL PARKS MAINTENANCE PROGRAM

In 2012, the City adopted the Active and Passive Recreation Management Plan which outlined the need to create a comprehensive capital improvement program. In addition, in 2013, the City hired EMG Corporation to perform a survey of all City facilities. The survey provides an organized management tool for the City to maintain and improve its facilities. The report reflects the present condition and the expected life of various system components. Combined, these two documents provided a prioritization for projects needing to be placed in the CIP cycle.

Year	Location	Scope of Work	Estimated Cost	Total Cost for Fiscal Year
2025	Wheelock Park & Knight Street	Tennis Court Resurfacing & Lights	\$30,000	\$75,000
	Wheelock Park	Playground Building Improvements	\$15,000	
	Robin Hood Park	Amphitheater Upgrades & Playground Building Restrooms Replace Sewer Pipe	\$35,000	
2026	Pools	Replace Roofs	\$75,000	\$75,000
2027	Wheelock Park	Durling and O'Neal Irrigation	\$150,000	\$150,000
2028	Wheelock Park	Replace Playground Structure	\$300,000	\$300,000
2029	Fuller Park	Replace Playground Structure	\$300,000	\$300,000
2030	Wheelock Park	Hockey Rink Improvements	\$75,000	\$75,000
2031	Wheelock Park	Maintenance Building/Restroom Improvements	\$75,000	\$75,000

2025 - 2031 Capital Improvement Program

Parks, Recreation & Facilities

MUNICIPAL PARKS MAINTENANCE PROGRAM

Project Number: 65M0006
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: Ongoing capital improvements to facilities needing annual or preventative maintenance

Goals / Master Plan / Vision: APRMP - Key Issue #2 - institute long-range capital planning and park site-specific master plans



PROGRAM DESCRIPTION

The park system within the City of Keene has aged well with an elevated level of attentive maintenance. Now, almost 60 years later, most of the facilities need attention beyond routine maintenance or need to be replaced. In 2012, the City adopted the Active and Passive Recreation Management Plan, which outlined the need to create a comprehensive capital improvement plan. This plan resulted in park-specific projects including the Patricia T. Russell Park Project, the skate park, pool filters, and pool and tennis court resurfacing. These projects have been planned or implemented. However, the need for routine maintenance on many park features is not only recommended but also needed, especially given the climate of New Hampshire.

The City of Keene identifies itself as having well-maintained parks and trails for all ages to enjoy. To continue this level of service, necessary improvements need to be met to maintain a community that is attractive for those who want to live, work, and play in the city. A prioritization plan has been put forth based on routine and needed maintenance. In addition to the 2012 Management Plan, in 2013, the EMG report provided a blueprint for the park and cemetery facilities. These recommendations were also integrated into the project schedule. As part of the FY25-26 CIP, the tennis courts at Wheelock Park will be resurfaced and Knight Street will be resurfaced along with one tennis court converted to two pickleball courts.

FY27: The irrigation at Durling and O'Neal Fields in Wheelock were scheduled for replacement, but funds shifted to the pools. The systems are water inefficient and costly. Replacement with rain sensors will save the City in the long-term.

FY28 & FY29: The playgrounds at Wheelock and Fuller Parks are beyond the life cycle and need to be replaced. Repairs are costly and not accounted for in the operating budget. LWCF grants will be sought to provide a 50/50 match, along with community partners looking for projects to assist.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	75,000	75,000	150,000	300,000	300,000	75,000	75,000	1,050,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$75,000	\$75,000	\$150,000	\$300,000	\$300,000	\$75,000	\$75,000	\$1,050,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded								0
Federal / State Grants				150,000	150,000			300,000
Other-Fund Balance	75,000	75,000	150,000	100,000	100,000	75,000	75,000	650,000
Other-Donations				50,000	50,000			100,000
TOTAL FUNDING	\$75,000	\$75,000	\$150,000	\$300,000	\$300,000	\$75,000	\$75,000	\$1,050,000

2025 - 2031 Capital Improvement Program

Parks, Recreation & Facilities

OPEN SPACE & TRAILS PROGRAM

Project Number: 65M0012
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: Ongoing capital improvements to facilities needing annual or preventative maintenance
Goals / Master Plan / Vision: APRMP - Key Issue #2 - institute long-range capital planning and park site-specific master plans



PROGRAM DESCRIPTION

The open space and trails system in the City of Keene plays a vital role in maintaining “work, live, and play” for the future of our community. Along with the well-built, multi-use trails, Keene’s open space offers a significant resource to our culture and history. The Active and Passive Recreation Management Plan in key issue #3 identifies the need to manage and sustain our natural resources. The recommendation was to engage our community with additional outdoor and environmental activities. In 2018, the Conservation Commission moved forward with a Goose Pond Stewardship Plan. The plan highlights the need for an improved trail network in the greater Goose Pond forest. These recommendations will only increase the need for an asset management program to keep our resources well-maintained and create opportunities across the City in our other natural areas. This project would focus on trail rehabilitation and maintenance needed across our current rail networks.

Additional funds would be sought through the State of NH Recreational Trails Program grant.

- 2025 – Trail Improvements in Greater Goose Pond Forest & Trail Head Maintenance
- 2026 – Trail Improvements in Ashuelot River Park - Jonathan Daniels Trail
- 2027 – Trail Improvements in Robin Hood Park and Beech Hill Preserve
- 2028 – Repave Appel Way
- 2029 – Trail Head Maintenance & Kiosk Refurbishment

Since 2010, the City has made a cumulative investment of \$2,629,790.00

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	50,000	35,000	35,000	127,500	35,000	35,000	35,000	352,500
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$50,000	\$35,000	\$35,000	\$127,500	\$35,000	\$35,000	\$35,000	\$352,500
FUNDING								
Current Revenue								0
CR - Transportation Improvement	50,000	35,000	35,000	127,500	35,000	35,000	35,000	352,500
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$50,000	\$35,000	\$35,000	\$127,500	\$35,000	\$35,000	\$35,000	\$352,500



**2025 - 2031 Capital Improvement Program
Parks, Recreation & Facilities
FORESTRY ASSESSMENT PROJECT**

Project Number:

Type: New - One-Time Project

Physical Location: Various

Operating Budget Impact: Ongoing capital improvements to facilities needing annual or preventative maintenance

Goals / Master Plan / Vision: APRMP - Key Issue #2 - institute long-range capital planning and park site-specific master plans



PROJECT DESCRIPTION

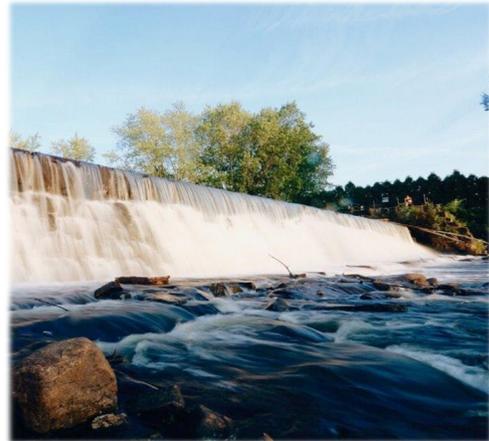
The purpose of this project will be to assess the forestry conditions in Wheelock Park, Ladies Wildwood Park, Dinsmoore Woods, and Robin Hood Park. These areas are densely populated with Red Pine planted after the hurricane of 1938 and have come to an end-of-life cycle. Intended to be quick growing and aesthetically pleasing, the trees are susceptible to disease. The assessment will create a practice of forestry in a way, and at a rate, which maintains the forest's biodiversity, regeneration capacity, and its health in such a way that it fulfills, now and in the future, relevant ecological, economic, and social functions.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation		35,000						35,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0	\$35,000
FUNDING								
Current Revenue		35,000						35,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0	\$35,000

2025 - 2031 Capital Improvement Program
Parks, Recreation & Facilities
ASHUELOT RIVER DAM REPAIR OR REMOVAL PROJECT

Project Number: TBD
Type: Multiphase Project
Physical Location: Ashuelot River Park, West Street
Operating Budget Impact: N/A



Goals / Master Plan / Vision: Goal 4: Infrastructure
 Goal 7: Public Engagement

PROJECT DESCRIPTION

The Ashuelot River Dam near West Street is a stone masonry dam constructed prior to 1920. In 2009, the City received a letter of deficiency (LOD) from the NH Department of Environmental Services about safety and maintenance items to be addressed at the dam. The dam is classified by the Bureau as Low Hazard, meaning its failure would not result in loss of life. It could damage private property and roads and have environmental or economic impacts. The problems at the dam include erosion, steep slopes, tree clearing, seepage control, and repair of the low-level outlet gates at the dam. Some of those items were addressed at the time by City staff.

In 2011, the City hired a consultant to evaluate costs to repair the dam. The more extensive repairs were placed on hold at that time, due to a proposal by a private entity to rehabilitate the dam for hydroelectric power. After significant study and regulatory review, the entity has recently decided to abandon their project.

The City needs to address the remaining issues identified in the 2009 LOD. The removal of the dam is also an option. The City will embark on a thorough public engagement process to determine the preferred alternative. Repair requires extensive work along the upstream levee, which is approximately 1/3 of a mile long. We expect that repair will also trigger a requirement to provide fish passage across the dam. Repair is expected to be more costly than removal. Repair costs are carried below.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation			1,232,000					1,232,000
Property / Equipment Acquisition								0
Bond Issuance Cost			7,000					7,000
TOTAL EXPENDITURES	\$0	\$0	\$1,239,000	\$0	\$0	\$0	\$0	\$1,239,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded			1,239,000					1,239,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$1,239,000	\$0	\$0	\$0	\$0	\$1,239,000

2025 - 2031 Capital Improvement Program
Parks, Recreation & Facilities
TRANSPORTATION HERITAGE TRAIL PROGRAM

Project Number: 65M0008
Type: Ongoing Program
Physical Location: Cheshire Rail Trail
Operating Budget Impact: Ongoing capital improvements to facilities needing annual or preventative maintenance

Goals / Master Plan / Vision: APRMP - Key Issue #2 - institute long-range capital planning and park site-specific master plans



PROGRAM DESCRIPTION

The Transportation Heritage Trail is the next phase in the ongoing development of our existing Cheshire Rail Trail System. This section will begin at the terminus of the previously completed Industrial Heritage Trail (IHT). While the IHT celebrates Keene’s history as an industrial and manufacturing hub, the Transportation Heritage Trail (THT) will pay homage to the evolution of transportation technology through the decades.

The City was previously selected for both a Congressionally Directed Spending grant and a Transportation Alternatives grant to fund 80% of the first phase of this project. The first phase will construct approximately one mile of trail, from Eastern Avenue to the north side of Route 101. Also included are connections to the surrounding neighborhoods on Chapman Road and Marlboro Street. That project is currently under design and expected to begin construction in 2025.

The central feature of the THT project will be the adaptive reuse of three historic bridges. To the west, the trail will reuse the Robert J. Prowse Memorial Bridge to cross Route 101. This bridge previously carried traffic over Interstate 93 in Londonderry and is being made available for reuse by the NHDOT. In the center, the trail will feature the iconic Stone Arch Bridge, which will be rehabilitated with safety railings. The City anticipates reusing our own Island Street Bridge (a Baily truss bridge) to carry the trail over Swanzey Factory Road. Along the trail, the historic bridges will form the context for educational signage and static displays related to the history of transportation and how transportation systems have shaped today’s built environment.

The NHDOT has recently expanded the scope of its planned reconstruction of Route 101 so that it now includes the area where the Prowse Bridge is planned to be installed. City staff has had initial discussions with NHDOT about incorporating the Prowse Bridge installation into their work in order to simplify and streamline the two overlapping construction projects. No formal agreement has been reached as of the date of this CIP, but NHDOT staff has responded favorably to the concept. The timing of expenditures for this project has therefore been adjusted to align with the planned NHDOT construction schedule.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation		413,200		3,576,900				3,990,100
Property / Equipment Acquisition								0
Bond Issuance Cost				4,620				4,620
TOTAL EXPENDITURES	\$0	\$413,200	\$0	\$3,581,520	\$0	\$0	\$0	\$3,994,720
FUNDING								
Current Revenue		82,640						82,640
Capital Reserve								0
Debt Funded				720,000				720,000
Federal / State Grants		330,560		2,861,520				3,192,080
Other Sources								0
TOTAL FUNDING	\$0	\$413,200	\$0	\$3,581,520	\$0	\$0	\$0	\$3,994,720

2025 - 2031 Capital Improvement Program
Parks, Recreation & Facilities
ROBIN HOOD PARK IMPROVEMENT PROJECT

Project Number: 65J0018
Type: Multiphase Project
Physical Location: Robin Hood Park
Operating Budget Impact: Ongoing capital improvements to facilities needing annual or preventative maintenance

Goals / Master Plan / Vision: APRMP - Key Issue #2 - institute long-range capital planning and park site-specific master plans



PROJECT DESCRIPTION

In 2023, the City engaged the community for the redevelopment of Robin Hood Park. The east side park is filled with diverse natural features with trails, glacier boulders, a pond, and unique views across the city. The purpose of the Robin Hood Park Repurposing project was to investigate the community's need to replace the aging infrastructure that is impacting park maintenance operations. The Active and Passive Recreation Management Plan highlighted the need to address each park to create a master plan for each. Robin Hood poses several challenges and capital funding needs: the pool, playground building and bathrooms, tennis courts, playground structure, parking, and ADA accessibility. Through the public engagement process the community highlighted the need to repair or replace the pool. This alone provides clear direction for the needs of the east side as the number one concern from the survey. The next two most important items were bathrooms and accessibility. The project will be phased over the course of potential grant cycles with Land and Water Conservation Funds.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design			350,000					350,000
Construction / Implementation			2,335,400	1,175,000				3,510,400
Property / Equipment Acquisition								0
Bond Issuance Cost			6,600					6,600
TOTAL EXPENDITURES	\$0	\$0	\$2,692,000	\$1,175,000	\$0	\$0	\$0	\$3,867,000
FUNDING								
Current Revenue								0
CR - Parks & Facilities Infrastructure			1,075,000	1,175,000				2,250,000
Debt Funded			1,117,000					1,117,000
Federal / State Grants			500,000					500,000
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$2,692,000	\$1,175,000	\$0	\$0	\$0	\$3,867,000

2025 - 2031 Capital Improvement Program Parks, Recreation & Facilities TRAIL BRIDGE MAINTENANCE PROJECT

Project Number: TBD

Type: One-time Project

Physical Location: Various

Operating Budget Impact: Ongoing capital improvements to facilities needing annual or preventative maintenance

Goals / Master Plan / Vision: APRMP - Key Issue #2 - institute long-range capital planning and park site-specific master plans



PROJECT DESCRIPTION

The City of Keene owns and maintains an inventory of nine pedestrian bridges that are essential components of our trail network. These bridges serve our community by providing safe and convenient passage for pedestrians, cyclists, and residents alike. This project aims to ensure the long-term structural integrity, safety, and functionality of these vital connectors in our city. The primary goals of the program are to:

- Enhance Safety: Replace or repair the deteriorated structural components and safety features of the pedestrian bridges to minimize risks to users.
- Extend Service Life: Implement maintenance and repair strategies that will extend the service life of the bridges, reducing the need for costly replacements in the future.
- Improve Accessibility: Ensure that the pedestrian bridges are accessible to all residents, including those with disabilities, by complying with ADA standards and correcting barriers.
- Preserve Aesthetic Appeal: Maintain or enhance the aesthetic qualities of the bridges to present trail users with attractive and inviting facilities.

In FY25, funds are requested to address minor deficiencies with three bridges, including the Cheshire Rail Trail over both Beaver Brook and the Ashuelot River as well as the Appel Way over the Ashuelot River. Tasks to be completed includes repairing fences, replacing deck boards and bicycle rub-rails, as well as cleaning and sealing all exposed concrete surfaces.

In FY26, we propose to rehabilitate the North Bridge. Work at this site will include flipping all deck planks to extend their useful life and replacing a small number of worn or rotten wood components. Some minor concrete repair work is also required.

In FY27, funds are planned to fully prepare and repaint the Ashuelot River Park suspension bridge. This bridge, which will be 33 years old by 2029, will also receive new wooden deck boards.

It should be noted that all of these bridges are in good condition today and will continue to serve the community. By addressing these minor deficiencies in the near future, the City will avoid much more costly repairs or replacements in the future.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	113,000	120,100	59,900					293,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$113,000	\$120,100	\$59,900	\$0	\$0	\$0	\$0	\$293,000
FUNDING								
Current Revenue								0
CR - Transportation Improvement	113,000	120,100	59,900					293,000
Debt Funded								0
Federal / State Grants								0
Other Sources - Project Balance								0
TOTAL FUNDING	\$113,000	\$120,100	\$59,900	\$0	\$0	\$0	\$0	\$293,000

2025 - 2031 Capital Improvement Program
Police
POLICE PORTABLE RADIOS PROGRAM

Project Number: 70M0002A
Type: Ongoing Program
Physical Location: 400 Marlboro Street
Operating Budget Impact: n/a

Goals / Master Plan / Vision: Strong citizenship and proactive leadership;
 Emergency preparedness;
 Maintain critical equipment on a financially and technologically supported basis and to improve our emergency and non-emergency operations for our first responders.



PROGRAM DESCRIPTION

The department currently operates and maintains fifty five (55) portable radios. In CY 2019 we reexamined our need for total portable radios and opted to move from 63 to 55, but still meeting our operational and safety needs. This created a savings of \$40,303.82 in FY 21, the last year of that three year replacement. This replacement program will allow us to maintain emergency preparedness and personnel safety by having portable radio units that are reliable and serviceable for the next eight to ten years. The life span of portable police radios, per the vendor, is 7-10 years. After this, they are no longer sold or serviced by the vendor and parts are discontinued at a point thereafter. Using a nine-year mark to begin the replacement of those 55 portable radios over a three-year period would begin the next replacement cycle in FY 2028.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition				86,328	88,920	96,672		271,920
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$86,328	\$88,920	\$96,672	\$0	\$271,920
FUNDING								
Current Revenue								0
CR - Emergency Communication				86,328	88,920	96,672		271,920
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$86,328	\$88,920	\$96,672	\$0	\$271,920

POLICE MOBILE RADIO REPLACEMENT PROGRAM

Project Number: 70M0004A
Type: Ongoing Program
Physical Location: 400 Marlboro Street
Operating Budget Impact: n/a



Goals / Master Plan / Vision: Strong citizenship and proactive leadership;
 Emergency preparedness;
 Maintain critical equipment on a financially and technologically supported basis and to improve our emergency and non-emergency operations for our first responders.

PROGRAM DESCRIPTION

The department currently employs 24 mobile radios in our vehicles and maintains 3 spares. Only 1 of those 27 systems is a current vendor supported radio, the other 26 are out of date, are of an unknown age range, and no longer supported by the vendor for service or parts. Mobile radios provide the means to communicate from vehicle to vehicle, vehicles to portables, as well as being our connection to the dispatch center. The mobile radios are much stronger wattage, allowing personnel to reach each other, and dispatch, from anywhere in the City, and beyond. Without mobile radios, we would not be able to communicate effectively within the entire City, nor outside the City limits as is sometimes needed during pursuits or Mutual Aid to other Municipalities. Modern mobile radios are also the core of our siren and public address cruiser systems, with these built into the radio system. If a cruiser does not have a working mobile police radio it is considered out of service.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition	61,669							61,669
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$61,669	\$0	\$0	\$0	\$0	\$0	\$0	\$61,669
FUNDING								
Current Revenue								0
CR - Emergency Communication	61,669							61,669
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$61,669	\$0	\$0	\$0	\$0	\$0	\$0	\$61,669

EXACOM HINDSIGHT SYSTEM REPLACEMENT/REFRESH PROJECT

Project Number: TBD
Type: One-time Project
Physical Location: 400 Marlboro Street
Operating Budget Impact: n/a

Goals / Master Plan / Vision: Maintain equipment and required recordings of telephone and radio communications.


PROJECT DESCRIPTION

The EXACOM Hindsight system records all telephone and radio traffic in and out of the Department. This is necessary for dispatchers to immediately replay telephone calls or radio transmissions that were either missed or garbled and from which they need more information. It also provides an element of Officer Safety, as dispatchers can relisten to a call if they cannot reach the calling Officer. The system comes with a six-year service agreement that EXACOM does not extend past the six years but rather requires a replacement/refresh of the system in order to continue to support the system. This replacement/refresh ensures we are operating with the latest supported equipment and software. This system, or a similar system, is required as part of our National Accreditation (CALEA 81.2.8). Our current system was installed in April 2014. This is an item that should be replaced/refreshed every six years as the manufacturer suggests. The below cost is from an 8/20/19 quote with the appropriate percentage added for FY27.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition			41,300					41,300
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$41,300	\$0	\$0	\$0	\$0	\$41,300
FUNDING								
Current Revenue								0
CR - Emergency Communication			41,300					41,300
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$41,300	\$0	\$0	\$0	\$0	\$41,300

Project Number: TBD
Type: Recurring Project
Physical Location: 400 Marlboro Street
Operating Budget Impact: n/a

Goals / Master Plan / Vision: Strong citizenship and proactive leadership; emergency preparedness; maintain critical equipment on a financially and technologically supported basis; improve emergency and non-emergency operations for our first responders


PROJECT DESCRIPTION

The department signed a five-year contract to purchase Body Worn and In Car Video Camera systems in March of 2023 (FY23) at a price of \$445,400. The systems were delivered and implemented in July of 2023 (FY24). The current contract will expire in July of 2028 (FY29), however, in order to ensure continuous service, a new contract will need to be executed during FY28. The current contract provides a renewal option of not greater than 10% over the original cost. While the initial project was funded largely with federal and state grants, it is not anticipated that those monies will be available again in FY28. The goals of this project are to 1) enhance transparency and public trust, 2) document encounters between police and the public in order to protect officers from unwarranted accusations of misconduct, 3) investigate and resolve citizen complaints. 4) provide improved evidence for investigative and prosecutorial efforts, and 5) create training aids from actual encounters.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition				489,940				489,940
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$489,940	\$0	\$0	\$0	\$489,940
FUNDING								
Current Revenue				489,940				489,940
CR - Emergency Communication								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$489,940	\$0	\$0	\$0	\$489,940

2025 - 2031 Capital Improvement Program
Police
CRIME SCENE VAN REPLACEMENT PROJECT

Project Number: TBD
Type: New - One-time Project
Physical Location: 400 Marlboro Street
Operating Budget Impact: n/a

Goals / Master Plan / Vision: Strong citizenship and proactive leadership; emergency preparedness; maintain critical equipment on a financially and technologically supported basis; improve emergency and non-emergency operations for our first responders



PROJECT DESCRIPTION

The current crime scene vehicle is a 2007 Chevrolet 4500. This vehicle was in-service with KFD as an ambulance for nine (9) years. In October of 2016, the ambulance was retrofitted by KPD for use as a crime scene van. This vehicle is near end of life and lacks features widely employed by modern professional police agencies. The proposed replacement vehicle is a Ford Transit 350, high-roof, passenger van. On the exterior, this van is equipped with emergency response lighting and a siren package, bright LED scene lighting including two telescoping light poles for directed lighting, and a retractable awning. On the interior, this van has custom aluminum cabinets with adjustable shelving, a workstation with a stainless-steel countertop, overhead cabinets for storage, general lighting and workspace lighting, power to operate necessary computer software, and seating to conduct in-field interviews and/or meetings. The estimated service life of this vehicle is between 12 and 15 years.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition	283,000							283,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$283,000	\$0	\$0	\$0	\$0	\$0	\$0	\$283,000
FUNDING								
Current Revenue	283,000							283,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$283,000	\$0	\$0	\$0	\$0	\$0	\$0	\$283,000

INTERNAL SUPPORT (GENERAL FUND)

Services that the City provides to support its own internal operations. Departments include assessing, finance, information technology, and facilities whose primary goal and focus are to maintain the City’s structures and operational assets in good working condition, in an environmentally friendly and economically efficient manner.

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2025 - 2031 Capital Improvement Program
Assessing
REVALUATION PROGRAM

Project Number: 10M002
Type: Ongoing Program
Physical Location: Citywide
Operating Budget Impact: N/A



Goals / Master Plan / Vision: Municipal Governance & Financial Stability; To ensure the fair and equitable taxation of all property within the City of Keene in accordance with New Hampshire law.

PROGRAM DESCRIPTION

A revaluation of all property in the City is required by state law at least once every five years. The City was last revalued in 2021, which means that it will be required again in 2026. The project will begin in 2025 and will be completed by the fall of 2026. The new assessments will be used to determine the final 2026 tax bills.

A revaluation involves a number of steps and processes in order to develop valuation models and assessed values. These include, but are not limited to, extensive market research; reviewing and analyzing property transactions; reviewing building construction costs; and reviewing all property data on file. Additionally, for income-producing properties, research and analysis are done on rental income, typical expenses, and investment rates. Upon completion, many valuation variables will be developed, calibrated, and applied to all properties before finalizing the valuation process. The new assessed values will be statistically tested for accuracy and equity.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	138,000					138,000		276,000
Property /Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$138,000	\$0	\$0	\$0	\$0	\$138,000	\$0	\$276,000
FUNDING								
Current Revenue								0
CR - Reappraisal	138,000					138,000		276,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$138,000	\$0	\$0	\$0	\$0	\$138,000	\$0	\$276,000



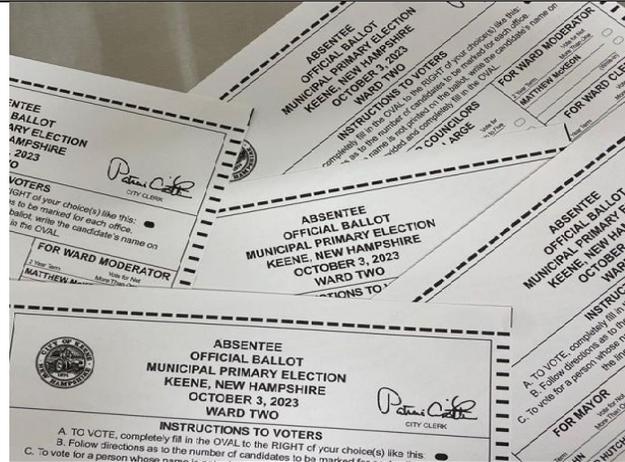
2025 - 2031 Capital Improvement Program

City Clerk

VOTE TABULATION EQUIPMENT PROJECT

Project Number: TBD
Type: New / One-time Project
Physical Location: To be used at polling locations
Operating Budget Impact: Annual maintenance

Goals / Master Plan / Vision: CMP Focus Area: strong citizenship and proactive leadership; CMP Vision/Strategy: transparent and responsive leadership; CIP theme: resilient systems



PROJECT DESCRIPTION

This project will replace the Accuvote tabulation system that has been used at the City's five polling locations since 1994. In 2007, production of this tabulation system was discontinued by the manufacturer and in 2014 Microsoft stopped supporting the operating system used in programming the memory cards. Over half of New Hampshire's towns and cities use the Accuvote system. Knowing this, the State of New Hampshire has over the last several years developed certification standards and has piloted several potential products. Just recently, the New Hampshire Ballot Commission approved two vendors as the replacement for the Accuvote system. Although the Secretary of State has indicated that the Accuvote tabulators may be used in the upcoming 2024 elections, the Ballot Law Commission will eventually decertify the Accuvote tabulators and they will require that any community using the tabulation system either return to hand counting of their ballots or acquire one of the two approved systems. Attempts at securing financial assistance from the State for this replacement has not been successful to date. The 2026 state primary and state general elections are targeted as the election dates when a new vote tabulation system would be in place.

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition			50,000					50,000
Debt Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
FUNDING								
Current Revenue			50,000					50,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000

MUNICIPAL BUILDING CAPITAL MAINTENANCE PROGRAM

In 2013, the City hired EMG Corporation to perform a survey of all City facilities. The survey provides an organized management tool for the City to maintain and improve its facilities. The report reflects the present condition and the expected life of various system components. The City prioritized the following projects for the current CIP cycle.

Year	Location	Scope of Work	Estimated Cost	Total Cost for Fiscal Year
2025	City Hall	Asbestos removal 1st floor Clerks area in ceilings, new ceiling grid, to include new flooring upon completion	\$75,000	\$100,000
	City Hall	Upgrade building automation systems (HVAC)	\$25,000	
2026	Library	Replace 8 windows in youth department	\$40,000	\$100,000
	City Hall	Asbestos removal 1st floor IT area in ceilings, new ceiling grid, to include new flooring upon completion	\$40,000	
	Library	Paint cupola	\$20,000	
2027	City Hall	Repaint brickwork	\$62,000	\$100,000
	Public Works building	Replace hot water tank/pumps	\$13,000	
		Held in reserve for new priorities	\$25,000	
2028	Public Works building	Replace rooftop HVAC	\$25,000	\$100,000
	Central Fire Station	Resurface apparatus floors	\$30,000	
	Public Works building	Re-work geothermal system	\$15,000	
		Held in reserve for new priorities	\$30,000	
2029	Central Fire Station	Repaint brickwork	\$30,000	\$100,000
	Police Department	Replace rooftop package HVAC unit gas heat, 20 ton cooling	\$50,000	
		Held in reserve for new priorities	\$20,000	

2025 - 2031 Capital Improvement Program
Parks, Recreation & Facilities
MUNICIPAL BUILDING CAPITAL MAINTENANCE PROGRAM

Project Number: 65M0004A
Type: Ongoing Program
Physical Location: City Wide
Operating Budget Impact: Large maintenance projects would eliminate operating budget routine maintenance needs

Goals / Master Plan / Vision: Master Plan: quality-built environment towards community sustainability while maintaining safe buildings



PROGRAM DESCRIPTION

The facilities survey conducted by EMG Corporation in 2013 has provided an organized management tool for the division to utilize to maintain and address principal systems. The report reflects the present condition and the expected life of the systems' components. Through an annual review of the process of the EMG report, the identification of the project life cycles can be determined. The process will constantly alter and reprioritize the improvements among all City facilities. Projects already identified at City Hall, Municipal Services Complex, Recreation Center, and Police Department will focus on updates that improve efficiencies in energy and heating consumption. In the future, the Municipal Services Complex will need heat pumps replaced and the Recreation Center will need a new boiler system.

In FY25, the priority will be the replacement of flooring in the Clerk's office, along with asbestos removal in the ceilings, installation, and new ceiling grid; however, this project will carry over into FY26. In addition, City Hall will receive an upgrade to the building automation system (HVAC) control.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$100,000	\$700,000						
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other-Fund Balance	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
TOTAL FUNDING	\$100,000	\$700,000						



2025 - 2031 Capital Improvement Program
Parks, Recreation & Facilities
MUNICIPAL BUILDING ROOFS PROGRAM

Project Number: 65M0010A
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: Large maintenance projects would eliminate operating budget routine maintenance needs
Goals / Master Plan / Vision: Master Plan: quality-built environment towards community sustainability while maintaining safe buildings



PROGRAM DESCRIPTION

The facilities survey conducted by EMG Corporation in 2013 has provided an organized management tool for the division to utilize to maintain and address principal systems. The report reflects the present condition and the expected life of the systems' components. Through an annual review of the process of the EMG report, the identification of the project life cycles can be determined. One area needing attention is the roofs located at the municipal complex. Recent inspections have determined it to be the proper time to plan on the replacement of these roofs. Facilities will continue to monitor conditions and recommend any adjustments to the schedule. The roofs will be prepped for potential solar panels in the future. This will also increase the insulation level to current standards for better efficiency. In 2022, several roofs were put out to bid and cost estimates given when the CIP process started came back considerably higher than anticipated based on many factors including supply chain issue and higher than anticipated inflation.

- FY25: DPW garage roof was last replaced in 1995 (\$125,977); Recreation Center multiple shingled roof areas above classrooms (\$48,500)
- FY26: City Hall 4th floor roof, estimated installation date was 1988
- FY27: Recreation Center multiple roofing areas of varying ages from 1990-1994; Multipurpose room, storage room
- FY28: Airport terminal building installed 1993
- FY29: Keene Public Library installed 1990
- FY30: Transportation Center
- FY31: City Hall 2nd floor

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design	10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000
Construction / Implementation	174,477	119,548	160,875	313,570	184,375	71,250	287,500	1,311,595
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$184,477	\$129,548	\$170,875	\$323,570	\$194,375	\$81,250	\$297,500	\$1,381,595
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other - Fund Balance	184,477	129,548	170,875	323,570	194,375	81,250	297,500	1,381,595
TOTAL FUNDING	\$184,477	\$129,548	\$170,875	\$323,570	\$194,375	\$81,250	\$297,500	\$1,381,595

2025 - 2031 Capital Improvement Program

Parks, Recreation & Facilities

PAVING PARKING LOTS PROGRAM

Project Number: 65M0004
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: Large maintenance projects would eliminate operating budget routine maintenance needs
Goals / Master Plan / Vision: Master Plan: quality-built environment towards community sustainability while maintaining safe buildings



PROGRAM DESCRIPTION

The City of Keene owns several facilities and associated parking lots used by various departments. Over the years, a combination of vehicular use, cold and wet weather, and snowplows have affected the condition of the lots. The damage accelerates once moisture enters the pavement base through cracks and then freezes. To improve the function of the lots and reduce the long-term maintenance costs for patching and crack-sealing, rehabilitation is necessary. Rehabilitation of the lots will include milling the existing asphalt surface, performing spot repairs as needed, leveling low points, overlaying with new asphalt, and re-striping. Existing granite curbs that are damaged or out of alignment will be repaired or replaced. Existing bituminous curb will be replaced. The existing sidewalks will be evaluated and rehabilitated in kind. The Department of Public Works will have drainage issues addressed at this time. We will also replace existing pole lighting with new Dark Sky compliant LED fixtures and add infrastructure for an EV charging station to lots.

Rehabilitation of the Department of Public Works lot is scheduled for FY26.

Rehabilitation of the Dillant-Hopkins Airport terminal building lot is scheduled for FY27.

Rehabilitation of the Brain A. Mattson Recreation Center parking lot is scheduled for FY28.

Additional lots will be scheduled for future years.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation		372,000	370,000	174,000				916,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$372,000	\$370,000	\$174,000	\$0	\$0	\$0	\$916,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other-Fund Balance		372,000	370,000	174,000				916,000
TOTAL FUNDING	\$0	\$372,000	\$370,000	\$174,000	\$0	\$0	\$0	\$916,000

**2025 - 2031 Capital Improvement Program
Parks, Recreation & Facilities
PARKS & CEMETERY OPERATIONS BUILDING PROJECT**

Project Number: TBD
Type: One-time Project
Physical Location: Monadnock View Cemetery
Operating Budget Impact: Large maintenance projects would eliminate operating budget routine maintenance needs
Goals / Master Plan / Vision: Master Plan: quality-built environment towards community sustainability while maintaining safe buildings



PROJECT DESCRIPTION

In 1984, the Parks and Cemetery divisions moved together into a new mason block building in Monadnock View Cemetery with the goal of combining the operations of Woodland Cemetery and Wheelock Park. The 4,800 square foot building has served its purpose well with regards to location and functionality. It has survived consistent but minimal maintenance over the years, with the only notable projects being the replacement of a new window and new heating units. The proposed project will include painting the exterior walls, upgrading the bathrooms to include one ADA unit, installation of new garage doors, the addition of expansion bays on the back of the building to keep equipment covered and able to withstand New Hampshire weather, upgrading the lighting systems to LED, hot water tank replacement, an upgrade to the employee room, and sealing of the concrete floors. This building is well-used and is thus subject to a lot of wear and tear. To prevent complete replacement of the building, attention to maintenance is necessary. Additionally, notable repairs and upgrades will improve the building envelope for a more energy-efficient building and provide an impact to the operating budget.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	180,000							180,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$180,000	\$0	\$0	\$0	\$0	\$0	\$0	\$180,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other - Fund Balance	180,000							180,000
TOTAL FUNDING	\$180,000	\$0	\$0	\$0	\$0	\$0	\$0	\$180,000

2025 - 2031 Capital Improvement Program
Parks, Recreation & Facilities
CITY HALL STRUCTURAL REPAIRS PROJECT

Project Number: 65J0002
Type: Multiphase Project
Physical Location: City Hall
Operating Budget Impact: Large maintenance projects would eliminate operating budget routine maintenance needs

Goals / Master Plan / Vision: Master Plan: quality-built environment towards community sustainability while maintaining safe buildings



PROJECT DESCRIPTION

In 2021, the City contracted with a design firm to investigate the source of cracking and damage to City Hall. This included the rear wall, where cracks had been slowly expanding over time. It also included cracks at the vestibule at the northern exit onto Washington Street. The study concluded that the damage to the rear wall of City Hall was caused by soil movement associated with the Town Brook. This is a brick arch pipe dating to the early 1800s that runs diagonally under the building. This pipe was built to contain the existing stream in this location and allow development. Although the watershed area tributary to this pipe was re-routed in the 1980s, the pipe still collects roof drains from the building.

In 2023, as an immediate recommendation of the study, the City installed bracing to prevent further movement of the rear wall, as shown above. While the bracing is effective at resisting some forces on the wall, it must be extended further into the building to provide full stability. To reduce the risk of further soil movement, the existing Town Brook pipe and soil around it must be filled with polymer grout. The roof drains need to be re-routed to other locations.

Damage to the vestibule at the front of the building, while not associated with the Town Brook, needs to be repaired to limit water intrusion and further potential damage. This project provides funds for the final design and construction of the recommended repairs to City Hall.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	1,250,000							1,250,000
Property / Equipment Acquisition								0
Bond Issuance Cost	8,000							8,000
TOTAL EXPENDITURES	\$1,258,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,258,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded	1,258,000							1,258,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$1,258,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,258,000



**2025 - 2031 Capital Improvement Program
Parks, Recreation & Facilities
CITY WIDE SECURITY UPGRADES PROJECT**

Project Number: TBD
Type: New / Multiphase Project
Physical Location: Various
Operating Budget Impact: Large maintenance projects would eliminate operating budget routine maintenance needs

Goals / Master Plan / Vision: Master Plan: quality-built environment towards community sustainability while maintaining safe buildings



PROJECT DESCRIPTION

Upgrades to security systems within City facilities to provide a safe environment for staff and patrons. Security systems have advanced over the years and include features such as gun detection, facial recognition, or even detection if someone has a fever. Systems are continually changing and improving. Using artificial intelligence, new systems can secure a facility if a threat is perceived. Year one will include upgrades in wiring and NVRs for networking CCTV. City Hall will be housing multiple NVRs for these systems. The facilities department will be removing old wiring and upgrading wiring from old systems at this time. Several areas will need ceilings repaired during this process. FY26 will be adding automated building lock and control systems and upgrading cameras throughout the facility. FY27 will include automated locking systems and include upgrading existing cameras for all 3 facilities. NVRs will be located at City Hall.

- FY26: City Hall upgrades security cameras and building lock system
- FY27: Parks and Recreation Center upgrades to security cameras and tie into building lock system
- FY28: Library upgrades to security cameras and exterior doors building lock system
- FY29: DPW installation of security cameras and exterior doors building lock system

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation		75,000	50,000	75,000	50,000			250,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$75,000	\$50,000	\$75,000	\$50,000	\$0	\$0	\$250,000
FUNDING								
Current Revenue		75,000	50,000	75,000	50,000			250,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$75,000	\$50,000	\$75,000	\$50,000	\$0	\$0	\$250,000

2025 - 2031 Capital Improvement Program

Parks, Recreation & Facilities

WEST KEENE FIRE STATION PROJECT

Project Number: 65J0010

Type: Multiphase Project

Physical Location: West Keene Fire Station

Operating Budget Impact: Large maintenance projects would eliminate operating budget routine maintenance needs

Goals / Master Plan / Vision: Master Plan: quality-built environment towards community sustainability while maintaining safe buildings



PROJECT DESCRIPTION

Currently, the West Keene fire station is located at 110 Hastings Avenue. It occupies a facility reacquired in early 2018 by the City of Keene from the State of NH Adjutant General's Office (NHARNG) following a determination that the facility was no longer needed to meet their mission. In 2019, the facilities director and fire chief, under the direction of the city manager and in collaboration with members from the department, other city staff members, and City Council members, started a two-phase review of the current station to determine the future needs. Phase I review consisted of a geographic review of the current station and the district (area) that station 2 is primary fire and EMS response for. The review looked at several years of responses and response times in the district. The review also included a review of high-hazard occupancies served, residential and commercial growth, and the impacts of response times to those areas based on current station location and four other selected locations in West Keene. The report was presented to the FOP Committee and City Council, recommending the current location of the fire station as the location. This report was accepted and location approved on February 20, 2020, by the full City Council. Phase II involved selection and retaining a firm to review the current building and systems, the space and programming needs, and conceptual design and estimated cost on the proposed project. Phase II work again was completed under the direction of the city manager in collaboration with department members, City Council members, facilities director, and fire chief. The review and report concluded a recommendation for the building of a new station rather than the renovation of the current building. The programming assessment also lowered the current building size of approximately 20,500 square feet to a need of approximately 14,800 square feet for the new facility. This report was presented to both FOP and the City Council on its completion with a recommendation that it be accepted as informational so that further CIP planning could continue. On September 2, 2021, the City Council approved this recommendation. The next phase towards developing the West Keene fire station will be to complete an architectural schematic design and seek federal grants that could fund 80% of the construction.

The construction phase (FY27) of this project is a placeholder contingent upon grant funding.

SCHEDULE & FINANCIAL PLAN

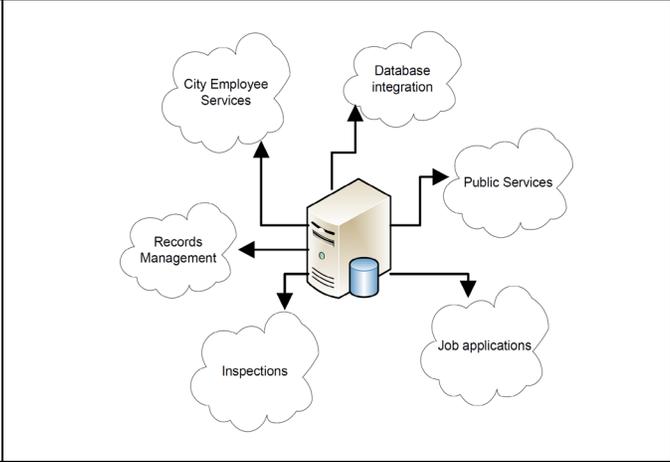
	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation			7,509,975					7,509,975
Property / Equipment Acquisition								0
Bond Issuance Cost			9,005					9,005
TOTAL EXPENDITURES	\$0	\$0	\$7,518,980	\$0	\$0	\$0	\$0	\$7,518,980
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded			1,511,000					1,511,000
Federal / State Grants			6,007,980					6,007,980
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$7,518,980	\$0	\$0	\$0	\$0	\$7,518,980



**2025 - 2031 Capital Improvement Program
Information Technology
DATABASE SOFTWARE UPGRADE PROGRAM**

Project Number: 50M0006A
Type: Ongoing Program
Physical Location: IT Data Center
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Infrastructure – continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses



PROGRAM DESCRIPTION

This project provides funding to upgrade and migrate database platforms as necessary to meet minimum licensing requirements and/or adopt new platforms to sustainably accommodate operational and financial requirements into the long-term. In particular, the database platform(s) supporting financial, property assessment, and work order management information systems that drive functions such as tax billing, fund accounting, payroll, infrastructure management, etc., require consistent upgrades over time to avoid costly obsolescence. These systems also provide foundational property information to other City systems and broad reporting and business intelligence information necessary to drive management decisions.

In addition to database requirements, it is also important that server specifications match database licensing requirements which can present the need to upgrade or migrate the database environment in sync with server upgrades over time.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition	24,000			24,000				48,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$24,000	\$0	\$0	\$24,000	\$0	\$0	\$0	\$48,000
FUNDING								
Current Revenue								0
CR - IT Systems & Infrastructure	24,000			24,000				48,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$24,000	\$0	\$0	\$24,000	\$0	\$0	\$0	\$48,000

SCHEDULE OF NETWORK EQUIPMENT REPLACEMENT

Building	Type	End of life (sale)	End of Maintenance	End of Support	Replacement Cost	FY Subtotal
						FY25
Wireless Access Points	WAP	N/A			\$37,800	FY26
						\$37,800
City Hall	Switch	Oct-20	Oct-22	Oct-26	\$8,000	
City Hall	Switch	Oct-20	Oct-22	Oct-26	\$8,000	
City Hall	Switch	Oct-20	Oct-22	Oct-26	\$8,000	
City Hall	Switch	Oct-20	Oct-22	Oct-26	\$8,000	
Police Department	Switch	Oct-20	Oct-22	Oct-26	\$8,000	
Fire Central Station	Switch	Oct-20	Oct-22	Oct-26	\$6,500	
Water Treatment	Switch	Oct-20	Oct-22	Oct-26	\$6,500	
Waste Water	Switch	Oct-20	Oct-22	Oct-26	\$6,500	FY27
Waste Water	Switch	Oct-20	Oct-22	Oct-26	\$3,700	\$142,400
City Hall	Switch	Oct-20	Oct-22	Oct-26	\$6,500	
City Hall	Switch	Oct-20	Oct-22	Oct-26	\$6,500	
Police Department	Switch	N/A			\$8,000	
Police Department	Switch	N/A			\$8,000	
Police Department	Switch	N/A			\$8,000	
Police Department	Switch	N/A			\$8,000	
Police Department	Switch	N/A			\$8,000	
Martell Court	Switch	N/A			\$3,700	
Waste Water	Switch	N/A			\$6,500	
City Hall	Switch	N/A			\$8,000	
City Hall	Switch	N/A			\$8,000	
Heberton Hall	Switch	Oct-20	Oct-22	Oct-26	\$6,500	
Heberton Hall	Switch	Oct-20	Oct-22	Oct-26	\$6,500	
Waste Water	Switch	Oct-22	Oct-23	Oct-27	\$3,700	
Waste Water	Switch	Oct-22	Oct-23	Oct-27	\$3,700	
Fire Central Station	Switch	N/A			\$6,500	
Fire Station Two	Switch	N/A			\$5,100	
Public Works	Switch	N/A			\$8,000	
Public Works	Switch	N/A			\$6,500	FY28
Parks and Rec	Switch	N/A			\$6,500	\$100,800
Transfer Station	Switch	N/A			\$5,100	
Airport	Switch	N/A			\$6,500	
Library	Switch	N/A			\$6,500	
Library	Switch	N/A			\$6,500	
Library	Switch	N/A			\$6,500	
WasteWater	Switch	N/A			\$5,100	
Parks and Rec	Switch	N/A			\$6,500	
Fleet	Switch	N/A			\$5,100	
						FY29
Wastewater	switch	N/A			\$6,500	\$6,500
						FY30
						\$0
City Hall	Firewall	N/A			\$9,000	FY31
Police Department	Firewall	N/A			\$9,000	\$18,000

\$305,500	\$305,500
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2025 - 2031 Capital Improvement Program
Information Technology
NETWORK EQUIPMENT REPLACEMENT PROGRAM

Project Number: 50M0002A
Type: Ongoing Program
Physical Location: Multiple Facilities
Operating Budget Impact: N/A



Goals / Master Plan / Vision: Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.

PROGRAM DESCRIPTION

The network infrastructure presently enables City information systems to be centralized to maximize security and accessibility and minimize maintenance efforts. This involves wireless access points, cabling, and switches within each building, core equipment in the IT datacenters, and firewalls that secure traffic in and out of the City network. This equipment has a limited useful life. It is important that a plan be in place for the replacement of the equipment to ensure reliable operation and security, especially with growing cybersecurity threats. This plan calls for the replacement of the network equipment in the year the manufacturer will no longer provide maintenance and support services or five to seven years, whichever comes first.

The City computer information systems are a mission-critical asset supporting essential business operations. The availability of these systems including our phone system depends upon reliable network availability and performance. Also, the network must be protected for the purposes of confidentiality and intrusion prevention. To meet the evolving requirements of the organizational use of information systems, the network equipment will require replacement when it reaches the manufacturer’s end-of-service schedule - typically five to seven years. This will provide current security and control features that are necessary to keep up with minimum industry standards, and will minimize costly downtime in the case of equipment failure or network intrusion.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition		37,800	142,400	100,800	6,500		18,000	305,500
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$37,800	\$142,400	\$100,800	\$6,500	\$0	\$18,000	\$305,500
FUNDING								
Current Revenue								0
CR - IT Systems & Infrastructure		37,800	142,400	100,800	6,500		18,000	305,500
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$37,800	\$142,400	\$100,800	\$6,500	\$0	\$18,000	\$305,500

SERVER REPLACEMENT SCHEDULE/COSTS

Server Function	Fiscal Year	Replacement Cost
Exchange Licensing	FY25	\$0
Virtual Server Host	FY25	\$12,000
Virtual Server Host	FY25	\$12,000
Virtual Server Host	FY25	\$12,000
Datacenter 2 UPS	FY26	\$15,000
Server OS Licensing	FY27	\$53,000
Virtual Server Host (same as line #2)	FY28	\$12,000
Datacenter 1 UPS	FY29	\$15,000
Virtual Server Host	FY30	\$12,000
Virtual Server Host	FY30	\$12,000
Virtual Server Host	FY30	\$12,000
		\$167,000

2025 - 2031 Capital Improvement Program
Information Technology
SERVER REPLACEMENT PROGRAM

Project Number: 50M0004A
Type: Ongoing Program
Physical Location: City Hall & Remote Data Center
Operating Budget Impact: N/A



Goals / Master Plan / Vision: Infrastructure – continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses

PROGRAM DESCRIPTION

Information systems are utilized by every City department in the process of providing services to the public. From virtual servers to file and print servers to databases to operational software applications and GIS systems - all require that core server equipment run reliably. This program provides funding for the replacement of existing host servers every five years as well as upgrades to the Microsoft Server operating systems and required Client Access Licenses (CALs). The replacement schedule is designed to maximize uptime, maintain minimum performance requirements, and minimize long term costs. This ensures that the processing capabilities of the server hardware and software are sufficient to support City operations.

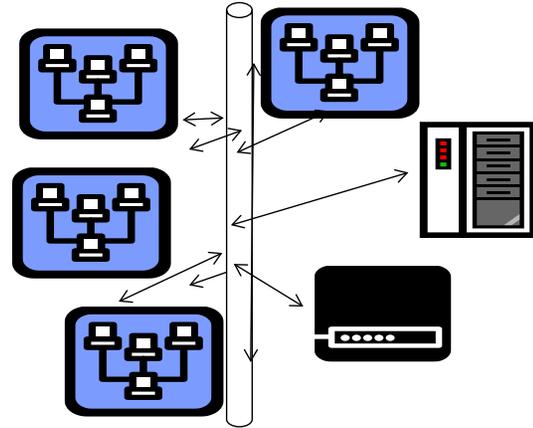
SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition	36,000	15,000	53,000	12,000	15,000	36,000	0	167,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$36,000	\$15,000	\$53,000	\$12,000	\$15,000	\$36,000	\$0	\$167,000
FUNDING								
Current Revenue								0
CR - IT Systems & Infrastructure	36,000	15,000	53,000	12,000	15,000	36,000	0	167,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$36,000	\$15,000	\$53,000	\$12,000	\$15,000	\$36,000	\$0	\$167,000

2025 - 2031 Capital Improvement Program
Information Technology
STORAGE AREA NETWORK PROJECT

Project Number: TBD
Type: Recurring Project
Physical Location: IT Data Center
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Infrastructure – continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses



PROJECT DESCRIPTION

The network utilized by City staff across all departments provides a path between the end-users (computer users) and the databases on the servers. These databases and other electronic files such as documents, maps, and system backups are stored on storage area network (SAN) devices. The SANs enable all City servers to access a single system of physical disks, allowing allocation of space to each server as needed, thus reducing the total cost of server equipment. They are integral to our virtual environment, provide high availability and disaster recovery for all production servers and, carefully configured, are an important component in cybersecurity prevention and recovery. The typical life of a storage area network solution is five years.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation				7,000				7,000
Property / Equipment Acquisition				185,000				185,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$192,000	\$0	\$0	\$0	\$192,000
FUNDING								
Current Revenue								0
CR - IT Systems & Infrastructure				192,000				192,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$192,000	\$0	\$0	\$0	\$192,000

2025 - 2031 Capital Improvement Program Information Technology PHONE SYSTEM REPLACEMENT PROJECT

Project Number: 50J0002A
Type: Recurring Project
Physical Location: Citywide
Operating Budget Impact: N/A



Goals / Master Plan / Vision: Infrastructure – continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses

PROJECT DESCRIPTION

Phones and the systems that run them provide the backbone to City communications. There are about 350 phones in regular use at the City and five separate paging systems, the importance of which cannot be understated as there is a phone on almost every City desk as well as in police dispatch and booking areas, Emergency Operations Center, laboratories, out-buildings, lobbies, and elevators. The servers and central phone system software that run all phone operations as well as building paging functions at multiple facilities including emergency service are on a five-year replacement cycle. The phones themselves also have a finite useful life and are scheduled for replacement every seven to ten years depending on vendor life span predictions and compatibility with the system software.

This replacement schedule ensures that the phone system is up and running 24/7 and does not jeopardize emergency services nor the day-to-day communications essential to City operations. Our current system is also tied into our networking devices of the same brand, which greatly simplifies maintenance, upgrades, and configuration and helps minimize upgrade costs. Moving to a different platform could require new, redundant network devices which would drive up the cost.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation					56,000			56,000
Property / Equipment Acquisition					196,000			196,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$252,000	\$0	\$0	\$252,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other-Fund Balance					252,000			252,000
TOTAL FUNDING	\$0	\$0	\$0	\$0	\$252,000	\$0	\$0	\$252,000

INFRASTRUCTURE (GENERAL FUND)

Programs and services that are intended to promote the retention and expansion of existing businesses, and to encourage new business development in the City of Keene. This group includes improvements to the transportation infrastructure (roads, bridges, sidewalks, and bike paths) intended to facilitate the safe and efficient movement within the City; and connect the local community with the Monadnock region, the State, and the world. Also included, are projects aimed at preventing and remediating conditions leading to localized flooding through preventive maintenance, drainage system improvements, and comprehensive stormwater infrastructure planning.

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Airport

The Dillant-Hopkins Airport has been an important part of Keene and the entire Monadnock region for nearly seven decades. It has long been an economic driver with a vibrant variety of aviation use with daily flight operations that include corporate and charter jets providing convenient global access for business travel to and from our community, private aircraft used for personal or business travel, and a variety of other aeronautical activities including military, law enforcement, medical transport, and utility inspections. With the third-longest runway in the state, along with an instrument landing system, the Keene airport provides access for any corporate aircraft visiting our region.

The airport is the home of three businesses, providing a direct economic impact through jobs and associated commerce. The most recent Airport Economic Impact Study performed by the NH Department of Transportation estimated that with both direct and indirect airport-related activities, our airport provides for \$7.3 million in regional payroll and a regional economic benefit of \$21.44 million. This employment base is made up from airport-based businesses which include restaurant workers, aircraft mechanics, flight instructors, corporate aircrews, and aviation support staff as well as employees that work at local companies, such as C&S Wholesalers, who are in this region because of the airport.

There has been significant progress working to maximize opportunities for further growth at the airport with the goal of increasing airport viability and becoming financially self-sustaining. Several current and proposed projects will move us closer to that goal. This growth will not only benefit the City of Keene but will also improve the tax base for the Town of Swanzey.

Operating an airport requires substantial infrastructure. By capitalizing on FAA funding through Airport Improvements Program (AIP) grants, a significant amount of these infrastructure improvements can be accomplished with minimal local investments. The Keene Dillant-Hopkins Airport has benefited from nearly \$10 million from this program since FY15 and we will continue to maximize this funding for future fundable projects.

Having an airport that provides the connectivity and development potential that we have provides opportunities other communities in the State of New Hampshire will never have. We hope that the City Council will embrace these opportunities and development efforts by supporting airport capital projects and economic development efforts in the coming years.

Project Number: 05J0002
Type: Multiphase Project
Physical Location: Keene Dillant-Hopkins Airport
Operating Budget Impact: None

Goals / Master Plan / Vision: Increase airport safety; decrease airport staff workload


PROJECT DESCRIPTION

This project will address hazards to aircraft operations caused by wildlife having access to airport operations areas. The presence of wildlife on the runways creates significant safety issues. Wildlife enter the safety zones of the runways daily, requiring staff to make multiple wildlife inspections checking for deer, moose, turtles, fox, and coyote. In 2016, two deer on one of the runways caused an airplane to crash. The plane was destroyed and over \$15,000 of damage was done to the airport equipment and landing lights.

In this project, perimeter fencing will be added to the south and west sides of the airfield to fully enclose the entire airport. Currently, only the northern, eastern, and partial southern boundaries are fenced.

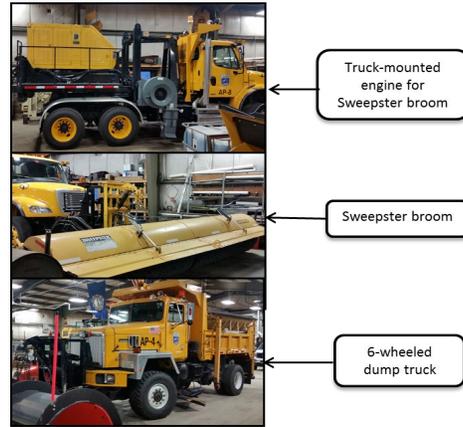
The funding for the fencing project will be covered by 90% federal, 5% state, and 5% City funds.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	1,984,000	1,984,000						3,968,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$1,984,000	\$1,984,000		\$0	\$0	\$0	\$0	\$3,968,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded								0
Federal / State Grants	1,884,800	1,884,800						3,769,600
Other-Fund Balance	99,200	99,200						198,400
TOTAL FUNDING	\$1,984,000	\$1,984,000	\$0	\$0	\$0	\$0	\$0	\$3,968,000

2025 - 2031 Capital Improvement Program
Airport
SNOW REMOVAL EQUIPMENT PROJECT

Project Number: TBD
Type: One-time Project
Physical Location: Keene Dillant-Hopkins Airport
Operating Budget Impact: Decrease maintenance and down time from older equipment
Goals / Master Plan / Vision: Increase airport safety and efficiency



Truck-mounted engine for Sweepster broom
 Sweepster broom
 6-wheeled dump truck

PROJECT DESCRIPTION

Maintaining an airport in New England requires that we have a plan to provide safe operating environments in all weather conditions. To do this, we need to maintain personnel and equipment to do so when faced with winter weather. The airport maintains a fleet of equipment specially designed for airport snow and ice control. We include periodic replacement of this equipment in our CIP to ensure that we maintain a modern, reliable fleet so that we can ensure we are able to meet our obligations.

The Keene Dillant-Hopkins Airport, being part of the National Plan of Integrated Airport Systems, is eligible for federal and state assistance to help us meet these requirements and funds have been programed for us to replace some of this equipment in FY24.

This project will replace AP 4, the airport’s 1995 6-wheeled dump truck, and the 1995 Sweepster broom attachment. Both pieces of equipment will be 29 years old next year. This equipment will be replaced with a single-purpose runway sweeper which will provide decades of reliable service allowing the airport staff to deliver superb landing conditions throughout the winter season.

FAA and NHDOT funding will pay 95% of the replacement cost of this equipment.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition	600,000							600,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
FUNDING								
Current Revenue	30,000							30,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants	570,000							570,000
Other Sources								0
TOTAL FUNDING	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000



**2025 - 2031 Capital Improvement Program
Airport**

AIRPORT TERMINAL IMPROVEMENTS PROJECT

Project Number: TBD
Type: New / One-time Project
Physical Location: Keene Dillant-Hopkins Airport
Operating Budget Impact: None

Goals / Master Plan / Vision: Address ADA compliance issues; provide green energy solution for airport terminal



PROJECT DESCRIPTION

This project will address ADA compliance issues on both the airside and the landside entrances to the terminal by installing ADA compliant entrances ramps automatic doors at these locations.

This project will also include installing solar panels to provide renewable energy for the terminal and provide charging stations for both electric vehicles and electric aircraft.

This project will be primarily funded, and dependant on, a Bipartisan Infrastructure Law grant. State DOT and local funds will also be used.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design	150,000							150,000
Construction / Implementation	650,000							650,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000
FUNDING								
Current Revenue	29,000							29,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants	771,000							771,000
Other - Fund Balance								0
TOTAL FUNDING	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000

AIRPORT PAVEMENT MAINTENANCE & MARKING PROGRAM

Project Number: TBD
Type: Ongoing Program
Physical Location: Keene Dillant-Hopkins Airport
Operating Budget Impact: None

Goals / Master Plan / Vision: Increase airport safety; preservation of infrastructure


PROGRAM DESCRIPTION
MAINTENANCE

Nearly all pavement at the airport was constructed with the assistance of various federal grant programs. These grants historically provided up to 95% of the cost of construction. The City agreed to maintain the pavement to federal standards for safety as a condition of accepting these grants. Through regular pavement maintenance, the City can assure maximum pavement life. Maintenance includes the routine repair of defective, deteriorated, or otherwise failing pavement on aircraft movement areas. Defects include cracks of varying widths. Estimated costs (2016) are provided below. Costs are adjusted by 3% per year for inflation. Small cracks between 1/4" and 3/4" wide can be filled with sealant. Estimated costs are \$0.30 per linear foot (LF). Cracks larger than 3/4" wide can be filled with backing rod or sealant or filled with a mixture of emulsified asphalt and aggregate. Estimated costs are \$5 per LF. For larger cracks or areas of pavement failure, the existing pavement must be saw-cut and removed. The pavement is reconstructed to the full depth along the length of the crack or failure. Estimated costs are \$30 per LF.

MARKING

Pavement markings communicate important information to a pilot using the airport. Over time, these markings become obliterated due to weather fading, failing paint, and rubber debris from landing aircraft tires. Routine repainting of these markings is essential for safety. It is recommended that the Airport perform this maintenance at least every four years. The project includes the repainting of airfield paved surfaces. This includes touch down points, runway and taxiway centerlines, aircraft hold position lines, aircraft parking areas, runway threshold bars, and other critical pavement markings. In total there are approximately 75,000 square feet of pavement markings. Estimated costs per square foot (SF) for 2016 are provided below. Costs are adjusted by 3% per year for inflation. Scrub rubber and debris from existing pavement markings to prepare the surface for painting: \$1.60 per SF. Painting new pavement markings to meet FAA guidelines is \$1.20 per SF. Total estimated cost is \$2.80 per SF. This project is eligible for FAA and NH DOT funding pursuant to 49 USC § 47102(3)(H).

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation		166,700			166,700			333,400
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$166,700	\$0	\$0	\$166,700	\$0	\$0	\$333,400
FUNDING								
Current Revenue		8,335			8,335			16,670
Capital Reserve								0
Debt Funded								0
Federal / State Grants		158,365			158,365			316,730
Other Sources								0
TOTAL FUNDING	\$0	\$166,700	\$0	\$0	\$166,700	\$0	\$0	\$333,400

2025 - 2031 Capital Improvement Program
Airport
T-HANGAR APRON MAINTENANCE PROJECT

Project Number: TBD
Type: New / One-time Project
Physical Location: Keene Dillant-Hopkins Airport
Operating Budget Impact: Increased cost for pavement maintenance, i.e. crack sealing; potential loss of T-hangar tenants with associated loss of revenues
Goals / Master Plan / Vision: Preservation of infrastructure



PROJECT DESCRIPTION

The airport T-hangars were constructed in 1999 along with 17,300 square yards of pavement which serves as aircraft apron and taxi lanes servicing the T-hangers. This pavement has not been resurfaced since the installation in 1999 and it has exceeded its intended service life. The pavement has developed significant cracks and spauling which typically preludes pavement failure.

This project would allow for thorough crack sealing followed by micro surfacing to add life to this pavement surface.

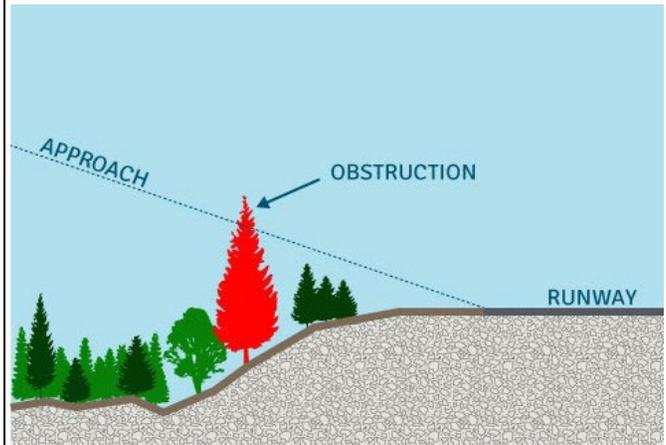
SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation		200,000						200,000
Property / Equipment Acquisition								0
Bond Issuance Cost		1,000						1,000
TOTAL EXPENDITURES	\$0	\$201,000	\$0			\$0	\$0	\$201,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded		201,000						201,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$201,000	\$0			\$0	\$0	\$201,000

AIRPORT OBSTRUCTION MANAGEMENT PROGRAM

Project Number: TBD
Type: Ongoing Program
Physical Location: Keene Dillant-Hopkins Airport
Operating Budget Impact: None

Goals / Master Plan / Vision: Increase airport safety


PROGRAM DESCRIPTION

From 2016-2018, the airport addressed some of the most significant obstruction hazards at that time by removing trees from properties around the airport. Since that time, some of the trees that were not removed have now grown to heights where they are now obstructions, penetrating runway approach and departure paths, creating significant safety issues for planes taking off and landing at the airport.

This project is a multiyear project that will include several phases, including an obstruction study to specifically identify which trees are hazards, easement acquisition to gain permission to remove hazards on private property, environmental surveys, and finally obstruction removal.

This project is eligible for funding under the FAA AIP grant program with 90% of the cost being funded by FAA, 5% funded by the NHDOT, and the remaining 5% funded by the City.

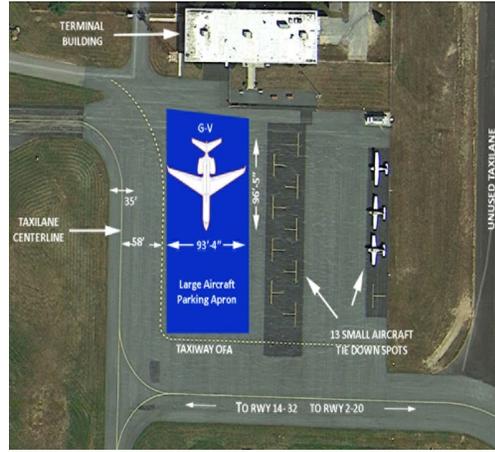
Progression of the project is dependent on the timing of FAA/DOT funding.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation		166,700	350,000					516,700
Property / Equipment Acquisition		333,300	300,000					633,300
Bond Issuance Cost								0
TOTAL EXPENDITURES		\$500,000	\$650,000			\$0	\$0	\$1,150,000
FUNDING								
Current Revenue		25,000	32,500					57,500
Capital Reserve								0
Debt Funded								0
Federal / State Grants		475,000	617,500					1,092,500
Other Sources								0
TOTAL FUNDING		\$500,000	\$650,000			\$0	\$0	\$1,150,000

2025 - 2031 Capital Improvement Program
Airport
TERMINAL APRON EXPANSION PROJECT

Project Number: TBD
Type: One-time Project
Physical Location: Keene Dillant-Hopkins Airport
Operating Budget Impact: Possible increase in snow removal requirements
Goals / Master Plan / Vision: Increase airport viability; infrastructure improvements



PROJECT DESCRIPTION

The airport terminal parking apron, covering an area of approximately 8,200 square yards, has the capacity to hold 15 to 19 aircraft, depending on the size of the aircraft. The larger the aircraft, the more difficult to maneuver and park, causing challenges for the fixed-base operator (FBO) as well as pilots. The area is frequently congested and is projected to get more congested as air traffic increases due to airport marketing efforts.

The airport layout provides ample space to expand the apron by adding pavement and tie-downs in the area between the current apron and the unused taxi lane. This expansion will double the area available for use. Completion of this project is subject to receipt of grants from the FAA and the NHDOT Bureau of Aeronautics, at 90% and 5% respectively. The final 5% of funding will be the responsibility of the City.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design				195,000				195,000
Construction / Implementation					3,400,000			3,400,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$195,000	\$3,400,000	\$0	\$0	\$3,595,000
FUNDING								
Current Revenue				9,750	170,000			179,750
Capital Reserve								0
Debt Funded								0
Federal / State Grants				185,250	3,230,000			3,415,250
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$195,000	\$3,400,000	\$0	\$0	\$3,595,000

Project Number: 05J0008
Type: Multiphase Project
Physical Location: Keene Dillant-Hopkins Airport
Operating Budget Impact: Decrease in maintenance costs, both parts and personnel time

Goals / Master Plan / Vision: Increase airport safety; decrease maintenance


PROJECT DESCRIPTION

The airport infrastructure includes 12 hazard beacons whose purpose is to mark obstructions and hilltops for planes arriving at and departing the airport. We are embarking on a plan to replace two beacons over the next six to eight years so that no beacon is more than 20 years old. In 2011 we replaced two beacons; in 2012 we replaced one beacon. The remainder are at or beyond 20 years of age. Federal/state cost-sharing is available for this and the City will have a 5% match for funding.

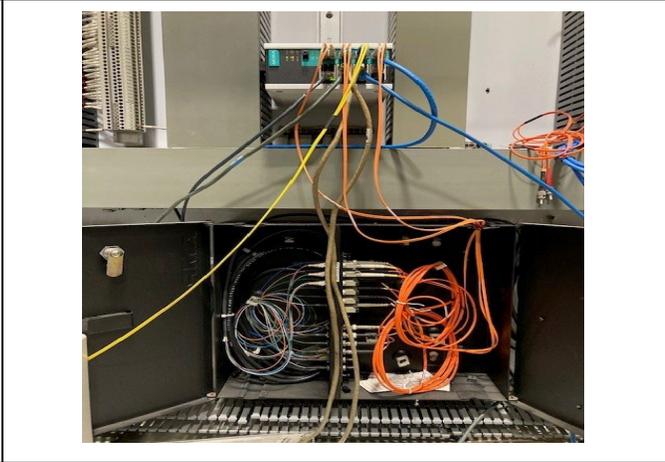
SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation						500,000		500,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded								0
Federal / State Grants						475,000		475,000
Other - Fund Balance						25,000		25,000
TOTAL FUNDING	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000

2025 - 2031 Capital Improvement Program
Airport
FIBER OPTIC REPLACEMENT PROJECT

Project Number: TBD
Type: New - One-time Project
Physical Location: Keene Dillant-Hopkins Airport
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy community; quality-built environment, infrastructure



PROJECT DESCRIPTION

This project replaces the 5 mile long fiber optic network cable that connects the City's network from City Hall to the Airport and WWTP. The fiber optic cable is original and at the end of its useful life. To insure reliable communications, new fiber needs to be run from City Hall to the airport and wastewater treatment plant.

The estimated cost of this project is \$45,000, with a 50%/50% cost share with the WWTP since the fiber optic cable serves both the WWTP and the airport. This work is scheduled for FY27.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation			22,500					22,500
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$22,500	\$0	\$0	\$0	\$0	\$22,500
FUNDING								
Current Revenue			22,500					22,500
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$22,500	\$0	\$0	\$0	\$0	\$22,500

Public Works

Transportation

The City's transportation infrastructure is comprised of 123 centerline miles of streets/roads, 33 active vehicle bridges, over 52 miles of sidewalks, 14,900 linear feet of guard rail, 7 traffic control signals, 4 flashing traffic signals and 9 multi-use and pedestrian bridges with over 10 miles of multi-use trails. The City's transportation system provides critical links within the city, to the region, to the state, and ultimately to the world. The City's transportation system accommodates multiple modes of transportation with sidewalks, bike lanes, and shared use roadways along with separated multi-use trails. The City's transportation system is how people get to work and school, buy groceries, and access recreational activities. For businesses, it is their lifeline to receive and provide goods and services. A strong transportation system sets a positive tone and drives a community to success. A failing or struggling system will hold back a community's ability to flourish and compete.

The assets of the City's transportation system have been in place from the founding of the City, in the 1750s, up to current times. This has resulted in components that were designed and built for very different needs, such as horse-drawn carriages and wagons, but are expected to meet the demands of today's requirements: multi-generational pedestrians, vehicles, and bicycles, multi-passenger vehicles, tractor-trailer trucks, electric vehicles, and autonomous vehicles in the near future.

The City invests in its transportation system through different ways. The City works to maintain and keep components functioning through small maintenance and repair projects in the operating budget. Through the Capital Improvement Program (CIP), major preservation, maintenance, repair programs, and construction projects are identified and laid out. These programs and projects include Bridge Repair/Replacement Program, Road Preservation and Rehabilitation Program, and the Traffic Signal Replacement Program. A new program proposed in this CIP is the Bridge Preservation Program, designed to lower the life-cycle cost of these important assets by making periodic, low-cost repairs.

To determine the needs for these projects, the Public Works Department performs inventories and condition surveys of the various assets. These surveys collect information on the condition (how much cracking, potholing, or deterioration to components), use (vehicle or pedestrian trips), and types of uses (is it a school route, residential collector, or pathway to commercial centers). This information is reviewed to determine the types of repair strategies, priority, and timing. Ultimately, all this information is brought together into an Asset Management Plan. Layered into the review are the timing and need for work on other infrastructure components (water and sewer, drainage, etc.), work by private utilities, and larger developments within the community. This then comes together as priorities for when work is completed.

The City also invests in its transportation system through projects that improve functionality and/or capacity to meet increased demands or changes in function. Examples within this CIP include the Downtown Infrastructure Improvement & Reconstruction Project, the Lower Winchester Street Reconstruction Project, and the West Street Corridor Improvements Project. These projects are identified through various avenues including the City's Comprehensive Master Plan, special

commissions or review committees, development changes, and evaluation of data collected during the street survey.

Overall, the City works to balance the need to maintain the functionality and operations of its transportation system and the cost of the system to the property owners.

Flooding and Stormwater Management

The City of Keene sits on the valley floor at the bottom of a glacial lakebed. There are five watersheds that intersect the City with multiple brooks and streams passing through neighborhoods and downtown. These brooks and streams receive stormwater from City streets and private properties. The City has attempted to manage stormwater and floodwaters since the mid-1800s. As it developed, the City constructed open ditches to convey this stormwater and over time the City enclosed some of these open ditches and added structures and pipes. This created a complex network of open ditches and pipes that merges with natural streams to move stormwater through the City. Today this system contains over 6,000 structures, over 82 miles of drainage pipes, over 10 miles of open ditches, and three high-hazard dams (Three Mile Reservoir, Goose Pond, and Robin Hood Park). The community has modified Ash Swamp Brook, Beaver Brook, and Black Brook to allow for more use and development of land.

The City of Keene and State of New Hampshire are subject to climate change and changing weather patterns. Intense storm events are occurring at a greater frequency and with higher amounts of precipitation. This has stressed the City's 175-year-old stormwater system. The City manages the stormwater system through maintenance and improvement of existing components. This is done through the operating budget and the Capital Improvement Program (CIP). Current CIP projects to maintain the existing system include Stormwater Spot Repair Program, Stormwater Channel Maintenance Program, and Stormwater Main Lining Program. There are specific areas of the City that require upgrades to the stormwater infrastructure to reduce the frequency of flooding. In the current CIP, the Stormwater Resiliency Program identifies these specific locations and the proposed solution to address the particular flooding issue.

The City develops new projects to reduce flooding problems. In the current CIP, projects to reduce flooding include the Beaver Brook Flood Mitigation Project and the Stormwater Management System Analysis.

Priority for projects is based on the condition and criticality of system components. Projects are also coordinated with other planned utility and roadway projects. The City works to balance the maintenance of the existing systems, new solutions to reduce flooding, and the cost to property owners.

Community Support

A number of projects and programs are intended to promote the retention and expansion of existing businesses, encourage and attract new business development, enhance the overall quality of life, and sustainability of live, work and play within the community. Within the proposed CIP, these projects include Downtown Infrastructure Improvement and Reconstruction Project, the Lower Winchester Street Reconstruction Project, and West Street Corridor Improvement Project.

DOWNTOWN INFRASTRUCTURE IMPROVEMENT AND RECONSTRUCTION PROJECT
CONSOLIDATED FUNDING OVERVIEW

The proposed Downtown Infrastructure Improvements and Reconstruction project will combine funding from a number of general fund programs as well as funds from the water and sewer funds. The table below summarizes the source of funds and the year that funding is requested. Since the project is planned to occur in three separate construction phases, the timing of expenditures may be different than the schedule shown below, based on the development of final phasing plans.

Description	Fund	Prior Yr.	FY25	FY26	FY27	Subtotal by Program
Street/Sidewalk/Other Improvements	General	\$680,000	\$1,204,000	\$1,240,000	\$1,277,000	\$4,401,000
Traffic Signal Replacement	General	\$196,800	\$202,700			\$399,500
Stormwater Resiliency Program	General		\$1,669,000	\$1,311,900	\$1,537,700	\$4,518,600
Sewer Improvements	Sewer	\$339,035	\$615,300	\$1,267,600	\$1,305,600	\$3,527,535
Water Distribution Improvements	Water	\$242,000	\$1,299,300	\$1,911,800	\$590,800	\$4,043,900
Subtotal by Annual Funding		\$1,457,835	\$4,990,300	\$5,731,300	\$4,711,100	
Project Grand Total						\$16,890,535

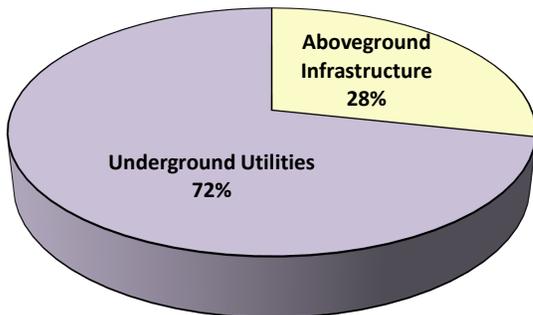
Subtotal by Location

Aboveground Infrastructure	\$4,800,500
Underground Utilities	\$12,090,035

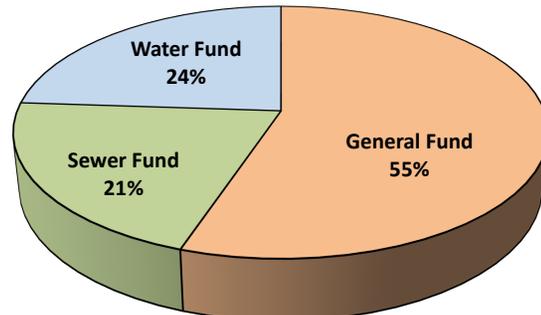
Subtotal by Fund

General Fund	\$9,319,100
Sewer Fund	\$3,527,535
Water Fund	\$4,043,900

Subtotal by Location



Subtotal by Fund



2025 - 2031 Capital Improvement Program
Public Works
DOWNTOWN INFRASTRUCTURE IMPROVEMENT
& RECONSTRUCTION PROJECT

Project Number: 75J0034
Type: Multiphase Project
Physical Location: Central Square, Main, Church, Gilbo,
Operating Budget Impact: Operations and maintenance costs for the downtown landscaping and streetscaping features are expected to be similar after the project
Goals / Master Plan / Vision: Goal 4: Infrastructure



PROJECT DESCRIPTION

The downtown area is the economic engine for the community and represents the spirit and place of Keene. It is important to continue investment to support the businesses and community and keep the area relevant and vibrant. The infrastructure, telecommunication, electrical, water, sewer, and stormwater systems go back over 120 years. The last major downtown revitalization occurred in 1988. This work has supported the downtown area for the last 30 years. The concept of what downtown is has expanded over the years and now includes the Railroad Street area to 93rd Street, south to the Main/Marlboro/Winchester Streets intersection, down Roxbury Street to Roxbury Plaza, and is moving down Gilbo Avenue to School Street. The features that give downtown its unique spirit need to be considered when expanding the downtown area. In 2023, the City Council selected a design alternative for the project that included:

- Two travel lanes in each direction
- Dedicated bike lanes
- Maintaining the existing rotary intersection encircling Central Square
- A raised intersection at Gilbo Avenue/Railroad Street

In addition to infrastructure replacement and other improvements, the funding will include improvements to existing treatments, such as open spaces, along Main Street and will look to incorporate the downtown concepts to areas immediately off Main Street. Preliminary design is currently underway. Included in that design effort is preparation of the economic analysis needed to support federal grant applications. Construction has been initially set for FY25, FY26, and FY27. It is anticipated that the project will be completed in three phases. Central Square will be the first area, then proceeding from Central Square to Gilbo Avenue, and finishing between Gilbo Avenue and Water Street/Davis Street. The estimated cost for the project has been adjusted based on the final selected alternative as well as the most recent available 2023 construction cost data. Costs include an assumed 3% rate of inflation until the year of construction.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	1,204,000	1,240,000	1,277,000					3,721,000
Property / Equipment Acquisition								0
Bond Issuance Cost			6,000					6,000
TOTAL EXPENDITURES	\$1,204,000	\$1,240,000	\$1,283,000	\$0	\$0	\$0	\$0	\$3,727,000
FUNDING								
Current Revenue								0
CR - Downtown Infrastructure	1,204,000	1,240,000						2,444,000
Debt Funded			1,283,000					1,283,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$1,204,000	\$1,240,000	\$1,283,000	\$0	\$0	\$0	\$0	\$3,727,000

2025 - 2031 Capital Improvement Program
Public Works
DOWNTOWN RESTROOM PROJECT

Project Number: TBD
Type: New Project/Stand Alone
Physical Location: Gilbo Avenue Area
Operating Budget Impact: Operations and maintenance costs for repairs, maintenance, and operating supplies (water, sewer, paper products, etc.)
Goals / Master Plan / Vision: Goal 3: support diverse needs of all Keene residents; CMP: healthy community; quality-built environment; vibrant downtown



Example: Self Cleaning Restroom from Urben Blue

PROJECT DESCRIPTION

The City has not had a public restroom facility in the downtown area for a number of years. There has been interest from the community and the City Council to support downtown activities, residents, and visitors to Main Street and the surrounding downtown areas and users of the City’s multi-use trail system, which has three major connections in the downtown, to provide access to publicly owned restroom facilities. Public restrooms are required to support multiple types of users. They are also subject to a harsh environment and treatment. As a result, public restrooms are very costly to operate and maintain. In recent years, various companies have developed hardened, self-contained and self-cleaning facilities to address the issues faced by public restrooms. These companies include The Portland Loo and Urben Blue, who provide self-contained and self-cleaning units. Units can cost between \$200,000 and \$450,000 per unit, depending on options chosen and installation cost. Operational costs can range from \$10,000 to \$12,000 per year, depending on use. The proposed project is for one unisex facility that would be installed when the Gilbo Avenue area is reconstructed as part of the Downtown Infrastructure Improvement and Reconstruction Project.

If this project is not moved forward the public will continue to not have access to a public restroom in the downtown area.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design		30,000						30,000
Construction / Implementation		400,000						400,000
Property / Equipment Acquisition								0
Bond Issuance Cost		2,000						2,000
TOTAL EXPENDITURES	\$0	\$432,000	\$0	\$0	\$0	\$0	\$0	\$432,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded		432,000						432,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$432,000	\$0	\$0	\$0	\$0	\$0	\$432,000

2025

2026

2027

PRESERVATION	EST. COST
Adams Ct.	\$ 2,319
Adams St.	\$ 16,642
Avalon Pl.	\$ 4,657
Elliott St.	\$ 5,500
Gates St.	\$ 5,315
Moore Farm Rd.	\$ 8,032
No Name Rd.	\$ 3,860
Proctor Ct.	\$ 3,781
River St.	\$ 15,415
South St.	\$ 6,098
Sullivan Rd. (Rt. 9 to Town Line)	\$ 32,780
Subtotal - Preservation	\$ 104,399

PRESERVATION	EST. COST
Cady Ln.	\$ 2,059.00
Cobb St.	\$ 2,200.00
Federal St.	\$ 2,420.00
Hooper St.	\$ 2,869.00
Lamson St.	\$ 3,375.00
Martin St.	\$ 7,889.00
Matthews Rd.	\$ 11,326.00
May St.	\$ 2,831.00
Roxbury St.	\$ 58,048.00
Simonds Pl.	\$ 4,336.00
Speaker St.	\$ 2,785.00
St. James St.	\$ 2,714.00
School St.	\$ 8,078.00
Subtotal - Preservation	\$110,930

PRESERVATION	EST. COST
Blossom St.	\$ 18,313
Darling Rd.	\$ 33,865
Dickinson Rd.	\$ 37,730
Forestview Ave.	\$ 13,429
Meetinghouse Rd.	\$ 27,422
Timberlane Dr.	\$ 41,441
Subtotal - Preservation	\$172,200

MINOR REHABILITATION	EST. COST
Edgewood Ave.	\$ 34,860
Greenwood Ave.	\$ 97,779
Kenworth Ave.	\$ 13,503
Key Rd.	\$ 14,316
Lynwood Ave.	\$ 29,584
Park Ave.	\$ 29,711
Riverton St.	\$ 11,180
Walker St.	\$ 5,439
West St. (Park to Base Hill)	\$ 102,627
Subtotal - Minor Rehab.	\$ 338,999

MINOR REHABILITATION	EST. COST
Subtotal - Minor Rehab.	\$0

MINOR REHABILITATION	EST. COST
Abbot Rd.	\$ 13,560
Old Walpole Rd.	\$ 259,578
Subtotal - Minor Rehab.	\$273,138

MAJOR REHABILITATION	EST. COST
Bank St.	\$ 17,280
Cedar St.	\$ 33,390
Cone St.	\$ 24,950
Hamden Dr.	\$ 55,860
Iceland Cir.	\$ 21,770
Needle St.	\$ 35,200
Queens rd.	\$ 61,380
Robbins Ct.	\$ 15,405
Robbins Rd.	\$ 143,475
Russell St.	\$ 87,435
Sawyer Rd.	\$ 51,480
Stanhope Ave.	\$ 41,500
Stanton Ct.	\$ 19,380
Thornton Wy.	\$ 20,750
Warren St.	\$ 25,800
Wheelock St.	\$ 35,190
Worcester St.	\$ 45,720
Subtotal - Major Rehab.	\$ 735,965

MAJOR REHABILITATION	EST. COST
Aldrich Rd.	\$ 104,715
Belvedere Rd.	\$ 121,050
Cranberry Ln.	\$ 101,700
Emerald St.	\$ 170,803
Ferry Brook Rd.	\$ 143,820
Foundry St.	\$ 30,305
Holt Pl.	\$ 9,920
King Ct.	\$ 21,050
Martell Ct.	\$ 119,570
Orchard Ln.	\$ 39,910
Pheasant Hill	\$ 74,940
Prescott St.	\$ 18,630
Silent Wy.	\$ 92,268
Subtotal - Major Rehab.	\$ 1,048,681

MAJOR REHABILITATION	EST. COST
Burdett St.	\$ 22,875
Charles St.	\$ 25,065
Court St.	\$ 142,750
Fairfield Ct.	\$ 21,865
Hancock St.	\$ 16,155
Highland Ave.	\$ 27,180
Hillcrest Ave.	\$ 3,180
Roxbury Ct.	\$ 22,330
Summit Rd.	\$ 118,440
Sunset Ave.	\$ 9,500
Victoria St.	\$ 42,955
Victoria Ct.	\$ 48,180
Water St.	\$ 33,600
Wilford St.	\$ 25,920
Wilson St.	\$ 81,835
Subtotal - Major Rehab.	\$ 641,830

Subtotal	\$ 1,179,363
10% Contingency	\$ 117,936
Construction Total	\$ 1,297,299
Design, & Construction Admin.	\$ 52,973
2023 Cost	\$ 1,350,272
Inflation adjustment	\$ 68,200
Total Program Cost	\$ 1,418,473

Subtotal	\$ 1,159,611
10% Contingency	\$ 115,961
Construction Total	\$ 1,275,572
Design, & Construction Admin.	\$ 12,756
2023 Cost	\$ 1,288,328
Inflation adjustment	\$ 105,674
Total Program Cost	\$ 1,394,002

Subtotal	\$ 1,087,168
10% Contingency	\$ 108,717
Construction Total	\$ 1,195,885
Design, & Construction Admin.	\$ 11,959
2023 Cost	\$ 1,207,844
Inflation adjustment	\$ 138,280
Total Program Cost	\$ 1,346,123

Notes: 1) The specific scope of work for FY30 & FY31 will be determined based on the proposed FY25 condition survey.

2028

2029

2030 & 2031

PRESERVATION	EST. COST
Chapman Rd.	\$ 53,136
Maple Ave.	\$ 12,316
N. Lincoln St.	\$ 5,940
Old Homestead Hwy.	\$ 4,273
Old Walpole Rd.	\$ 28,195
Summit Rd.	\$ 21,186
Wyman Rd.	\$ 23,488
Subtotal - Preservation	\$148,534

PRESERVATION	EST. COST
Boston Pl.	\$ 8,131
Elm St.	\$ 20,382
Evergreen Ave.	\$ 5,411
Island St.	\$ 29,845
Leawood Ave.	\$ 3,992
Marlboro St.	\$ 36,452
Winchester St.	\$ 32,875
Subtotal - Preservation	\$137,088

PRESERVATION	EST. COST
TBD ⁽¹⁾	\$ 150,000
Subtotal - Preservation	\$150,000

MINOR REHABILITATION	EST. COST
Subtotal - Minor Rehab.	\$0

MINOR REHABILITATION	EST. COST
E. Surry Rd.	\$ 284,900
Hurricane Rd.	\$ 139,100
Subtotal - Minor Rehab.	\$424,000

MINOR REHABILITATION	EST. COST
TBD ⁽¹⁾	\$ 150,000
Subtotal - Minor Rehab.	\$150,000

MAJOR REHABILITATION	EST. COST
Court St.	\$ 621,558
George St.	\$ 124,400
Main St.	\$ 153,120
Reservoir St.	\$ 34,920
Sullivan St.	\$ 107,865
Subtotal - Major Rehab.	\$ 1,041,863

MAJOR REHABILITATION	EST. COST
Graves Rd.	\$ 109,480
Main St.	\$ 364,140
S. Lincoln St.	\$ 121,380
Subtotal - Major Rehab.	\$ 595,000

MAJOR REHABILITATION	EST. COST
TBD ⁽¹⁾	\$ 900,000
Subtotal - Major Rehab.	\$ 900,000

Subtotal	\$ 1,190,397
10% Contingency	\$ 119,040
Construction Total	\$ 1,309,437
Design, & Construction Admin.	\$ 13,094
2021 Cost	\$ 1,322,531
Inflation adjustment	\$ 195,628
Total Program Cost	\$ 1,518,159

Subtotal	\$ 1,156,088
10% Contingency	\$ 115,609
Construction Total	\$ 1,271,697
Design, & Construction Admin.	\$ 57,717
2021 Cost	\$ 1,329,414
Inflation adjustment	\$ 242,428
Total Program Cost	\$ 1,571,841

Subtotal	\$ 1,200,000
10% Contingency	\$ 120,000
Construction Total	\$ 1,320,000
Design, & Construction Admin.	\$ 13,200
2021 Cost	\$ 1,333,200
Inflation adjustment	\$ 290,408
Total Program Cost	\$ 1,623,608

Notes: 1) The specific scope of work for FY28 & FY29 will be determined based on the proposed FY25 condition survey.



2025 - 2031 Capital Improvement Program

Public Works

ROADWAY PRESERVATION & REHABILITATION PROGRAM

Project Number: 75M002
Type: Ongoing Program
Physical Location: City Roadways
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

The City manages an extensive road network, totaling 123 miles in length, with the majority, approximately 121 miles, being paved. These roads exhibit varying levels of wear and tear. To manage these assets, the department conducts periodic network inspections. Each road segment is rated according to the level of distress and ride quality and then given a score between 0 and 100. In keeping with our 2017 Pavement Asset Management Plan, the Road Program has been developed with the goal of maintaining a tiered level of service for different types of roadways. For arterial streets (e.g., Main Street, West Street, Washington Street), our goal is an average network condition score of 80 and minimum segment score of 60. Collector streets (e.g., Baker Street, Eastern Avenue, Hastings Avenue) have a network average goal of 70 and a minimum target of 40. For local streets (e.g., Adams Street, Carpenter Street, Pako Avenue), the average/minimum targets are 60 and 20 respectively.

Our Road Program for FY25-FY31 underscores a commitment to prioritizing investments in roadway rehabilitation. This includes the application of traditional major rehabilitation techniques, such as mill/shim/overlay, alongside more cost-effective minor rehabilitation methods like in-place recycling and ultra-thin wearing surfaces. Complete reconstruction of roadways within the FY25-31 Capital Improvement Program (CIP) is limited to the major infrastructure projects identified elsewhere in the plan (e.g., Downtown, West Street corridor, etc.)

Building on the preservation strategy introduced in FY19, this year's program places a significant emphasis on extending the lifespan of our roadways while maintaining a prudent approach to budget allocation. The preservation approach entails performing low-cost maintenance tasks on roads that are in good condition and aiming to maximize the pavement's useful life while minimizing life-cycle costs. Examples of successful projects completed in previous construction seasons include the application of slurry-applied sealant on Washington Street and a spray-applied sealant in the Winter/Summer/Middle/Center Street neighborhood.

In FY25 and FY29, we are requesting funding to conduct a comprehensive road condition survey, a crucial step in our ongoing commitment to maintaining safe and efficient roadways. These updated condition assessments will be carried out at regular four-year intervals, ensuring that our road management strategies remain effective and responsive to changing conditions.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design	40,000				45,000			85,000
Construction / Implementation	1,378,473	1,394,002	1,346,123	1,518,159	1,526,841	1,623,608	1,623,608	10,410,813
Property / Equipment Acquisition								0
Bond Issuance Cost		7,998	7,877	8,841	9,159	9,392	9,392	52,659
TOTAL EXPENDITURES	\$1,418,473	\$1,402,000	\$1,354,000	\$1,527,000	\$1,581,000	\$1,633,000	\$1,633,000	\$10,548,472
FUNDING								
Current Revenue	250,000				45,000			295,000
Capital Reserve								0
Debt Funded		1,402,000	1,354,000	1,527,000	1,536,000	1,633,000	1,633,000	9,084,999
Federal / State Grants	887,204							887,204
Other-Fund Balance	281,269							281,269
TOTAL FUNDING	\$1,418,473	\$1,402,000	\$1,354,000	\$1,527,000	\$1,581,000	\$1,633,000	\$1,633,000	\$10,548,472

BRIDGE REHABILITATION AND REPLACEMENT PROGRAM

The City is responsible for 42 bridges, including 33 vehicular bridges and nine bicycle/pedestrian bridges. They provide critical transportation links throughout the city. The bridges range in age from new to over 100 years old. The New Hampshire Department of Transportation (NHDOT) inspects these bridges on a bi-annual basis. Each bridge subsystem (deck, superstructure, substructure, railing, approaches, etc.) are reviewed and their condition is rated. The ratings range from 9 – Excellent Condition to 1 – Imminent Failure. Bridges that are identified with significant deficiencies (ratings of 5 or less) are classified as “Red Listed” and inspected annually. The type of deficiencies on City bridges includes insufficient lane width and deterioration of deck surfaces and supporting members. The City has nine bridges that are on the State’s Red List ⁽¹⁾:

- | | |
|--|---|
| 1) George Street over Beaver Brook ⁽²⁾ | 6) Ferry Brook Road over Ferry Brook |
| 2) Winchester Street over Ash Swamp Brook ⁽³⁾ | 7) Whitcombs Mill Road over White Brook |
| 3) Maple Avenue over Black Brook | 8) Summit Road over Black Brook |
| 4) Beaver Street over Beaver Brook | 9) Spring Street over Beaver Brook |
| 5) Church Street over Beaver Brook | |

City bridge projects are eligible to participate in the State’s Municipal Bridge Aid Program. This program shares the cost of bridge repair/replacement between the community and the State with 80% of the funding from the State and 20% from the City. In 2023, the NHDOT changed the process for enrolling a specific project into the Municipal Bridge Aid program. Enrollment is no longer “first come, first served” and we are not required to demonstrate local matching funds have been raised before requesting aid. Instead, the State has ranked municipal bridges based on condition, daily traffic volume, the municipality’s total bridge deck area and other criteria.

Requested contributions to the Bridge Capital Reserve of \$120,000 per year will allow us to maintain a reasonable reserve balance and provide our share when state funds are offered. There is no guarantee that State funds will be offered in accordance with the schedule listed below. However, by having our share appropriated, we will be in a position to utilize any additional State funds that may become available (e.g., if a programmed project is canceled or if additional federal funding becomes available).

Roadway	Waterway	Description	Estimated Year of Construction	Estimated Year of Construction Cost
Winchester Street / Route 10	Ash Swamp Brook	Replacement of this bridge is being planned in conjunction with the Lower Winchester Street Corridor Reconstruction Project. Currently, the Bridge Capital Reserve includes approx. \$334,400 for this project. Funding for this bridge is included in the Lower Winchester Street Project Request.	Refer to Lower Winchester Street Project Request	
Maple Avenue ⁽⁴⁾	Black Brook	The NHDOT has tentatively funded the replacement of this bridge with an expected project cost of \$1,456,601. Construction is planned for 2030. The Bridge Capital Reserve for this project has a current balance of \$169,720. An additional appropriation of \$121,600 in 2025 will provide the local match for the expected project cost.	2030	\$1,456,601
Beaver Street ⁽⁵⁾	Beaver Brook	The City previously appropriated a total of \$229,700 to the bridge Capital Reserve for this project. Additional appropriations may be required in future years, depending upon when the project receives NHDOT funding.	2033	\$1,331,480
Church Street ⁽⁶⁾	Beaver Brook	The City previously appropriated \$127,670 into the Bridge Capital Reserve for Church Street. An additional appropriation will be required in future years, depending upon when the project receives NHDOT funding.	2036	\$1,344,922

Notes:

- 1) Harrison Street Bridge, which has been discontinued for vehicle traffic, is not included.
- 2) Replacement of the George Street bridge is funded in the NHDOT Ten Year Plan for construction in 2024.
- 3) The replacement cost for Winchester Street is estimated at \$2,500,000. This project is currently in design and is expected to begin construction in 2026.
- 4) The replacement cost for Maple Avenue bridge based on the NHDOT Draft Ten Year Plan dated September 5, 2023.
- 5) The estimated replacement cost for Beaver Street bridge of \$655,000 was provided by NHDOT in 2009.
- 6) The estimated replacement cost for Church Street bridge of \$790,000 was determined by VHB in 2018.



**2025 - 2031 Capital Improvement Program
Public Works
BRIDGE REPAIR & REPLACEMENT PROGRAM**

Project Number: TBD
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

This project provides funding for the City to rehabilitate and replace red-listed bridges. The City participates in the Municipal Bridge Aid Program through the New Hampshire Department of Transportation (NHDOT). The program provides 80% state funding with a local 20% match. In 2023, the NHDOT changed the process for enrolling a specific bridge into the Municipal Bridge Aid program. Enrollment is no longer “first come, first served” and we are not required to demonstrate local matching funds have been raised before requesting aid. Instead, the State has ranked municipal bridges based on condition, daily traffic volume, the municipality’s total bridge deck area and other criteria.

Based on this new process, the NHDOT has notified us that the Maple Avenue bridge over Black Brook will be funded for construction in 2030 as part of the upcoming State’s Ten Year Plan update. Design funds are budgeted for FY28, with right-of-way or easement acquisition planned for FY29. The requested funding below for FY28-FY30 reflects what is currently proposed in the state Ten Year Plan.

Replacement of the Winchester Street Bridge over Ash Swamp Brook is currently in design. The project is now scheduled for construction as part of the Lower Winchester Street reconstruction in FY26. Funding for this bridge is described on the Lower Winchester Street project request page and not included in the financial plan below.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design				218,496				218,496
Construction / Implementation						1,231,887		1,231,887
Property / Equipment Acquisition					6,218			6,218
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$218,496	\$6,218	\$1,231,887	\$0	\$1,456,601
FUNDING								
Current Revenue								0
CR - Bridges				43,699	1,244	246,377		291,320
Debt Funded								0
Federal / State Grants				174,797	4,974	985,510		1,165,281
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$218,496	\$6,218	\$1,231,887	\$0	\$1,456,601

2025 - 2031 Capital Improvement Program

Public Works

BRIDGE PRESERVATION PROGRAM

Project Number: TBD

Type: Ongoing Program

Physical Location: Various

Operating Budget Impact: No operating budget impact, however, this program will reduce the need for bridge replacement over time by extending the life of each bridge

Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

The objective of the Municipal Bridge Preservation Program is to ensure the safety, longevity, and operational efficiency of the City's bridge infrastructure. Through strategic preservation measures, we aim to extend the service life of our bridges, reduce total life-cycle costs, and enhance the overall safety and reliability of our transportation network.

Specific preservation activities will be selected based on the NHDOT's biennial bridge inspections. Generally, work will be conducted on bridges with a minimum condition rating of Good (i.e., 7 out of 10). Projects will include a range of preservation strategies, including concrete sealing, corrosion protection, repair of deteriorated expansion joints, and minor concrete repairs.

This program will be implemented using the City's Bridge Capital Reserve. The City makes annual appropriations of approximately \$120,000 into this capital reserve. Each appropriation is designated to provide local matching funds for the repair or replacement of a specific red-listed bridge. Unfortunately, the NHDOT's State Bridge Aid program remains woefully underfunded and we have not received state funding at the rate we requested. Appropriations through FY24 have provided sufficient matching funds for the replacement of the George Street and Winchester Street bridges, along with partial funding for the Maple Avenue bridge over Black Brook. The first two projects are already under design. The NHDOT has scheduled funding for the replacement of Maple Avenue bridge in 2030. By maintaining the same level of funding into the Bridge Capital Reserve, we will fully fund Maple Avenue in FY25 and Beaver Street over Beaver Brook by FY29.

In FY31, we propose to complete preservation work on the Main Street bridge over Branch River. The scope will include replacement of the deteriorated expansion joint, miscellaneous concrete repairs, replacement of the deck wearing surface and limited repainting. Although there is currently no state contribution available to pay for preservation work, the Public Works Department believes that this program will save the City money in the long run. Recent cost estimates for bridge replacement (Roxbury Street, George Street, and Winchester Street) have averaged over \$2 million each. The NHDOT Bridge Program Recommended Investment Strategy adopted in 2018 found that investing in regular bridge maintenance could extend the service life of a typical bridge from 80 years to 120 years and reduce the total life cycle cost 15.7%.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design							45,000	45,000
Construction / Implementation							255,000	255,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000
FUNDING								
Current Revenue								0
CR - Bridges							300,000	300,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000

LOWER WINCHESTER STREET RECONSTRUCTION
from NH Route 101 Roundabout to Swanzey Town Line

The reconstruction of Lower Winchester Street from the NH Route 101 roundabout to the Swanzey town line and replacement of the Winchester Street bridge over Ash Swamp Brook is included in the NHDOT FY2023-2032 Ten Year Plan dated July 22, 2022. Preliminary engineering began in 2022, right-of-way acquisition is expected to begin in 2024, and construction is planned for FY25 and FY26. This project requires a 20% cost match from the City. State Project Number KEENE (40666).

Description	Fund	Prior Year	FY25	FY26	Subtotal by Phase/Program	NHDOT Share	City Share
Preliminary Engineering	General	\$982,929			\$982,929	\$786,343	\$196,586
Right-of-Way	General	\$500,000			\$500,000	\$400,000	\$100,000
Construction	General		\$4,000,000	\$3,414,550	\$9,914,550	\$7,931,640	\$1,982,910
Construction (bridge)	General			\$2,500,000			
Subtotal - NHDOT Funded Project		\$1,482,929	\$4,000,000	\$5,914,550	\$11,397,479	\$9,117,983	\$2,279,496
Sewer Improvements	Sewer		\$416,300		\$416,300		\$416,300
Water Distr. Imp.	Water		\$998,800		\$998,800		\$998,800
Subtotal by Annual Funding		\$1,482,929	\$5,415,100	\$5,914,550		\$9,117,983	\$3,694,596
Project Grand Total							\$12,812,579

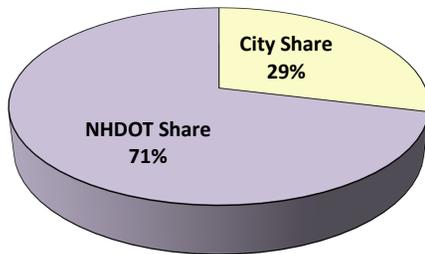
Subtotal by Funding Source

City Share	\$3,694,596
NHDOT Share	\$9,117,983

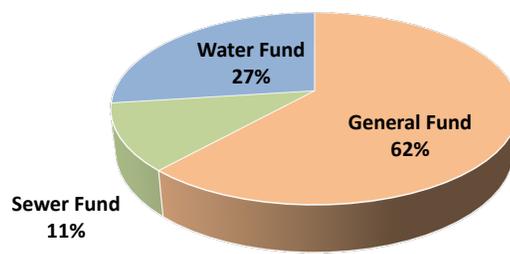
Subtotal by Fund (City Share Only)

General Fund	\$2,279,496
Sewer Fund	\$416,300
Water Fund	\$998,800

Subtotal by Funding Source



Subtotal by Fund (City Share Only)



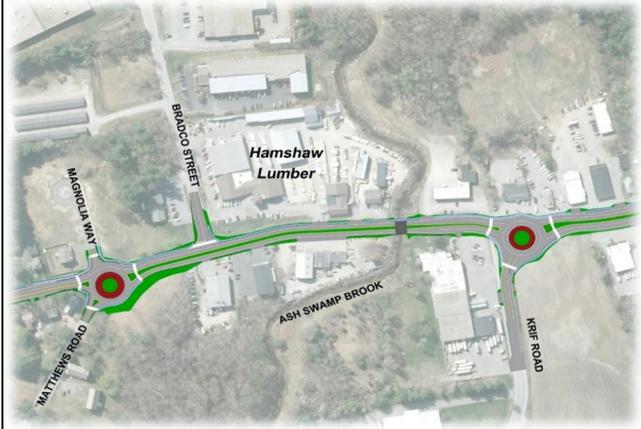


2025 - 2031 Capital Improvement Program

Public Works

LOWER WINCHESTER STREET RECONSTRUCTION PROJECT

Project Number: 75J0026B
Type: Multiphase Project
Physical Location: Winchester Street - NH Route 101 to Town Line
Operating Budget Impact: Proposed improvements are expected to include additional green space, sidewalks, street lights, and pedestrian beacons, which will create ongoing operations and maintenance costs
Goals / Master Plan / Vision: Goal 4: Infrastructure



PROJECT DESCRIPTION

The City has several gateway entrances into the City. One of these gateways is Winchester Street from the Swanzey Town Line to the NH Route 101 roundabout. This is an area of commercial, residential, and industrial activities. This gateway has not been upgraded in over 30 years. Adjustments were made in 2010 to the intersection of Matthews Road and Winchester Street to improve traffic turning movements. This project would involve the reconstruction of Winchester Street including improvements to the eight intersections along the corridor, reconfiguration of traffic lanes to improve traffic flow, the construction of sidewalks, and improvements for bicycle facilities. There would be landscaping improvements to highlight the business corridor.

The Winchester Street bridge over Ash Swamp Brook would also be replaced as part of this project. The Municipal Owned Bridge Rehabilitation and Replacement (MOBRR) program will cover 80% of the bridge replacement cost and the City of Keene's Bridge Capital Reserve will fund our 20% share of the estimated \$2.5M bridge replacement.

During preliminary project discussions, the NHDOT and the Southwest Regional Planning Commission requested that the project limits be extended to include pedestrian improvements in the town of Swanzey. If the Town elects to move forward with those improvements, the City will facilitate the work as part of our project, with Swanzey paying the 20% local match for any improvements constructed at their request.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	4,000,000	5,914,550						9,914,550
Property / Equipment Acquisition								0
Bond Issuance Cost	5,000	4,090						9,090
TOTAL EXPENDITURES	\$4,005,000	\$5,918,640	\$0	\$0	\$0	\$0	\$0	\$9,923,640
FUNDING								
Current Revenue								0
Capital Reserve - Bridges		500,000						500,000
Debt Funded	805,000	687,000						1,492,000
Federal / State Grants	3,200,000	4,731,640						7,931,640
Other-Fund Balance								0
TOTAL FUNDING	\$4,005,000	\$5,918,640	\$0	\$0	\$0	\$0	\$0	\$9,923,640

WEST STREET CORRIDOR IMPROVEMENTS

from NH Route 9 / 10 / 12 to School Street

The reconstruction of West Street from the NH Route 9/10/12 interchange to the School Street intersection is included in the NHDOT draft FY2023-2032 Ten Year Plan dated September 17, 2021. Preliminary engineering is scheduled for FY29, right-of-way acquisition for FY30, and construction for FY32. This project requires a 20% cost match from the City. State Project Number KEENE (43543).

Description	Fund	FY27	FY30	FY32	Subtotal by Phase/Program	NHDOT Share	City Share
Preliminary Engineering	General	\$806,081			\$806,081	\$644,865	\$161,216
Right-of-Way	General		\$335,118		\$335,118	\$268,094	\$67,024
Construction	General			\$6,441,554	\$6,441,554	\$5,153,243	\$1,288,311
Subtotal - NHDOT Funded Project		\$806,081	\$335,118	\$6,441,554	\$7,582,753	\$6,066,202	\$1,516,551
Sewer Improvements ⁽¹⁾	Sewer	\$168,800		\$750,000	\$918,800		\$918,800
Water Distro. Imp. ⁽¹⁾	Water	\$168,800		\$750,000	\$918,800		\$918,800
Subtotal by Annual Funding		\$1,143,681	\$335,118	\$7,941,554		\$6,066,202	\$3,354,151
Project Grand Total							\$9,420,353

Notes: 1) The scope of work for utility infrastructure will be developed prior to the FY27-FY33 CIP. These costs should be considered placeholders.

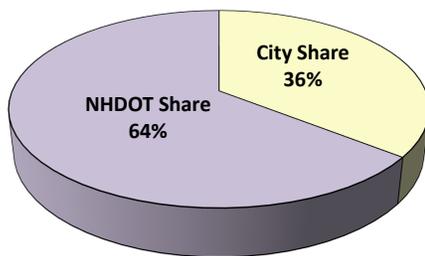
Subtotal by Funding Source

City Share	\$3,354,151
NHDOT Share	\$6,066,202

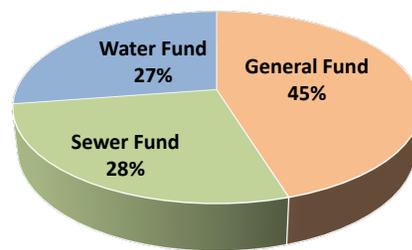
Subtotal by Fund (City Share Only)

General Fund	\$1,516,551
Sewer Fund	\$918,800
Water Fund	\$918,800

Subtotal by Funding Source



Subtotal by Fund (City Share Only)



2025 - 2031 Capital Improvement Program
Public Works
WEST STREET CORRIDOR IMPROVEMENTS PROJECT

Project Number:	TBD
Type:	Multiphase Project
Physical Location:	West Street, from NH Route 9/10/12 to School Street
Operating Budget Impact:	Dependent upon the features and amenities that the community chooses to incorporate in the final design (e.g. rain gardens, landscaping, lighting, etc.)
Goals / Master Plan / Vision:	Goal 4: Infrastructure



PROJECT DESCRIPTION

With the anticipated reconstruction of lower Winchester Street in 2025/2026, the West Street corridor will be the last gateway street that has not undergone significant renovation. Besides the obvious deterioration of the road surface, the corridor presents several challenges:

- High volume of traffic turning into numerous curb cuts causes inefficient traffic flow and excessive delays
- Drivers have difficulty turning left out of Pearl Street, especially during peak traffic hours
- Traffic signals throughout the corridor are in poor condition and use obsolete technology, exacerbating traffic delays
- Sidewalks are inadequate and do not meet accessible design standards
- There are no accommodations for bicyclists
- The West Street bridge over the Ashuelot River has structural defects which should be addressed
- The corridor provides a poor aesthetic which discourages private investment and redevelopment

The project will seek to address these challenges while minimizing impacts to private property.

This project is included in the NHDOT draft FY2023-2032 Ten Year Plan dated September 17, 2021. Preliminary Engineering is scheduled to begin in F27, with construction beginning in FY32.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design			806,081					806,081
Construction / Implementation								0
Property / Equipment Acquisition						335,118		335,118
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$806,081	\$0	\$0	\$335,118	\$0	\$1,141,199
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded								0
Federal / State Grants			644,865			268,094		912,959
Other-Fund Balance			161,216			67,024		228,240
TOTAL FUNDING	\$0	\$0	\$806,081	\$0	\$0	\$335,118	\$0	\$1,141,199

SIDEWALK ASSET MANAGEMENT PROGRAM

The table below outlines priorities and costs for the sidewalk asset management program

Year	Location	Linear Feet of Reconstruction	2023 Estimated Cost (1)	Inflation Adjustment	Implementation Year Cost (2)	Total Design Cost	Total Construction Cost	Year Total
2025	Jennison	344	\$ 47,778	\$ 2,413	\$ 50,200	\$ 2,608	\$ 286,880	\$ 289,488
	Gardner	341	\$ 47,361	\$ 2,392	\$ 49,800			
	Willow	1102	\$ 153,056	\$ 7,731	\$ 160,800			
2026	Blake	610	\$ 84,722	\$ 6,949	\$ 91,700	\$ 2,600	\$ 286,000	\$ 288,600
	Harrison	420	\$ 58,333	\$ 4,785	\$ 63,100			
	Main, middle	500	\$ 97,222	\$ 7,975	\$ 105,200			
2027	Main, lower	206	\$ 28,611	\$ 3,276	\$ 31,900	\$ 2,556	\$ 281,160	\$ 283,716
	Main, lower	452	\$ 62,778	\$ 7,187	\$ 70,000			
	Main, lower	993	\$ 137,917	\$ 15,789	\$ 153,700			
2028	Elliot	540	\$ 75,000	\$ 11,094	\$ 86,100	\$ 2,519	\$ 277,090	\$ 279,609
	Gates	560	\$ 77,778	\$ 11,505	\$ 89,300			
	McKinley	480	\$ 66,667	\$ 9,861	\$ 76,500			
2029	Elm	920	\$ 127,778	\$ 23,301	\$ 151,100	\$ 2,644	\$ 290,840	\$ 293,484
	Key	420	\$ 58,333	\$ 10,637	\$ 69,000			
	Beaver	270	\$ 37,500	\$ 6,838	\$ 44,300			
2030	Roxbury	1272	\$ 176,667	\$ 38,483	\$ 215,100	\$ 2,471	\$ 271,810	\$ 274,281
	Main, middle	189	\$ 26,250	\$ 5,718	\$ 32,000			
				\$ -	\$ -			
				\$ -	\$ -			
2031	TBD	1,400	\$ 200,000	\$ 50,872	\$ 250,900	\$ 2,509	\$ 275,990	\$ 278,499
				\$ -	\$ -			

Total Length (Linear Feet): 11,019

Total Length (Miles): 2.1

Notes:

- (1) Costs include funding for design, construction contingencies, and construction oversight as applicable.
- (2) Costs include an assumed inflation rate of 3% between estimate year and construction year

2025 - 2031 Capital Improvement Program
Public Works
SIDEWALK ASSET MANAGEMENT PROGRAM

Project Number: 75M004
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

This program implements the City's ongoing commitment to improve the condition of our existing network of sidewalks. Through the adoption of the Sidewalk Asset Management Plan in 2021, we determined that our most pressing need is the replacement of 23 miles of asphalt sidewalks. Over the upcoming years, our primary focus will be to systematically replace these asphalt sidewalks with durable concrete alternatives. A select number of concrete walks in poor condition are also included.

Our prioritization strategy for the projects listed on the preceding page is grounded in several key criteria. These include the current condition of the sidewalks, the level of demand from users, and safety considerations. Since pedestrian activity metrics are not available for each street, we estimated demand based on surrounding land uses. We evaluated the proximity of each sidewalk segment to areas generating high pedestrian traffic and essential destinations. Priority was given to sidewalks within a 1/4-mile radius of schools, recreational facilities, shopping districts, or facilities catering to vulnerable populations.

Over the course of this 7-year Capital Improvement Program, we anticipate replacing a total of 2.1 miles of sidewalks, marking a significant step towards enhancing the safety, accessibility, and aesthetic appeal of the City's pedestrian infrastructure. This ambitious endeavor represents a strategic investment in the well-being and mobility of our community, ensuring that our sidewalks and curbing meet the highest standards for years to come.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								
Construction / Implementation	289,488	288,600	283,716	279,609	293,484	274,281	278,499	1,987,677
Property / Equipment Acquisition								
Bond Issuance Cost								
TOTAL EXPENDITURES	\$289,488	\$288,600	\$283,716	\$279,609	\$293,484	\$274,281	\$278,499	\$1,987,677
FUNDING								
Current Revenue								
CR - Road & Sidewalk Infrastructure	289,488	288,600	283,716	279,609	293,484	274,281	278,499	1,987,677
Debt Funded								
Federal / State Grants								
Other Sources								
TOTAL FUNDING	\$289,488	\$288,600	\$283,716	\$279,609	\$293,484	\$274,281	\$278,499	\$1,987,677

TRAFFIC SIGNAL AND FLASHING SIGNAL REPLACEMENT PROGRAM

Location	2025	2026	2027	2028	2029
Traffic Signals					
Central Square ⁽¹⁾					
Ashbrook Rd @ Ashbrook Ct		\$225,000			
School St @ Gilbo			\$232,000		
West St @ School St ⁽²⁾					
West St @ Gilbo Ave/Ashuelot St ⁽²⁾					
West St @ West St Plaza ⁽²⁾					
Flashing Signals					
Court St @ Vernon St	\$35,000				
Washington St @ Vernon St ⁽⁴⁾	\$5,000				
Washington St @ Gilsum St				\$79,000	
Maple Ave @ Melody Lane				\$79,000	
School Zone Flashers ⁽⁵⁾					
Franklin Elementary		\$13,100			
Fuller Elementary		\$13,100			
Keene Middle School		\$13,100			
Symonds Elementary		\$13,100			
Annual Total	\$40,000	\$277,400	\$232,000	\$158,000	\$0
Program Total					

Notes:

- 1) Funding for the traffic signals in Central Square was appropriated in FY23 and FY24, however, the work is expected to be completed in FY25 as part of the Downtown Infrastructure Project.
- 2) The NHDOT Ten Year Plan, dated July 22, 2022, includes federal funding for the design of West Street in 2027 with construction in 2032. This CIP has been updated to reflect replacement of the West Street signals as part of the federally funded project.
- 4) Washington Street at Vernon Street was replaced in 2010 and may only need the controllers to be upgraded.
- 5) School Zone flashers for Wheelock School will be replaced in 2024 as part of the Marlboro Street Improvement Project.

2025 - 2031 Capital Project Funding Request
Public Works
TRAFFIC SIGNAL REPLACEMENT PROGRAM

Project Number: 75M012
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

The City currently manages a portfolio of eight standard traffic signals and five flashing traffic signals that play a pivotal role in ensuring the safety, efficiency, and effectiveness of our transportation network. These signals exhibit a wide range in age, spanning from approximately 10 to over 30 years old. Regrettably, the existing components, encompassing signal heads, cross arms, and pedestrian crossing signals do not align with the latest edition of the Manual on Uniform Traffic Control Devices (MUTCD). Additionally, our signal controllers rely on outdated technology, including wire loops for detection, offer limited timing options, lack inter-signal connectivity, and provide insufficient data collection capabilities.

Our City's transportation system faces a dynamic landscape with varying traffic volumes throughout the day, week, and year, along with a diverse mix of users, including older drivers, pedestrians, and bicyclists. This demographic shift was not fully anticipated when many of these signals were originally installed.

Today, advancements in traffic control technology offer the opportunity to transform our traffic signal infrastructure. These modern controllers enable signals to communicate seamlessly with each other, allowing for flexible time settings tailored to different hours, days, and seasons. Leveraging wireless technologies such as optical, Bluetooth, Wi-Fi, and radio, these controllers can efficiently manage signal operations and relay essential information. Furthermore, these systems grant remote access for diagnostics and adjustments, enhancing efficiency and responsiveness. Signals equipped with self-reporting capabilities enable quicker problem resolution, ensuring higher availability and reliability.

To achieve these modernization goals, we propose a phased replacement program. This strategic approach will enable us to gradually adopt the desired technology while spreading out the associated costs. The estimated cost for replacing an entire traffic signal system in 2023 falls within a range of \$200,000 to \$225,000.

By embarking on this modernization journey, the City will not only enhance the safety and efficiency of its transportation network but also align its infrastructure with current industry standards, ensuring a smarter and more responsive traffic management system for our community.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design	6,000	41,610	34,800	23,700	0			106,110
Construction / Implementation	34,000	235,790	197,200	134,300	0			601,290
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$40,000	\$277,400	\$232,000	\$158,000	\$0	\$0	\$0	\$707,400
FUNDING								
Current Revenue	40,000	277,400	232,000	158,000				707,400
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other - Fund Balance								0
TOTAL FUNDING	\$40,000	\$277,400	\$232,000	\$158,000	\$0	\$0	\$0	\$707,400

DAM MAINTENANCE PROGRAM

The table below outlines approximate priorities and costs for the dam maintenance program.

Year	Location	Objective and Scope of Work	2023 Estimated Cost ⁽¹⁾	Inflation Adjustment	Implementation Year Expenditures ⁽²⁾
2026	Three Mile Reservoir Dam - Flood Control	The Three Mile Reservoir Dam was constructed in 1985 by the United States Army Corps of Engineers (USACE) to reduce flooding along Beaver Brook. Several repairs are needed to restore the dam and levee to its original design. These include concrete repairs, regrading the levee crest, and improving drainage. These repairs are required to meet NHDES and USACE requirements for dam maintenance.	\$179,500	\$16,600	\$196,100
2028	Goose Pond Dam - Recreational	The emergency spillway at Goose Pond Dam was built in 1994. It was not included in the 2019 reconstruction project. Recent inspections show the outlet channel to be eroded and unstable. This work will flatten the slopes of the outlet channel to stabilize the channel and emergency spillway.	\$149,900	\$23,900	\$173,800
2030	TBD	Contract for dam maintenance based on future inspections.	\$150,000	\$34,500	\$184,500

Notes:

(1) Costs include funding for design, construction contingencies, and construction oversight as applicable.

(2) Costs include an assumed inflation rate of 3% between estimate year and construction year

2025 - 2031 Capital Improvement Program
Public Works
DAM MAINTENANCE PROGRAM

Project Number: 75M014
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

The City is responsible for 12 active dams and levees, eight of which are used for recreation or flood reduction (i.e., general fund functions). Three of these dams are classified as high hazard, meaning that their failure could result in loss of life and significant environmental and economic damage. These include Robin Hood Park Reservoir Dam, Goose Pond Dam, and Three Mile Dam (located 1/2 mile north of the Route 10/Route 9 branch).

Over the past decade, the City has made significant investments into its dams to improve their safety and reliability for years to come. Nevertheless, these assets will require periodic capital maintenance in order to ensure their continued reliability. Although the City performs annual maintenance of its dams, there are some repairs that exceed the capacity of City staff. Repair of these dams will meet New Hampshire Department of Environmental Services (NHDES) and United States Army Corps of Engineers (USACE) requirements. See the accompanying narrative for more the specific proposed scope for each project.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation		196,100		173,800		184,500		554,400
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$196,100	\$0	\$173,800	\$0	\$184,500	\$0	\$554,400
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other - Fund Balance		196,100		173,800		184,500		554,400
TOTAL FUNDING	\$0	\$196,100	\$0	\$173,800	\$0	\$184,500	\$0	\$554,400

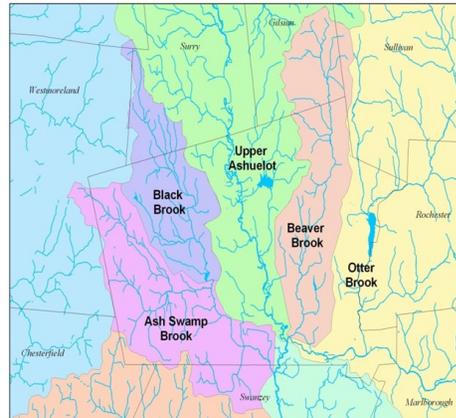


2025 - 2031 Capital Improvement Program

Public Works

BEAVER BROOK FLOOD MITIGATION PROJECT

Project Number: 75J0002
Type: Multiphase Project
Physical Location: Various
Operating Budget Impact: To be determined based on the recombed mitigation projects
Goals / Master Plan / Vision: Goal 4: Infrastructure



PROJECT DESCRIPTION

The Beaver Brook flows along the east side of the City through residential neighborhoods. It then empties into the Ashuelot River near the intersection of Main Street and Route 101. This brook has a history of overflowing its banks and causing significant flood damage. In 2005, 2012, and 2013, large areas of the City along the brook were impacted by floodwaters. The City also experiences impacts from climate change with more intense and more frequent rain events. This project will perform a hydrologic and hydraulic analysis of the Beaver Brook watershed for various storm events (5, 10, 50, 100, and 500 year(s)). The City will use the latest rain data to perform this analysis. This project will allow the City to develop a flood management master plan for Beaver Brook. Strategies within this plan may include the creation of floodwater storage areas; identification of obstructions that need to be removed; and upgrade of properties that could be considered for flood-proofing or removal to address flooding. This will also support a number of high-priority projects in the City's 2013 Hazard Mitigation Plan.

In 2016, City staff met with the Army Corps of Engineers (USACE) to discuss a collaborative project. Under this arrangement, the USACE will perform this analysis with the City being responsible for a 50% match in consulting fees after the first \$100,000. The City will benefit from a more detailed analysis and recommendations for future flood mitigation projects. Unfortunately, this also means that we have significantly less control over the progress and schedule of the work. It is unclear at this time when the work by the USACE will be completed or what recommendations will be developed. Funds are requested in FY28 & FY29 to begin implementing the recommended projects.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation				500,000	500,000			1,000,000
Property / Equipment Acquisition								0
Bond Issuance Cost				3,000	3,000			6,000
TOTAL EXPENDITURES	\$0	\$0	\$0	\$503,000	\$503,000	\$0	\$0	\$1,006,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded				503,000	503,000			1,006,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$503,000	\$503,000	\$0	\$0	\$1,006,000

STORMWATER RESILIENCY PROGRAM

The table below outlines approximate priorities and costs for planned stormwater resiliency projects.

Fiscal Year	Location	Objective and Scope of Work	2023 Estimated Cost ⁽¹⁾	Inflation Adjustment (3% Per Year)	Implementation Year Expenditures ⁽²⁾	Expenditure Type
2025	Downtown Infrastructure	Replace the existing stormwater main along Central Square between Court Street and Roxbury Street with a larger-diameter main. Replace deteriorated corrugated metal pipes on Gilbo Avenue to School Street. Replace undersized clay and metal drains on Main Street between Central Square and Emerald Street.	\$1,573,200	\$95,808	\$1,669,000	Construction
2026	Downtown Infrastructure	Replace the existing stormwater main along Central Square between Court Street and Roxbury Street with a larger-diameter main. Replace deteriorated corrugated metal pipes on Gilbo Avenue to School Street. Replace undersized clay and metal drains on Main Street between Central Square and Emerald Street.	\$1,200,600	\$111,328	\$1,311,900	Construction
2027	Downtown Infrastructure	Replace the existing stormwater main along Central Square between Court Street and Roxbury Street with a larger-diameter main. Replace deteriorated corrugated metal pipes on Gilbo Avenue to School Street. Replace undersized clay and metal drains on Main Street between Central Square and Emerald Street.	\$1,366,200	\$171,470	\$1,537,700	Construction
2025	Key Road	A large corrugated metal arch culvert that crosses the Key Road Plaza has deteriorated and is causing sinkholes in the road and parking lot. Replace the existing culvert and restore paved surfaces.	\$1,755,000	\$106,880	\$1,861,900	Construction
2026	Court Street	Prepare design and permitting for Court Street stormwater culvert replacement.	\$107,000	\$9,922	\$116,900	Design
2027	Court Street	An existing stone and corrugated metal stormwater culvert between Evergreen Avenue and Windsor Court has deteriorated and is causing undermining of the road and a critical water main. Replacement is difficult due to limited access and traffic control. Replace the culvert using trenchless technology.	\$834,000	\$104,674	\$938,700	Construction
2028	Church Street	Prepare design for Church Street stormwater upgrade.	\$147,000	\$23,413	\$170,400	Design
2029	Church Street	Reduce localized street flooding in eastern Keene from undersized mains. Phase 2 of multiple phases in this neighborhood. Replace existing stormwater main with larger-diameter mains between Edwards Street and South Lincoln Street.	\$1,694,000	\$328,725	\$2,022,700	Construction
2030	Pako Avenue Dale Drive	Prepare design for phase 1 of Maple Acres stormwater main replacement.	\$100,500	\$23,102	\$123,600	Design
2031	Pako Avenue Dale Drive	Reduce localized street flooding in the Maple Acres neighborhood from failing corrugated metal stormwater mains. Phase 1 of multiple phases in this neighborhood. Begin replacement of existing large-diameter mains.	\$921,250	\$245,762	\$1,167,000	Construction
2032	Edwards Street	Prepare design for Edwards Street stormwater upgrade.	\$46,000	\$14,020	\$60,000	Design
2033	Edwards Street	Reduce localized street flooding in eastern Keene from undersized mains. Phase 3 of multiple phases in this neighborhood. Replace existing stormwater main with larger-diameter mains between Church Street and Roxbury Street.	\$521,500	\$179,352	\$700,900	Construction

Notes:

(1) Costs include funding for design, construction contingencies, and construction oversight as applicable.

(2) Costs include an assumed inflation rate of 3% between estimate year and construction year

2025 - 2031 Capital Improvement Program
Public Works
STORMWATER RESILIENCY PROGRAM

Project Number: 75M006
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

The City of Keene is grappling with noticeable shifts in its weather patterns, which have led to an increase in severe weather occurrences. In particular, the region is witnessing a surge in short-duration, high-intensity rainfall events. Complicating matters, Keene's stormwater infrastructure has evolved over the course of a century, using a variety of design standards throughout its development. Unfortunately, this historical approach has left the City's stormwater system ill-equipped to cope with the surging flows generated by these more intense rain events.

This predicament has given rise to a local issue where streets are susceptible to localized flooding, adversely impacting the community and private properties. Recognizing the urgency of the situation, the City has taken proactive steps to address these changing weather patterns and their resulting impacts. These measures encompass a combination of short-term and long-term goals, including continual maintenance and rigorous inspection of the stormwater system, pinpointing opportunities for incremental enhancements, and conducting comprehensive watershed analyses.

Furthermore, the City has identified specific areas that consistently experience localized flooding issues. As part of this program, there is also a concerted effort to replace aging, large-diameter, or high-risk culverts that fall outside the scope of broader roadway or infrastructure projects.

It is important to note that from recent experience, the planning, design, and permitting process for these substantial drainage projects typically extends over a year or more. Consequently, in anticipation of each construction project outlined on the preceding page, we allocate design costs for the preceding year to ensure a meticulous and timely execution.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design		116,900		170,400		123,600		410,900
Construction / Implementation	3,530,900	1,311,900	2,476,400		2,022,700		1,167,000	10,508,900
Property / Equipment Acquisition								0
Bond Issuance Cost	19,100	8,100	14,600		11,300		7,000	60,100
TOTAL EXPENDITURES	\$3,550,000	\$1,436,900	\$2,491,000	\$170,400	\$2,034,000	\$123,600	\$1,174,000	\$10,979,900
FUNDING								
Current Revenue		116,900		170,400		123,600		410,900
Capital Reserve								0
Debt Funded	3,550,000	1,320,000	2,491,000		2,034,000		1,174,000	10,569,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$3,550,000	\$1,436,900	\$2,491,000	\$170,400	\$2,034,000	\$123,600	\$1,174,000	\$10,979,900

STORMWATER CHANNEL MAINTENANCE PROGRAM

Project Number: 75M016
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: Initial: hiring consultant to design/permit; ongoing: private contractor to perform the work; long-term: City employees providing maintenance functions
Goals / Master Plan / Vision: Quality-built environment; infrastructure


PROGRAM DESCRIPTION

The City is responsible for maintaining approximately 33 miles of stream channels, basins, and flood control facilities. As a fundamental component of the City's open stormwater system, it is critical to maintain the design flow of these facilities. Maintenance and repair work includes debris removal, improved access, bank repair/stabilization, sediment removal, and invasive species control. The initial year is intended for project scoping, design, and permitting. The program is intended to restore design flow over the entirety of the City's 33-mile system. This will address approximately eight miles per year over four years using private contractors, and then morph into an ongoing maintenance program using a combination of in-house workforce and private contractors. The cost figures will be refined after the total scope is determined.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design	100,000							100,000
Construction / Implementation		200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$100,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,300,000
FUNDING								
Current Revenue	100,000	200,000	200,000	200,000	200,000	200,000	200,000	1,300,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$100,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,300,000

2025 - 2031 Capital Improvement Program
Public Works
STORMWATER SPOT REPAIRS PROGRAM

Project Number: 75M008
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

The Public Works Department uses a multi-pronged approach to sustaining the City's stormwater drainage system. The capturing, removal, and treatment of stormwater are all critical to maintaining the condition of the City's streets and other impervious systems. The City maintains over 80 miles of storm drains and over 5,000 catch basins. This project sets aside funding for spot repairs to the stormwater system, based in part from the camera inspection program funded in the drainage cleaning funding request. This includes removing blockages and addressing isolated deficiencies to ensure the system works at capacity.

Work under this program is typically coordinated with roadway rehabilitation projects in order to correct problems with the drains before the road is resurfaced.

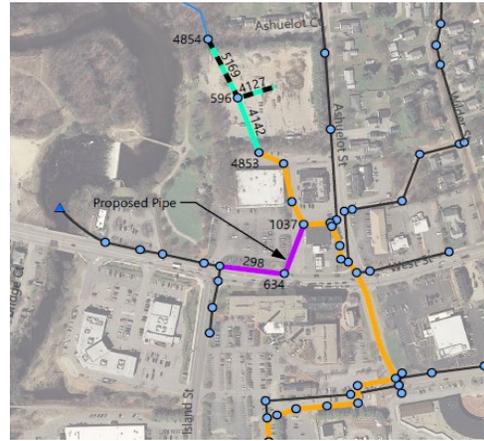
SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	77,500	79,800	82,000	84,000	87,000	90,000	93,000	593,300
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$77,500	\$79,800	\$82,000	\$84,000	\$87,000	\$90,000	\$93,000	\$593,300
FUNDING								
Current Revenue	77,500	79,800	82,000	84,000	87,000	90,000	93,000	593,300
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$77,500	\$79,800	\$82,000	\$84,000	\$87,000	\$90,000	\$93,000	\$593,300



2025 - 2031 Capital Improvement Program
Public Works
STORMWATER SYSTEM ANALYSIS PROGRAM

Project Number: 75M010
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: This program will have a negligible impact on operating budgets
Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

This project provides funds to perform hydraulic analysis of the various watersheds throughout the City. It also provides funding for analysis of flood-prone areas. This analysis will provide information to help identify potential mitigation projects. A component of this project is to review areas that are prone to street flooding (Roxbury and Gurnsey Streets, Church and Carpenter Streets, Winchester and Ralston Streets, etc.) to determine if there are low-impact, low-cost changes or improvements that can be completed to relieve the flooding. In recent years, these funds have allowed us to complete pre-design inspection of the stormwater system to identify the correct approach to rehabilitation.

Results from this work will be incorporated into future CIP requests or operating budgets depending on the scope of the improvement. In recent years, the City has under-spent the funds appropriated under this program. Therefore, no additional funding is requested until FY27.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design			35,000	35,000	35,000	35,000	35,000	175,000
Construction / Implementation								0
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
FUNDING								
Current Revenue			35,000	35,000	35,000	35,000	35,000	175,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000

STORMWATER MAIN LINING PROGRAM

The table below outlines approximate priorities and costs for the stormwater main lining program.

Year	Location	Objective and Scope of Work	2023 Estimated Cost(1)	Inflation Adjustment	Implementation Year Expenditures ⁽²⁾	Expenditure Type
2025	Emerald Street Phase 1	Prepare design for phase 1 of Emerald Street stormwater lining.	\$ 9,270	\$ 560	\$ 9,830	Design
2025	Emerald Street Phase 1	The existing corrugated metal pipe between Mill Creek and Wilson Street has deteriorated and is causing roadway settlement. Line the existing drainage pipes between Mill Creek and Ralston Street.	\$ 203,810	\$ 12,410	\$ 216,220	Construction
2026	Emerald Street Phase 2	Prepare design for phase 2 of Emerald Street stormwater lining.	\$ 8,770	\$ 810	\$ 9,580	Design
2026	Emerald Street Phase 2	Line the existing drainage pipes between Ralston Street and Wilson Street.	\$ 192,930	\$ 17,890	\$ 210,820	Construction
2027	Maple Avenue Phase 1	Prepare design for Maple Avenue Phase 1 stormwater lining.	\$ 9,740	\$ 1,220	\$ 10,960	Design
2027	Maple Avenue Phase 1	A deteriorated 24-inch diameter corrugated metal pipe crosses from Dale Drive across private property, Dinsmoor Woods, underneath Maple Avenue, and across the Keene Middle School property before discharging into the Tenant Swamp. Line the pipes and limit disturbance to private properties and the school.	\$ 214,160	\$ 26,880	\$ 241,040	Construction
2028	Maple Avenue Phase 2	Prepare design for Maple Avenue Phase 2 stormwater lining.	\$ 13,310	\$ 2,120	\$ 15,430	Design
2028	Maple Avenue Phase 2	Appropriate funding for 2029 construction for Maple Ave Phase 2 stormwater lining.	\$ 146,410	\$ 23,320	\$ 169,730	Construction
2029	Maple Avenue Phase 2	A deteriorated 18-inch diameter corrugated metal pipe crosses from Sesame Street across Dinsmoor Woods, underneath Maple Avenue, and across the Keene Middle School and Tanglewood Estates property before discharging into the Tenant Swamp. Line the pipes and limit disturbance to private properties and wooded areas.	\$ 146,410	\$ 28,410	\$ 174,820	Construction
2030	Eastern Avenue	Prepare design for Eastern Avenue stormwater lining.	\$ 5,670	\$ 1,300	\$ 6,970	Design
2030	Eastern Avenue	A 15-inch and 24-inch diameter corrugated metal pipe crosses private property from Hillside Avenue to Eastern Avenue, then across private property before discharging to a wetland area. Line the pipes to limit disturbance to private properties and wooded areas.	\$ 124,590	\$ 28,640	\$ 153,230	Construction
2031	TBD	To be determined based on future inspections.	\$ 8,000	\$ 2,130	\$ 10,130	Design
2031	TBD	To be determined based on future inspections.	\$ 150,000	\$ 40,020	\$ 190,020	Construction

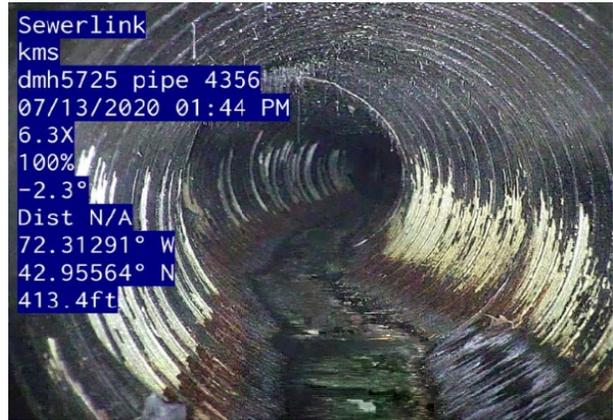
Notes:

(1) Costs include funding for survey and permitting (where required) and construction oversight.

(2) Costs include an assumed inflation rate of 3% between estimate year and construction year

2025 - 2031 Capital Improvement Program
Public Works
STORMWATER MAIN LINING PROGRAM

Project Number: 75M018
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: This program will have a positive impact on operating budgets; it will reduce the frequency of staff visits to assets to investigate and address pipe failures
Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

The City has an inventory of approximately 20.2 miles of corrugated metal stormwater pipes, over 17 miles of which were installed before 1980. Most of these pipes have exceeded their expected 30-year service life and will need to be replaced or repaired. The total cost to replace these pipes today is over \$22 million.

In the summer of 2017, a short section of corrugated metal stormwater pipe near the Baker Street bridge over Beaver Brook collapsed, causing the closure of the westbound lane for several months. There are other locations, such as Emerald Street, where failures of these pipes have caused small sinkholes to develop over the years. We can expect this type of disruptive failure to continue.

This program allows for corrugated metal pipes that have not yet completely failed to be lined with a cured-in-place pipe. This is the same technology that has been used successfully on our sewer mains for many years. Large-diameter pipes (15 to 24-inches) in areas that are difficult to access are prioritized for this program. Many of these pipes are located across private property with an associated maintenance easement. The design costs for these projects include a detailed video inspection to determine the suitability for lining. Some of the pipes, upon detailed inspection, may no longer be candidates for lining and may be transitioned to the stormwater resiliency program for replacement.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design	9,830	9,580	10,960	15,430		6,970	10,130	62,900
Construction / Implementation	216,220	210,820	241,040	169,730	174,820	153,230	190,020	1,355,880
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$226,050	\$220,400	\$252,000	\$185,160	\$174,820	\$160,200	\$200,150	\$1,418,780
FUNDING								
Current Revenue	226,050	220,400	252,000	185,160	174,820	160,200	200,150	1,418,780
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$226,050	\$220,400	\$252,000	\$185,160	\$174,820	\$160,200	\$200,150	\$1,418,780

PARKING FUND

A special revenue fund for accounting for the operations, maintenance, and capital outlay needs of the municipal parking area. The Parking Fund is intended to be self-supporting and revenues derived from parking meters, lots, and facilities are recorded in this fund.

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Parking Fund

The management of the City's parking system has several overarching goals, which are immediately related to the economic health and vitality of downtown Keene, the heart of our community and region. Our parking management system helps create a downtown that is attractive and welcoming to visitors, downtown residents and employees, and the citizens of Keene. It helps ensure the correct type and availability of parking that supports economic activity and increases the value of downtown properties.

The City of Keene's parking spaces, parking lots, and parking garages are intended to provide reasonable access to businesses and properties, making it critical to businesses that cannot provide their own on-site parking. The utility of parking assets has changed throughout the years from mainly providing visitors with convenient access to businesses to the current need of residents, workers, and visitors all needing access to the downtown corridor for differing reasons. Without public parking, these needs cannot be met, and downtown Keene would not be viable or the regional economic engine that it is. Effective parking management continually assesses these needs and moves vehicles in a way that keeps an open supply of spaces for customers to access businesses, and residents and workers to access safe parking for longer time periods. Effective management also contributes to the City Council's goals by providing support to the diverse needs of Keene's residents and visitors, evaluating evolving technologies to support environmental goals, and minimizing the property taxpayer's burden, to name a few.

Funding to support parking management is derived from metered and pay-station parking spaces, permits from reserved parking spaces, and fines and forfeits. The Parking Services Department manages over 1,300 spaces, nine lots, and two parking garages. In FY23, nearly 60,000 customers parked at metered on-street spaces, 9,500 at metered parking lot spaces, 406 reserved spaces, and 159 leased spaces translating into 70,000 transactional visitors served. These revenues provide resources necessary for improvements and maintenance to parking spaces, lots, facilities, and the downtown. The beauty and vibrancy of Keene's downtown attract and retain businesses, residents, and visitors: everything you need is here to live, work, and play.

Parking Fund

2025 - 2031 Capital Improvement Program Summary

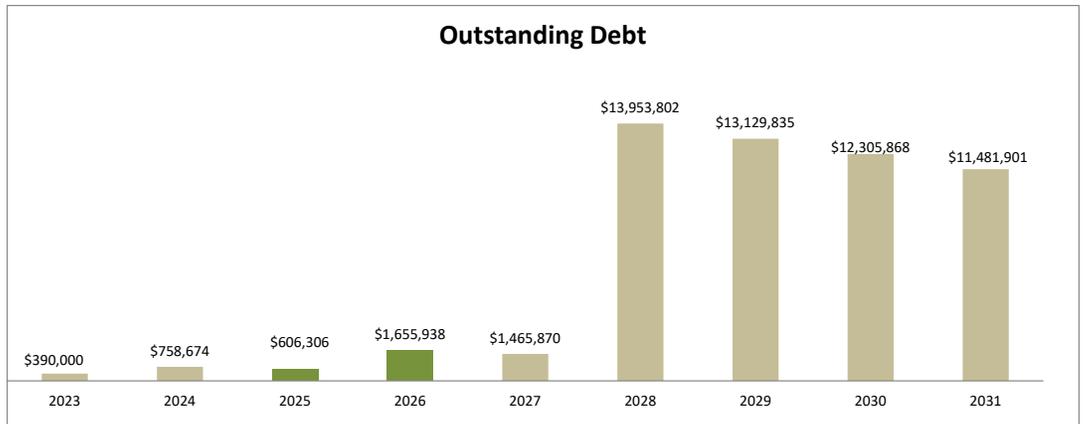
Project Name	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
CR Appropriation: City Hall Parking Facility	\$ 100,000	\$ 100,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 350,000
CR Appropriation: Wells Street Parking Facility	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
City Hall Parking Structure Maint Program	32,700	328,000	-	-	-	-	-	360,700
EV Charging Stations Project	-	-	189,166	-	-	-	-	189,166
Surface Parking Lot Maintenance Program	53,000	-	-	50,000	-	-	-	103,000
Wells Street Parking Structure Maint Program	-	-	-	35,000	-	-	-	35,000
West Side Downtown Parking Structure	-	1,127,000	-	12,678,000	-	-	-	13,805,000
TOTAL CAPITAL PROGRAM	\$ 215,700	\$ 1,585,000	\$ 249,166	\$ 12,823,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 15,052,866
PROJECT FUNDING DETAIL								
Capital Reserve Appropriations								
Capital Reserve: City Hall Parking Facility	\$ 100,000	\$ 100,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 350,000
Capital Reserve: Wells Street Parking Facility	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Total: Capital Reserve Appropriations	\$ 130,000	\$ 130,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 560,000
Reserve Funded Projects								
City Hall Parking Structure Maint Program	\$ 32,700	\$ 328,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,700
Wells Street Parking Structure Maint Program	-	-	-	35,000	-	-	-	35,000
Total: Reserve Funded Projects	\$ 32,700	\$ 328,000	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 395,700
Projects Funded with Debt								
West Side Downtown Parking Structure	\$ -	\$ 1,127,000	\$ -	\$ 12,678,000	\$ -	\$ -	\$ -	\$ 13,805,000
Total: Projects Funded with Debt	\$ -	\$ 1,127,000	\$ -	\$ 12,678,000	\$ -	\$ -	\$ -	\$ 13,805,000
Projects Funded with Cash								
EV Charging Stations Project	\$ -	-	\$ 189,166	\$ -	\$ -	\$ -	\$ -	\$ 189,166
Surface Parking Lot Maintenance Program	53,000	-	-	50,000	-	-	-	103,000
Total: Projects Funded with Cash	\$ 53,000	\$ -	\$ 189,166	\$ 50,000	\$ -	\$ -	\$ -	\$ 292,166
Subtotal: Uses of Cash (Capital Reserve Appropriations plus Projects Funded with Cash)	\$ 183,000	\$ 130,000	\$ 249,166	\$ 110,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 852,166
TOTAL CAPITAL PROGRAM	\$ 215,700	\$ 1,585,000	\$ 249,166	\$ 12,823,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 15,052,866
New Cash Requirement FY 25-31: Reconciliation								
Capital Reserve Appropriation	\$ 130,000	\$ 130,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 560,000
Use of Current Revenues for Projects	53,000	-	189,166	50,000	-	-	-	292,166
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-
New Funds Needed	\$ 183,000	\$ 130,000	\$ 249,166	\$ 110,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 852,166

Parking Fund

2025 - 2031 CIP Debt Summary

	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Existing Debt	\$758,674	\$606,306	\$1,655,938	\$1,465,870	\$13,953,802	\$13,129,835	\$12,305,868
Authorized Not Issued	-	-	-	-	-	-	-
New Issues Proposed	-	1,127,000	-	12,678,000	-	-	-
Principal Paid	(152,368)	(77,368)	(190,068)	(190,068)	(823,967)	(823,967)	(823,967)
Total Existing Debt & Issues Proposed	\$606,306	\$1,655,938	\$1,465,870	\$13,953,802	\$13,129,835	\$12,305,868	\$11,481,901

	<u>Issue</u>	<u>Term</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Existing & Authorized Debt Service (P & I)			\$179,469	\$100,146	\$97,322	\$94,498	\$91,673	\$88,850	\$86,026
<u>Proposed Debt Service CIP FY25</u>									
N/A									
<u>Proposed Debt Service CIP FY26</u>									
Wells Street Parking Structure Maint	1,127,000	10		39,445	187,646	179,757	171,868	163,979	156,090
<u>Proposed Debt Service CIP FY27</u>									
N/A									
<u>Proposed Debt Service CIP FY28</u>									
West Side Downtown Parking Structure	12,678,000	20				443,730	1,499,174	1,454,801	1,410,428
<u>Proposed Debt Service CIP FY29</u>									
N/A									
<u>Proposed Debt Service CIP FY30</u>									
N/A									
<u>Proposed Debt Service CIP FY31</u>									
N/A									
Total CIP 25-31 Debt Service Proposed			0	39,445	187,646	623,487	1,671,041	1,618,779	1,566,517
Total Projected Debt Service: Parking Fund			\$179,469	\$139,591	\$284,967	\$717,985	\$1,762,714	\$1,707,629	\$1,652,543



Parking Fund

City Hall Parking Deck Capital Reserve

The purpose of the City Hall Parking Deck Capital Reserve is for the repair and replacement of existing infrastructure, systems, and equipment.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$186,460	\$256,298	\$28,581	\$59,167	\$90,059	\$121,260	\$152,773
<u>Proposed Revenues</u>							
Appropriation - Current Revenues	100,000	100,000	30,000	30,000	30,000	30,000	30,000
Estimated Investment Earnings	2,538	283	586	892	1,201	1,513	1,828
Total Receipts	\$102,538	\$100,283	\$30,586	\$30,892	\$31,201	\$31,513	\$31,828
<u>Proposed Project Expenditures</u>							
City Hall Structure Maintenance Program	(32,700)	(328,000)					
Total Expenditures	(\$32,700)	(\$328,000)	\$0	\$0	\$0	\$0	\$0
Estimated End of Year Reserve Balance	\$256,298	\$28,581	\$59,167	\$90,059	\$121,260	\$152,773	\$184,601

Parking Fund

Wells Street Parking Deck Capital Reserve

The purpose of the Wells Street Parking Facility Capital Reserve is for the repair and replacement of existing infrastructure, systems, and equipment.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$154,077	\$185,918	\$218,077	\$250,558	\$248,014	\$280,794	\$313,902
<u>Proposed Revenues</u>							
Appropriation - Wells Street TIF District	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Estimated Investment Earnings	1,841	2,159	2,481	2,456	2,780	3,108	3,439
Total Receipts	\$31,841	\$32,159	\$32,481	\$32,456	\$32,780	\$33,108	\$33,439
<u>Proposed Project Expenditures</u>							
Wells Structure Maintenance Program				(35,000)			
Total Expenditures	\$0	\$0	\$0	(\$35,000)	\$0	\$0	\$0
Estimated End of Year Reserve Balance	\$185,918	\$218,077	\$250,558	\$248,014	\$280,794	\$313,902	\$347,341

Parking Fund

2025 - 2031 Capital Improvement Program Multi-Year Projections

	ACTUAL FY22/23	BUDGET FY23/24	PROJECTED FY24/25	PROJECTED FY25/26	PROJECTED FY26/27	PROJECTED FY27/28	PROJECTED FY28/29	PROJECTED FY29/30	PROJECTED FY30/31
REVENUES									
Taxes* - Tax Increment Financing	\$195,489	\$203,470	\$209,469	\$169,591	\$314,967	\$747,985	\$1,792,714	\$1,737,629	\$1,682,543
Parking Meter Fees / Space Rentals	504,203	861,814	879,050	896,631	914,564	932,855	951,512	970,543	989,953
Fines & Forfeits	266,882	296,550	305,447	314,610	324,048	333,770	343,783	354,096	364,719
Miscellaneous	327,713	1,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Capital reserve / Project Balances		57,400	32,700	328,000		35,000			
Use of (Addition to) Surplus		(117,277)	(63,302)	(93,017)	30,373	(104,270)	(143,884)	(132,811)	(121,021)
Courthouse Payment	16,734	16,550	16,326	16,122	15,918	15,714	15,510	15,306	15,102
Bond Issue				1,127,000		12,678,000			
TOTAL REVENUES	\$1,311,021	\$1,319,487	\$1,391,690	\$2,770,937	\$1,611,871	\$14,651,054	\$2,971,635	\$2,956,762	\$2,943,296
EXPENDITURES									
Lots & Meters	\$615,129	\$666,425	\$699,746	\$734,734	\$756,776	\$779,479	\$806,761	\$834,997	\$864,222
Outside Services	254,742	233,531	245,207.55	257,467.93	265,191.97	273,147.72	282,708	292,602.67	302,843.76
City Hall Parking Facility	13,802	19,686	20,670.30	21,703.82	22,354.93	23,025.58	23,831	24,665.57	25,528.87
Wells Street Parking Facility	20,855	29,425	30,896.25	32,441.06	33,414.29	34,416.72	35,621	36,868.05	38,158.44
Debt Service-TIFD	115,968	123,020	179,469.49	139,590.72	284,967.46	717,984.69	1,762,714	1,707,628.72	1,652,543.01
Subtotal	\$1,020,496	\$1,072,087	\$1,175,990	\$1,185,937	\$1,362,704	\$1,828,054	\$2,911,635	\$2,896,762	\$2,883,296
CAPITAL PROGRAM									
Capital Reserve Appropriations	\$60,000	\$65,000	\$130,000	\$130,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
Capital Projects-Net Interfund Transfers	216,000		32,700	328,000		35,000			
Capital Project - Funded with Debt				1,127,000		12,678,000			
Capital Project Expenditures		182,400	53,000		189,166	50,000			
Subtotal	\$276,000	\$247,400	\$215,700	\$1,585,000	\$249,166	\$12,823,000	\$60,000	\$60,000	\$60,000
TOTAL EXPENDITURES	\$1,296,496	\$1,319,487	\$1,391,690	\$2,770,937	\$1,611,870	\$14,651,054	\$2,971,635	\$2,956,762	\$2,943,296
NET REVENUE (EXPENSE)	\$14,525	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Projected Fund Balance End of Year

\$425,474

\$542,751

\$606,053

\$699,071

\$668,698

\$772,968

\$916,853

\$1,049,664

\$1,170,685

Wells Street Parking Facility Capital Reserve

\$179,469

\$139,591

\$284,967

\$717,985

\$1,762,714

\$1,707,629

\$1,652,543

TIFD Taxes to be Raised for Parking Fund

\$209,469

\$169,591

\$314,967

\$747,985

\$1,792,714

\$1,737,629

\$1,682,543



2025 - 2031 Capital Improvement Program

Parking Fund

SURFACE PARKING LOT MAINTENANCE PROGRAM

Project Number: 22M002
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

The City of Keene owns six surface parking lots. These are located at Gilbo Avenue (East and West), Wells Street/Roxbury Plaza, Commercial Street, Elm Street, and the Library Annex. These lots are continually assessed for their condition. This project provides for preservation, maintenance, repair, and reconstruction activities to maintain the lots conditions and function.

Funds budgeted within this Capital Improvement Program period are to perform crack sealing and surface sealing on the Library Annex, Elm Street, Wells Street/Roxbury Plaza, and Gilbo East lots in FY25. When the work is scheduled, the pavement in these lots will range from 7 years old to 10 years old.

In addition, funds are requested in FY28 to repair or replace parking lot amenities, such as landscaping, lighting, pay stations, etc.

By making relatively low-cost, periodic investments in these assets, we expect to extend their useful life and postpone more costly reconstruction projects.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	53,000			50,000				103,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$53,000	\$0	\$0	\$50,000	\$0	\$0	\$0	\$103,000
FUNDING								
Current Revenue	53,000			50,000				103,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$53,000	\$0	\$0	\$50,000	\$0	\$0	\$0	\$103,000



2025 - 2031 Capital Improvement Program

Parking Fund

CITY HALL PARKING STRUCTURE MAINTENANCE PROGRAM

Project Number: 22M006
Type: Ongoing Program
Physical Location: 3 Washington Street
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

Experience over time has shown that capital improvements beyond normal maintenance are required approximately every four years in order to maintain the structures in good condition. This project provides periodic preservation, maintenance, and repair activities to maintain and extend the life of the City Hall parking structure.

In 2018, the City had a structural condition assessment completed for the garage. In 2022, a number of the recommended deficiencies were addressed, however available funds did not allow for all of the required repairs to be completed. Funds are requested in FY25 for design and FY26 for construction. The scope of this project is expected to include:

- removal of the deteriorated concrete overlay
- installation of a waterproofing membrane
- patching spalled concrete on the underside of the deck
- replace lighting as needed
- replace joint sealant
- clean and seal all concrete surfaces
- plumb downspouts into underground drainage system

Failure to complete this work would result in increased operations costs to make interim spot repairs. It would also result in more extensive repairs being required in the future.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design	32,700							32,700
Construction / Implementation		328,000						328,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$32,700	\$328,000	\$0	\$0	\$0	\$0	\$0	\$360,700
FUNDING								
Current Revenue								0
CR - City Hall Parking Deck	32,700	328,000						360,700
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$32,700	\$328,000	\$0	\$0	\$0	\$0	\$0	\$360,700

Project Number: 22M004
Type: Ongoing Program
Physical Location: Wells Street/Church Street
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Goal 4: Infrastructure


PROGRAM DESCRIPTION

The Wells Street Parking Facility was constructed and became operational in 1998. Experience over time has shown that capital improvements beyond normal maintenance are required approximately every four year, in order to maintain the structures in good condition. This project provides periodic preservation, maintenance, and repair activities to extend the life of the Wells Street parking structure.

The City has an Operations and Maintenance Plan for the structure. This plan identifies items that should be addressed periodically to maintain the structure in adequate conditions. Items that require continued assessment and maintenance include the joints between the T-members, the upper deck waterproofing membrane, the concrete T-members, and the various other components.

In 2023, the waterproofing membrane and joint sealants were replaced, along with repairs of miscellaneous concrete spalls. In 2028 funds are requested to:

- Clean and repaint metal surfaces
- Clean and seal concrete surfaces
- Replace lighting as required

These low-cost preventative maintenance tasks are intended to extend the life of the asset and delay the need for more costly repairs.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation				35,000				35,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$35,000	\$0	\$0	\$0	\$35,000
FUNDING								
Current Revenue								0
CR - Wells Street Parking Deck				35,000				35,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$35,000	\$0	\$0	\$0	\$35,000



2025 - 2031 Capital Improvement Program

Parking Fund

WEST SIDE DOWNTOWN PARKING STRUCTURE PROJECT

Project Number: TBD
Type: Multiphase Project
Physical Location: TBD
Operating Budget Impact: TBD

Goals / Master Plan / Vision: Goal 5: Quality, affordable housing



PROJECT DESCRIPTION

The City has a vibrant downtown area. It is the hub for the City's economic activities and for the Monadnock Region for commercial, entertainment, and community events. The City and community in the last decade have invested significant public and private funds in residential activities (Washington Heights), upgraded and added additional entertainment capacity (Colonial Theater), and commercial activities (Monadnock Co-Op, Marriot Court Yard), along with services (the hospital added a satellite dermatology clinic). Finally, in 2021, the City adopted a new zoning designation that encourages mixed use (commercial, office, and residential) in a denser pattern and maintaining the responsibility for the provision of providing parking for these activities to the public sector.

With the increase in activities, and if property owners and developers use the new zoning regulations, it is anticipated that there will be an increased demand for parking. The downtown has a mix of demands for parking. Traditionally parking was seen to support retail activities and small businesses. As the downtown has grown and activities have shifted, the demand for parking has shifted toward large events (800-seat Colonial Theater), to support downtown community activities (Music Fest, Art Walk, etc.), restaurants, non-retail commercial activities, employee parking, and for a growing residential population. This unique blend does not have a single solution to address all the needs.

There have been three primary areas that have been identified for a parking structure: Main Street America Lot near School Street, the City's Gilbo East surface lot area, and the Commercial Street surface lot area. This project over several years will review parking demand, assess the available sites, identify an economically viable size of structure, and then move through design and construction. The estimate is based on a 400 vehicle parking structure. With the construction of a new asset, additional operational cost will be required to support the new asset. These costs will include additional equipment and staff.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design		1,120,000		12,600,000				13,720,000
Construction / Implementation								0
Property / Equipment Acquisition								0
Bond Issuance Cost		7,000		78,000				85,000
TOTAL EXPENDITURES	\$0	\$1,127,000	\$0	\$12,678,000	\$0	\$0	\$0	\$13,805,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded		1,127,000		12,678,000				13,805,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$1,127,000	\$0	\$12,678,000	\$0	\$0	\$0	\$13,805,000

Project Number: TBD
Type: One-time Project
Physical Location: TBD
Operating Budget Impact: TBD

Goals / Master Plan / Vision: Quality-built environment; community sustainability, green infrastructure, renewable energy, and efficient use of resources; execute parking strategic plan; further goals of the sustainable energy plan


PROJECT DESCRIPTION

The popularity of electric vehicles is increasing and car manufacturers are debuting many new models of electric vehicles. This is creating a need for electric vehicle (EV) chargers in strategic locations that allow consumers to have easy access. Electric vehicle chargers require an increase in electrical output and changes in localized infrastructure to support the charging stations. There are several types of EV charging stations available, but to serve the needs of the community in the most efficient way, level two and level three commercial-grade chargers will need to be installed. An estimated 5 dual-charging stations will be located throughout different City parking locations.

One dual-charging station was installed in Commercial Lot in 2015 and its use has increased year-over-year. The use in the first half of 2021 exceeded the entire usage in 2020 and was double that of the use in 2019. The projected cost of five commercial-grade, dual charging stations and the supporting infrastructure upgrades and changes is approximately \$167,860, including design work (2021 cost).

The City promotes green energy and conservation; the opportunity to reduce the community's carbon footprint and strive toward the City's carbon neutral goals allows us an opportunity for residents and visitors of Keene to charge their electric vehicles and work to that goal.

With the introduction of new infrastructure, there will be an increase in operational cost. The cost for the electricity will either be built into the rate for the use of the spaces or absorbed into the operating budget. There will be maintenance cost increases for service contracts to maintain the charging systems in operational condition and eventually replace them.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design			25,000					25,000
Construction / Implementation			164,166					164,166
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$189,166	\$0	\$0	\$0	\$0	\$189,166
FUNDING								
Current Revenue			189,166					189,166
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$189,166	\$0	\$0	\$0	\$0	\$189,166

SOLID WASTE FUND

A special revenue fund for accounting for the activities of the transfer station and recycling operations and for post-closure costs associated with the landfill. The Solid Waste Fund is intended to be self-supporting.

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Solid Waste Fund

The City of Keene's Solid Waste Division is focused on the protection of human health and the environment through the activities and actions required for managing solid waste from its inception to its final disposal. This includes collection, transport, treatment, and disposal of waste together with monitoring and regulation. Proper management of waste prevents the spread of disease and reduces air and water pollution associated with the disposal of waste material.

The City of Keene's Solid Waste Division operates under a public/private partnership. The Solid Waste Division employs seven full-time and four part-time employees to manage the operations of the transfer station and recycling center. The Solid Waste Division sub-contracts the transportation and disposal of refuse from the transfer station and transportation of commodities from the recycling center. Private contractors perform residential collection services under a permit system administered by the City. Private contractors perform commercial collection services, but the City does not have a permit system for commercial collection.

The City of Keene's Solid Waste Division is structured as a special revenue fund where fees for services and revenue from the sale of commodities cover the majority of the expenses. The Solid Waste Division is able to continue operating in this manner due to a combination of a flow control ordinance which directs all waste generated in the City of Keene to the solid waste facility, a business relationship with Waste Management of New Hampshire to transport and dispose of the refuse from the transfer station, in addition to contracted tonnage brought to the facility by Waste Management of New Hampshire from outside Keene at a set tipping fee. The sale of recyclable materials/commodities has generated over \$400,000 of income each year as well as avoiding the cost of disposing of these commodities. No property tax revenue supports the Solid Waste Division and its operations and the Division works with the finance department to refine the business model to enable the operation to continue to be funded outside of the tax base. The Solid Waste Division operates eight cost centers with revenues and expenses in excess of \$4.1 million.

The Keene transfer station processes over 30,000 tons of solid waste (approximately 21,000 tons from Keene) and the Keene recycling center sorts over 6,000 tons of recyclable material per year (predominately from Keene residents and businesses). The mission of the City of Keene's Solid Waste Division is to provide solid waste facilities that maximize diversion of the waste stream in an efficient, economical, and environmentally sensitive manner. To support that mission, the City Council voted in 1996 to support a hierarchy of disposal practices to guide future solid waste operations in Keene by emphasizing the diversion of waste to the greatest extent possible.

The Solid Waste Division operations support a quality-built environment for our future by fostering renewable energy and efficient use of resources through reduction, reuse, recycling, and composting as well as promoting recycling services for both commercial and residential users. The City's waste diversion efforts also support a unique natural environment by being a leader in promoting and supporting initiatives that work toward community sustainability. Reducing community greenhouse gas emissions through waste reduction promotion, recycling, management of landfill gas through flaring methane gas, and provides primary power to the recycling center and transfer station via a biofuel generator which uses 100% post-consumer vegetable oil to generate electricity at the solid waste facility to meet climate action plan targets, and supports the movement towards a carbon-neutral community.

Solid Waste Fund

2025-2031 Capital Improvement Program

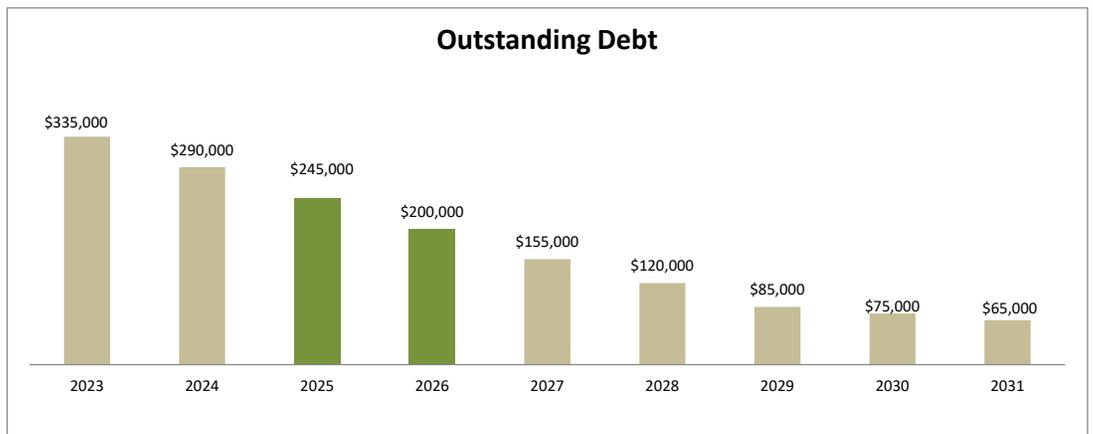
Project Name	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/31	TOTAL
CR Appropriation: Recycling/Transfer Facility	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 975,000
Pavement Replacement Project	297,500	-	-	-	-	-	-	297,500
Recycling Equipment Replacement Program	50,000	-	-	75,000	-	-	375,000	500,000
Upper Level Pavement Project	-	-	-	217,600	-	-	-	217,600
Weight Scale Replacement Project	-	138,980	-	-	-	-	-	138,980
TOTAL CAPITAL PROGRAM	\$ 497,500	\$ 288,980	\$ 150,000	\$ 442,600	\$ 125,000	\$ 125,000	\$ 500,000	\$ 2,129,080
PROJECT FUNDING DETAIL								
<u>Capital Reserve Appropriations</u>								
Capital Reserve: Recycling/Transfer Facility	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 975,000
Total: Capital Reserve Appropriations	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 975,000
<u>Reserve Funded Projects</u>								
Pavement Replacement Project	\$ 297,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 297,500
Recycling Equipment Replacement Program	50,000	-	-	75,000	-	-	375,000	500,000
Upper Level Pavement Project	-	-	-	217,600	-	-	-	217,600
Weight Scale Replacement Project	-	138,980	-	-	-	-	-	138,980
Total: Reserve Funded Projects	\$ 347,500	\$ 138,980	\$ -	\$ 292,600	\$ -	\$ -	\$ 375,000	\$ 1,154,080
<u>Projects Funded with Debt</u>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Projects Funded with Debt	\$ -							
<u>Projects Funded with Grants</u>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Projects Funded with Grants	\$ -							
<u>Projects Funded with Cash</u>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Projects Funded with Cash	\$ -							
Subtotal: Uses of Cash (Capital Reserve Appropriations plus Projects Funded with Cash)	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 975,000
TOTAL CAPITAL PROGRAM	\$ 497,500	\$ 288,980	\$ 150,000	\$ 442,600	\$ 125,000	\$ 125,000	\$ 500,000	\$ 2,129,080
<u>New Cash Requirement FY 25-31: Reconciliation</u>								
Capital Reserve Appropriation	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 975,000
User of Current Revenues for Projects	-	-	-	-	-	-	-	-
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-
New Funds Needed	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 975,000

Solid Waste Fund

2025 - 2031 CIP Debt Summary

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Existing Debt	\$290,000	\$245,000	\$200,000	\$155,000	\$120,000	\$85,000	\$75,000
Authorized Not Issued	-	-	-	-	-	-	-
New Issues Proposed	-	-	-	-	-	-	-
Principal Paid	(45,000)	(45,000)	(45,000)	(35,000)	(35,000)	(10,000)	(10,000)
Total Existing Debt & Issues Proposed	\$245,000	\$200,000	\$155,000	\$120,000	\$85,000	\$75,000	\$65,000

	<u>Issue</u>	<u>Term</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Existing & Authorized Debt Service (P & I)			\$53,770	\$51,955	\$50,140	\$38,525	\$37,110	\$11,320	\$11,155
<u>Proposed Debt Service CIP FY25</u>									
N/A									
<u>Proposed Debt Service CIP FY26</u>									
N/A									
<u>Proposed Debt Service CIP FY27</u>									
N/A									
<u>Proposed Debt Service CIP FY28</u>									
N/A									
<u>Proposed Debt Service CIP FY29</u>									
N/A									
<u>Proposed Debt Service CIP FY30</u>									
N/A									
<u>Proposed Debt Service CIP FY31</u>									
N/A									
Total CIP 25-31 Debt Service Proposed			0	0	0	0	0	0	0
Total Projected Debt Service: Solid Waste Fund			\$53,770	\$51,955	\$50,140	\$38,525	\$37,110	\$11,320	\$11,155



Solid Waste Fund

Transfer/Recycle Facility Capital Reserve

The purpose of the Transfer/Recycling Center Capital Reserve is for the repair and replacement of existing infrastructure, systems, and equipment.

	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Estimated Reserve Beginning Balance	\$219,920	\$22,644	\$34,001	\$185,841	\$43,673	\$170,360	\$298,314
Proposed Revenues							
Appropriation - Current Revenues	150,000	150,000	150,000	150,000	125,000	125,000	125,000
Estimated Investment Earnings	224	337	1,840	432	1,687	2,954	483
Total Receipts	\$150,224	\$150,337	\$151,840	\$150,432	\$126,687	\$127,954	\$125,483
Proposed Project Expenditures							
Pavement Replacement Project	(297,500)						
Recycling Equipment Replacement Program	(50,000)			(75,000)			(375,000)
Upper Level Pavement Project				(217,600)			
Weight Scale Replacement Project		(138,980)					
Total Expenditures	(\$347,500)	(\$138,980)	\$0	(\$292,600)	\$0	\$0	(\$375,000)
Estimated End of Year Reserve Balance	\$22,644	\$34,001	\$185,841	\$43,673	\$170,360	\$298,314	\$48,797

Solid Waste Fund

2025 - 2031 Capital Improvement Program Multi-Year Projections

	ACTUAL FY22/23	BUDGET FY23/24	PROJECTED FY24/25	PROJECTED FY25/26	PROJECTED FY26/27	PROJECTED FY27/28	PROJECTED FY28/29	PROJECTED FY29/30	PROJECTED FY30/31
REVENUES									
Charges for Services	\$5,271,641	\$5,302,259	\$5,408,304	\$5,516,470	\$5,681,964	\$5,852,423	\$6,057,258	\$6,269,262	\$6,488,686
Other Financing Sources	143,037	10,000	35,000	27,500	20,000	20,000	20,000	20,000	20,000
Use of Surplus		312,835	(107,258)	44,321	45,054	28,318	(3,004)	(35,564)	(41,045)
Bond Issue									
Capital Reserve			347,500	138,980		292,600			375,000
Miscellaneous	5,255								
TOTAL REVENUES	\$5,419,933	\$5,625,094	\$5,683,546	\$5,727,271	\$5,747,018	\$6,193,341	\$6,074,254	\$6,253,698	\$6,842,641
EXPENDITURES									
Management/Admin.	\$682,320	\$753,122	\$716,278	\$752,091	\$774,654	\$797,894	\$825,820	\$854,724	\$884,639
Transfer/Recycling Facility	211,872	179,083	225,946	237,244	244,361	251,692	260,501	269,618	279,055
Landfill / Operations	2,758,177	3,257,695	3,177,120	3,335,976	3,436,055	3,539,137	3,663,007	3,791,212	3,923,904
Recycling	693,031	642,027	651,604	684,184	704,709	725,851	751,255	777,549	804,764
Household Hazardous Waste	281,652	99,563	26,568	27,896	28,733	29,595	30,631	31,703	32,813
Demolition Transfer/Disposal	127,908	189,615	181,015	190,066	195,767	201,641	208,698	216,002	223,562
Landfill Monitoring	37,520	87,000	51,566	54,144	55,769	57,442	59,452	61,533	63,687
Landfill Gas System	130,235	148,904	102,180	104,735	106,829	108,966	112,780	115,035	119,062
Debt Service	144,900	143,085	53,770	51,955	50,140	38,525	37,110	11,320	11,155
Subtotal	\$5,067,615	\$5,500,094	\$5,186,046	\$5,438,291	\$5,597,018	\$5,750,741	\$5,949,254	\$6,128,698	\$6,342,641
CAPITAL PROGRAM									
Capital Reserve Appropriations	\$125,000	\$125,000	\$150,000	\$150,000	\$150,000	\$150,000	\$125,000	\$125,000	\$125,000
Capital Projects-Net Interfund Transfers	52,564		347,500	138,980		292,600			375,000
Capital Project - Funded with Debt									
Capital Project Expenditures									
Subtotal	\$177,564	\$125,000	\$497,500	\$288,980	\$150,000	\$442,600	\$125,000	\$125,000	\$500,000
TOTAL EXPENDITURES	\$5,245,179	\$5,625,094	\$5,683,546	\$5,727,271	\$5,747,018	\$6,193,341	\$6,074,254	\$6,253,698	\$6,842,641
NET REVENUE (EXPENSE)	\$174,754	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Fund Balance End of Year	\$3,206,874	\$2,894,039	\$2,894,039	\$2,894,039	\$2,894,040	\$2,894,040	\$2,894,040	\$2,894,040	\$2,894,041



2025 - 2031 Capital Improvement Program
Solid Waste Fund
RECYCLING EQUIPMENT REPLACEMENT PROGRAM

Project Number: 21M0002
Type: Ongoing Program
Physical Location: 55 Old Summit Road
Operating Budget Impact: Equipment purchased requires maintenance. Year-over-year relatively minor impact.
Goals / Master Plan / Vision: Quality-built environment; efficient use of resources; continued diversion of waste stream through recycling; solid waste operation continues to operate as special revenue fund which decreases burden to property taxpayers



PROGRAM DESCRIPTION

The Keene recycling center is 29 years old. Effective and efficient operations is dependent on the operations of the various pieces of equipment that support the sorting and separation processes of the recycling center. This equipment includes, but is not limited to, the paper and cardboard balers, cross belt magnetic separator, eddy current separator, infeed conveyor, and sorting belts. The Solid Waste Division currently contracts scheduled/preventative maintenance on all equipment to extend the life of it where possible. Only equipment that no longer functions properly, affects facility efficiency, or represents a safety hazard is replaced. Equipment expected to be replaced over the next several years includes the eddy current separator (for aluminum cans), cross belt magnet (for steel cans), infeed conveyor, and primary baler.

An established capital reserve account funds the repair/replacement of major pieces of equipment at the recycling center. If a piece of equipment can be rebuilt then that is typically funded through the operating budget and would push a full replacement cost out several years. The FY25, FY28, and FY31 expenditures are estimated replacement timeframes (FY31 is a placeholder for a replacement primary baler) and may be adjusted as equipment is continuously evaluated.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition	50,000			75,000			375,000	500,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$50,000	\$0	\$0	\$75,000	\$0	\$0	\$375,000	\$500,000
FUNDING								
Current Revenue								0
CR - Transfer/Recycle Facility	50,000			75,000			375,000	500,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$50,000	\$0	\$0	\$75,000	\$0	\$0	\$375,000	\$500,000

2025 - 2031 Capital Improvement Program
Solid Waste Fund
WEIGHT SCALE REPLACEMENT PROJECT

Project Number: TBD
Type: One-time Project
Physical Location: 55 Old Summit Road
Operating Budget Impact: The weight scale is monitored by a scale attendant that oversees scale operations Mon-Fri 7 a.m.-3p.m. and Sat 8 a.m.-1 p.m. Two part-time positions cover these hours.
Goals / Master Plan / Vision: Quality-built environment; infrastructure



PROJECT DESCRIPTION

A properly functioning scale is critical to the Solid Waste Division's operation. The existing in-ground weight scale will have over 22 years of service in 2023. While the scale is regularly serviced, there are components that simply wear out over time. All inbound and outbound material is weighed, including waste and recycling. It is these weights that determine the revenue the City receives from customers, as well as the expenses the City pays to vendors. The State of New Hampshire Bureau of Weights and Measures provides the City's certifications that the scale is operating properly and consistently calibrated to ensure accuracy. Replacement of the scale will ensure continued certification and accuracy in weighing the material. A private contractor is engaged to perform annual maintenance and service on the scale and assess the condition of the scale each year (the weighing mechanism as well as the infrastructure of the scale including the scale pit and deck). If the replacement of the scale can be pushed out it will. This is the estimated period in which the scales are projected to be replaced. As the scales are periodically evaluated their replacement may be moved out.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design		5,000						5,000
Construction / Implementation		133,980						133,980
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$138,980	\$0	\$0	\$0	\$0	\$0	\$138,980
FUNDING								
Current Revenue								0
CR - Transfer/Recycle Facility		138,980						138,980
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$138,980	\$0	\$0	\$0	\$0	\$0	\$138,980



2025 - 2031 Capital Improvement Program
Solid Waste Fund
PAVEMENT REPLACEMENT PROJECT

Project Number: TBD
Type: One-time Project
Physical Location: 55 Old Summit Road
Operating Budget Impact: n/a

Goals / Master Plan / Vision: Quality-built environment; infrastructure



PROJECT DESCRIPTION

The 87,851 square feet of asphalt surfaced areas at the recycling center/transfer station will be 32 years old in 2024 and are showing signs of deterioration. In addition, the 24,300 square feet of access road from Route 12 has been included in this project. Spot repair has been effective to date, however, the wear and tear placed on the paved surfaces continues to further deteriorate them to the point where spot repair is no longer feasible. This project proposes to mill, shim, and overlay 112,151 square feet of paved surfaces at the recycling center/transfer station and access road to provide safe access to the commercial users and the public using the facility. Projections are based on a \$2.50 per square foot cost for 2 inch mill, shim, and overlay in 2023. This figure is inflated by 3% per year for the 2025 project.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	297,500							297,500
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$297,500	\$0	\$0	\$0	\$0	\$0	\$0	\$297,500
FUNDING								
Current Revenue								0
CR - Transfer/Recycle Facility	297,500							297,500
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$297,500	\$0	\$0	\$0	\$0	\$0	\$0	\$297,500

2025 - 2031 Capital Improvement Program
Solid Waste Fund
UPPER LEVEL PAVEMENT PROJECT

Project Number: TBD
Type: One-time Project
Physical Location: 55 Old Summit Road
Operating Budget Impact: n/a

Goals / Master Plan / Vision: Quality built environment; infrastructure



PROJECT DESCRIPTION

The upper level of the recycling center/transfer station houses the public refuse drop-off area, the household hazardous waste center, scrap metal, compost, brush, and appliance disposal. This heavily trafficked area requires constant maintenance of the gravel surfaces, is difficult to clear in the winter, and frequently erodes during heavy rain events. It is estimated that the upper level contains approximately 75,000 square feet of gravel surface area. This project would grade and pave the upper level to improve traffic and safety conditions at the solid waste facility. Projections are based on a \$2.50 per square foot cost for 4 inch paving in 2023. This figure is inflated by 3% per year for the 2028 project.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation				217,600				217,600
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$217,600	\$0	\$0	\$0	\$217,600
FUNDING								
Current Revenue								0
CR - Transfer/Recycle Facility				217,600				217,600
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$217,600	\$0	\$0	\$0	\$217,600

SEWER FUND

An enterprise fund used to account for the operations, maintenance, and capital outlay needs of the sewer collection and treatment systems. The Sewer Fund ensures that revenues from user charges and other miscellaneous revenue sources fully fund the operational, maintenance and capital needs of the public sewer collection and treatment systems.

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Sewer Fund

Every day the City of Keene transports and treats about three million gallons (MG) of sewage from homes, businesses, and industries. The sewer system and wastewater treatment plant (WWTP) are intended to treat wastewater from sinks, toilets, showers, washers, and industrial processes, but are not designed to collect and treat rain or groundwater. The wastewater system handles an average of one million gallons per day *more* than is produced through the drinking water sources, reflecting groundwater infiltration through joints or cracks in sewer mains and inflow from illegal roof drain and sump pump connections.

Whatever its source, all the City's wastewater travels through more than 94 miles of sewer mains and must pass through the City's main pump station located on Martell Court before it reaches the WWTP, located on Airport Road in Swanzey. The WWTP removes more than 99% of the pollutants from the wastewater before discharging it to the Ashuelot River where it must be safe for aquatic life and recreational uses.

Like any asset, Keene's sewer system requires maintenance, upgrade, and replacement to keep it functioning properly and in compliance with environmental regulations. This CIP contains projects funded by sewer rate payers that are designed to keep the City's wastewater flowing reliably and adequately treated.

Collection System: Sewer Mains and Manholes

The City's oldest sewer mains date back to the late 1800s, when the community first decided to install a set of pipes to collect and remove sewage. As the community grew, sewers were installed with materials that were intended to last 50-75 years. Approximately 23% of Keene's 94-plus miles of sewer mains are older than 75 years and are past the point of reliable service.

When a main reaches the end of its useful life, water can leak through breaks or cracks and cause the main to collapse. Cracks allow roots to grow inside the sewer mains and create a blockage and can turn into holes that provide a path for the surrounding soil to enter, creating a sinkhole above and blockage in the main. When that happens, sewage can back up into homes and businesses or spill out on to the ground.

In response to an EPA Order in 2004, the City increased its sewer main repair and replacement program and as a result, has seen a decrease in the amount of groundwater entering the sewers and decreases in the numbers of sewer main failures, blockages, and sewage overflows. The rate of forward progress has slowed in recent years. The current CIP proposes to replace approximately 8,460 feet of sewer main over the next 7 years. At that rate of replacement, the City will replace its entire collection system over the course of 412 years. Such an extended service life is not sustainable, and we should expect raising rates of sewer main failure.

Collection system improvements proposed through this CIP include correction of significant deficiencies in the sewers within Central Square and on Main Street as part of the Downtown Infrastructure Improvements and Reconstruction Project. Additionally, funds are included to replace old mains on Island Street and in the George Street and Sullivan Street areas. Shorter lengths of main replacement are also included in conjunction with the Lower Winchester Reconstruction project.

For more than a decade, the CIP has included funds for the ongoing effort to repair deficiencies identified through a comprehensive video inspection of the sewer system performed between 2008 and 2010 and many of these deficiencies have been corrected. In the fall of 2018, the City prepared an Asset Management Plan (AMP) for our sewer mains. The AMP assigns a numerical risk score to each section of sewer main based on age, material, history of breakage, and repairs, as well as the potential social, economic, and environmental consequences of a failure. These risk scores, in conjunction with other planned utility and roadway projects, are used to select and prioritize individual projects.

This CIP includes funds for other components of the collection system including the lining and rehabilitation of over 200 brick manholes.

Sewage may pass through one of four smaller pump stations enroute to the treatment plant, but it all ultimately passes through the main pump station located at the end of Martell Court on the bank of the Ashuelot River.

The Blackbrook, Court Street, Bradco, and Farmstead Commons pump stations need major upgrades. In 2022, the City contracted with Wright-Pierce Engineers to evaluate each station. The Blackbrook pump station was constructed in the late 1990s and at that time flows in that area were relatively low. With recent business and housing developments in the Blackbrook Industrial area, the pump station is experiencing higher flows that it was not initially designed to handle. In addition, non-flushable materials have caused major pumping problems.

The Martell Court pump station houses four large pumps that pump the wastewater almost two miles to the WWTP through a 30" ductile iron force main that was installed 40 years ago. The station pumps approximately 2,100 gallons per minute, with peaks up to 7,000 gallons per minute in severe storm events. At those flow rates, a breakdown at the pump station or a blockage in the force main would quickly result in sewage backing up in the mains, in the streets, in homes, and in businesses, and ultimately into the Ashuelot River.

In July 2023, the City experienced higher than normal flows due to persistent and heavy rains. Seals on a gate valve failed, causing raw sewage to flow into the dry side of the stations, which could have resulted in major sewer system backups and overflows. Fortunately, City staff was able to work with a team of engineers and contractors to perform a very temporary repair, but a new permanent bypass system needs to be installed for staff to make permanent repairs. This bypass pumping system was not included in prior CIPs, but due to the emergency nature of the work it has been placed in FY25 as part of this CIP. This bypass pumping station will allow the

City to be able to pump wastewater to the plant if the main station experiences a failure or needs to be shut down for maintenance.

Wastewater is conveyed to the WWTP through a 30-inch, ductile iron force main that has been in service since 1985. In FY23, the City received a grant that funds a detailed inspection of the force main and addresses any deficiencies found. It is anticipated that some repairs will be necessary, but the scope of those repairs will be determined through the inspection and will be included in future CIPs. If repairs are needed there is no way to be able to perform the repairs because the pipe is always in service and cannot be shut down. Eventually, the City will need to install another force main from Martell Court to the treatment plant to allow for repairs and as a backup in case of failure. Previous estimates for installation of a new force main were about \$6 million.

Wastewater is treated at the WWTP, located at the end of Airport Road in Swanzev, where advanced chemical and biological treatment techniques are used to remove materials that are harmful to the environment. It was built in the early 1980s and is subject to increasingly stringent EPA regulations. To comply with new permit limits and replace aging, inefficient equipment, the first two phases of upgrades at the WWTP were completed in 2015 and 2017. Even with significant investments to the WWTP over the past decade, there are still many original components and systems that need repair or replacement.

The 2025-2031 CIP includes projects such as a new HVAC system, plant water system, air compressor, outbuilding and tank maintenance programs, and installation of a sludge dryer. To keep pace with the aging of all its sewer infrastructure, Keene should continue this level of investment. A healthy community and environment are dependent on reliable and fully functional sewage collection and treatment systems and investment in this infrastructure is important for its continued reliability.

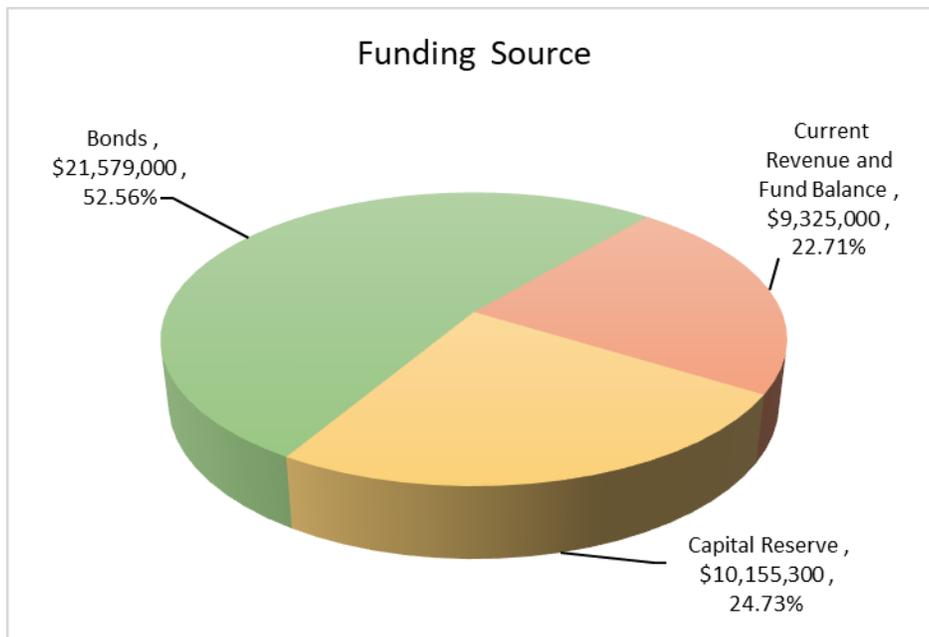
SEWER FUND CIP PROJECT AND FINANCIAL OVERVIEW

The proposed CIP includes several projects for the Sewer Fund. Over the seven-year span of the CIP, the Sewer Fund is proposing \$41,059,300 in CIP projects, amounting to 20.44% of the total CIP. Projects presented in the 2025-2031 CIP include sewer improvements, infrastructure support, structural repair/lining, facility and equipment upgrades, manhole lining, and funding of Sewer Fund capital reserves. Annual capital reserve appropriations are included in the Sewer Fund CIP and earmarked as a funding source for future projects.

Funding for the Sewer Fund capital projects is derived from several sources as shown below. Current revenues contribute 22.71%, capital reserves 24.73%, and bonds 52.56% of the total funding needed for the next seven years.

	Current Revenue and Fund Balance	Capital Reserve	Bonds	Total
FY25	\$ 1,225,000	\$ 1,260,100	\$ 4,427,000	\$ 6,912,100
FY26	\$ 1,225,000	\$ 882,200	\$ 1,275,000	\$ 3,382,200
FY27	\$ 1,525,000	\$ 998,700	\$ 1,313,000	\$ 3,836,700
FY28	\$ 1,275,000	\$ 1,391,500		\$ 2,666,500
FY29	\$ 1,425,000	\$ 779,700	\$ 2,137,000	\$ 4,341,700
FY30	\$ 1,325,000	\$ 2,353,000	\$ 12,025,000	\$ 15,703,000
FY31	\$ 1,325,000	\$ 2,490,100	\$ 402,000	\$ 4,217,100
Total	\$ 9,325,000 22.71%	\$ 10,155,300 24.73%	\$ 21,579,000 52.56%	\$ 41,059,300 100.00%

Current revenues are derived from sewer rates that are charged to customers using the sewer system and on septage disposal from septic haulers. The rates are adjusted annually to reflect the current and future needs of the Sewer Fund. The following chart summarizes the level of proposed sources of funding for the Sewer Fund proposed CIP.



Sewer Collection and Treatment System

The sewer collection system is a network of sewer mains (pipes) and related infrastructure that carry sewage from homes, businesses, and industries throughout the city to the Wastewater Treatment Plant (WWTP). Here the sewage is processed and treated for disposal in a safe and environmentally healthy manner.

As outlined in the proposed CIP, the combined project requests for the upgrades and maintenance of these systems total \$41,059,300.

A. Sewer System Highlights

- Sewer Improvements Program – the program funds the replacement or upgrade of sanitary sewer mains that are not candidates for lining or spot repairs.
- Sewer Main and Manhole Lining Programs – the Sewer Main Lining Program funds the lining of sewer mains that have adequate capacity but require maintenance due to structural defects. The Sewer Manhole Lining Program will provide funding to rehabilitate over 200 brick manholes throughout the city and beginning in the older, east-side neighborhoods.
- Martell Court Bypass Project – New to this CIP, this project is to design and construct a permanent bypass system at the Martell Court pump station.
- Blackbrook Wastewater Pump Station Upgrade Project – Major upgrades and renovations to the original 1996 pump station located on Wyman Road.

B. Treatment System Highlights

- Sludge Dryer Project – This project reduces the amount of liquid in the biosolid produced at the Wastewater Treatment Plant that is 85%-95% dry.
- WWTP Tank Repair Program – This program is for the improvements to the primary and secondary clarifiers, aeration basins, septage tanks, and sludge storage tanks.
- WWTP Clarifier Equipment Replacement Project – A new project to replace an original clarifier drive on secondary clarifier unit #1 and replace the aluminum weir and baffle system on 2 secondary clarifiers.
- WWTP Grit Removal-Clamshell Replacement Project – A new project to replace an original, 1985, grit removal clamshell apparatus that has reached the end of its useful life.

Sewer Fund

2025-2031 Capital Improvement Program Summary

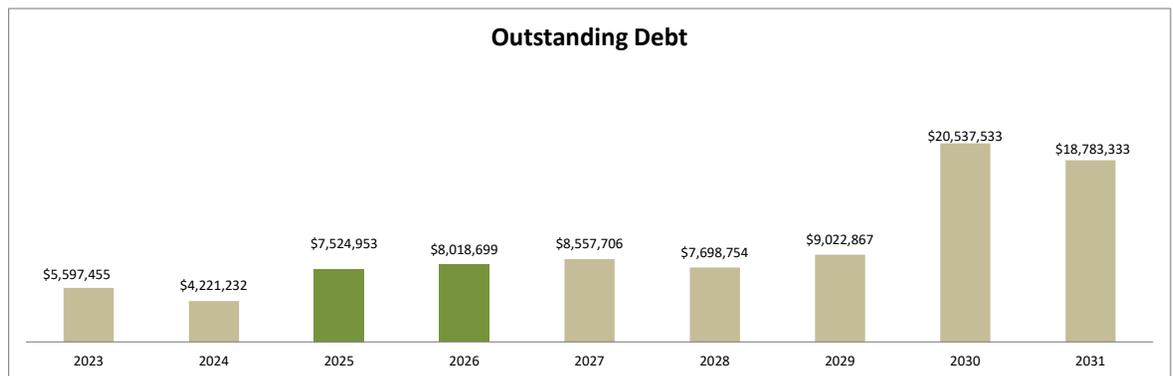
Project Name	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
CR Appropriation: Martell Court	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 175,000
CR Appropriation: Sewer Infrastructure	750,000	750,000	750,000	750,000	750,000	750,000	750,000	5,250,000
CR Appropriation: Wastewater Treatment Plant	450,000	450,000	450,000	500,000	500,000	550,000	550,000	3,450,000
Blackbrook Wastewater Pumpstation Upgrade Project			300,000		1,910,000			2,210,000
Lower Winchester Infrastructure	418,000	-	-					418,000
Martell Court Bypass Project	3,420,000	-	-					3,420,000
Sewer Improvements Program	615,300	1,275,000	1,481,800	506,500	444,700	1,038,000	1,140,100	6,501,400
Sewer Main Lining Program	207,600	225,000	225,000	225,000	225,000	225,000	225,000	1,557,600
Sewer Manhole Lining Program	167,200	172,200	177,400					516,800
Sewer Utility Work - Bridges Program								-
WWTP Building Renovation & Demolition Program		65,000		110,000		280,000		455,000
WWTP Chemical Feed System Upgrade Project							500,000	500,000
WWTP Clarifier Equipment Replacement Project		190,000		100,000				290,000
WWTP Fiber Optic Replacement Project			22,500		65,000			87,500
WWTP Grit Removal-Clamshell Replace Project		80,000						80,000
WWTP HVAC Replacement Project	372,000				422,000		447,000	1,241,000
WWTP Lab Instrumentation & Equip Replace Program			105,000					105,000
WWTP Roof Replacement Project				150,000				150,000
WWTP Septage Pumps Replacement Project							280,000	280,000
WWTP Service Water System Upgrade Project	262,000							262,000
WWTP Sludge Dryer Project			150,000	150,000		12,275,000		12,575,000
WWTP Sludge Replacement Project						180,000		180,000
WWTP Tank Repair Program	150,000	150,000	150,000	150,000		300,000	300,000	1,200,000
WWTP UV Lamp Replacement Program	75,000					80,000		155,000
TOTAL CAPITAL PROGRAM	\$ 6,912,100	\$ 3,382,200	\$ 3,836,700	\$ 2,666,500	\$ 4,341,700	\$ 15,703,000	\$ 4,217,100	\$ 41,059,300
PROJECT FUNDING DETAIL								
Capital Reserve Appropriations								
Capital Reserve: Martell Court	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 175,000
Capital Reserve: Sewer Infrastructure	750,000	750,000	750,000	750,000	750,000	750,000	750,000	5,250,000
Capital Reserve: Wastewater Treatment Plant	450,000	450,000	450,000	500,000	500,000	550,000	550,000	3,450,000
Total: Capital Reserve Appropriations	\$ 1,225,000	\$ 1,225,000	\$ 1,225,000	\$ 1,275,000	\$ 1,275,000	\$ 1,325,000	\$ 1,325,000	\$ 8,875,000
Reserve Funded Projects								
Sewer Improvements Program	\$ 615,300	\$ -	\$ 168,800	\$ 506,500	\$ 444,700	\$ 1,038,000	\$ 1,140,100	\$ 3,913,400
Sewer Main Lining Program	207,600	225,000	225,000	225,000	225,000	225,000	225,000	1,557,600
Sewer Manhole Lining Program	167,200	172,200	177,400					516,800
Sewer Utility Work - Bridges Program								-
WWTP Building Renovation & Demolition Program		65,000		110,000		280,000		455,000
WWTP Chemical Feed System Upgrade Project							500,000	500,000
WWTP Clarifier Equipment Replacement Project		190,000		100,000				290,000
WWTP Fiber Optic Replacement Project			22,500		65,000			87,500
WWTP Grit Removal-Clamshell Replace Project		80,000						80,000
WWTP Sludge Replacement Project						180,000		180,000
WWTP HVAC Replacement Project	45,000				45,000		45,000	135,000
WWTP Lab Instrumentation & Equip Replace Program			105,000					105,000
WWTP Roof Replacement Project				150,000				150,000
WWTP Septage Pumps Replacement Project							280,000	280,000
WWTP Sludge Dryer Project			150,000	150,000		250,000		550,000
WWTP Tank Repair Program	150,000	150,000	150,000	150,000		300,000	300,000	1,200,000
WWTP UV Lamp Replacement Program	75,000					80,000		155,000
Total: Reserve Funded Projects	\$ 1,260,100	\$ 882,200	\$ 998,700	\$ 1,391,500	\$ 779,700	\$ 2,353,000	\$ 2,490,100	\$ 10,155,300
Projects Funded with Debt								
Blackbrook Wastewater Pumpstation Upgrade Project	\$ -	\$ -	\$ -	\$ -	\$ 1,760,000	\$ -	\$ -	\$ 1,760,000
Lower Winchester Infrastructure	418,000	-	-	-	-	-	-	418,000
Martell Court Bypass Project	3,420,000	-	-	-	-	-	-	3,420,000
Sewer Improvements Program		1,275,000	1,313,000	-	-	-	-	2,588,000
WWTP HVAC Replacement Project	327,000	-	-	-	377,000	-	402,000	1,106,000
WWTP Service Water System Upgrade Project	262,000	-	-	-	-	-	-	262,000
WWTP Sludge Dryer Project						12,025,000		12,025,000
Total: Projects Funded with Debt	\$ 4,427,000	\$ 1,275,000	\$ 1,313,000	\$ -	\$ 2,137,000	\$ 12,025,000	\$ 402,000	\$ 21,579,000
Projects Funded with Grants								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Projects Funded with Grants	\$ -	\$ -	\$ -					
Projects Funded with Cash								
Blackbrook Wastewater Pumpstation Upgrade Project	\$ -	\$ -	\$ 300,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 450,000
Total: Projects Funded with Cash	\$ -	\$ -	\$ 300,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 450,000
Subtotal: Uses of Current Cash	\$ 1,225,000	\$ 1,225,000	\$ 1,525,000	\$ 1,275,000	\$ 1,425,000	\$ 1,325,000	\$ 1,325,000	\$ 9,325,000
(Capital Reserve Appropriations plus Projects Funded with Current Cash)								
TOTAL: CAPITAL PROGRAM	\$ 6,912,100	\$ 3,382,200	\$ 3,836,700	\$ 2,666,500	\$ 4,341,700	\$ 15,703,000	\$ 4,217,100	\$ 41,059,300
New Cash Requirement FY 25-31: Reconciliation								
Capital Reserve Appropriation	\$ 1,225,000	\$ 1,225,000	\$ 1,225,000	\$ 1,275,000	\$ 1,275,000	\$ 1,325,000	\$ 1,325,000	\$ 8,875,000
User of Current Revenues for Projects	-	-	300,000	-	150,000	-	-	450,000
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-
New Funds Needed	\$ 1,225,000	\$ 1,225,000	\$ 1,525,000	\$ 1,275,000	\$ 1,425,000	\$ 1,325,000	\$ 1,325,000	\$ 9,325,000

Sewer Fund

2025 - 2031 CIP Debt Summary

	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Existing Debt	\$4,221,232	\$7,524,953	\$8,018,699	\$8,557,706	\$7,698,754	\$9,022,867	\$20,537,533
Authorized Not Issued	-	-	-	-	-	-	-
New Issues Proposed	4,427,000	1,275,000	1,313,000	-	2,137,000	12,427,000	-
Principal Paid	(1,123,280)	(781,254)	(773,993)	(858,952)	(812,888)	(912,333)	(1,754,200)
Total Existing Debt & Issues Proposed	\$7,524,953	\$8,018,699	\$8,557,706	\$7,698,754	\$9,022,867	\$20,537,533	\$18,783,333

	<u>Issue</u>	<u>Term</u>	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Existing & Authorized Debt Service (P & I)			\$1,228,443	\$546,817	\$440,662	\$425,713	\$368,620	\$304,952	\$298,302
<u>Proposed Debt Service CIP FY25</u>									
Lower Winchester Infrastructure	418,000	15	10,450	48,070	46,677	45,283	43,890	42,497	41,103
Martell Court Bypass	3,018,000	15	85,500	393,300	381,900	370,500	359,100	347,700	336,300
WWTP HVAC Replacement	327,000	10	8,175	48,233	46,598	44,963	43,328	41,693	40,058
WWTP Service Water System Upgrade	262,000	10	6,550	38,645	37,335	36,025	34,715	33,405	32,095
<u>Proposed Debt Service CIP FY26</u>									
Sewer Improvements	1,275,000	15		31,875	146,625	142,375	138,125	133,875	129,625
<u>Proposed Debt Service CIP FY27</u>									
Sewer Improvements	1,313,000	15			32,825	150,995	146,618	142,242	137,865
<u>Proposed Debt Service CIP FY28</u>									
N/A									
<u>Proposed Debt Service CIP FY29</u>									
Blackbrook Wastewater Pumpstation	1,760,000	15					44,000	202,400	196,533
WWTP HVAC Replacement	377,000	10					9,425	55,608	53,723
<u>Proposed Debt Service CIP FY30</u>									
WWTP HVAC Replacement	402,000	10						10,050	59,295
WWTP Sludge Dryer	12,025,000	15						300,625	1,382,875
<u>Proposed Debt Service CIP FY31</u>									
N/A									
Total CIP 25-31 Debt Service Proposed			110,675	560,123	691,959	790,141	819,201	1,310,093	2,409,472
Total Projected Debt Service: Sewer Fund			\$1,339,118	\$1,106,940	\$1,132,621	\$1,215,854	\$1,187,821	\$1,615,045	\$2,707,774



Sewer Fund

Martell Court Pump Station Capital Reserve

The purpose of the Martell Court Pumping Station Capital Reserve is for the repair and replacement of major components of the plant, including equipment and building.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$172,536	\$199,511	\$226,756	\$254,274	\$282,067	\$310,138	\$338,489
<u>Proposed Revenues</u>							
Appropriation - Current Revenues	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Estimated Investment Earnings	1,975	2,245	2,518	2,793	3,071	3,351	3,635
Total Receipts	\$26,975	\$27,245	\$27,518	\$27,793	\$28,071	\$28,351	\$28,635
<u>Proposed Project Expenditures</u>							
N/A							
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Estimated End of Year Reserve Balance	\$199,511	\$226,756	\$254,274	\$282,067	\$310,138	\$338,489	\$367,124

Sewer Fund

Sewer Infrastructure Capital Reserve

The purpose of the Sewer Infrastructure Capital Reserve is for the repair and replacement of existing infrastructure, systems, and equipment including pump stations and the collection systems.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$883,598	\$649,933	\$1,012,760	\$1,203,476	\$1,234,196	\$1,327,641	\$822,787
<u>Proposed Revenues</u>							
Appropriation - Current Revenues	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Estimated Investment Earnings	6,435	10,027	11,916	12,220	13,145	8,146	2,077
Total Receipts	\$756,435	\$760,027	\$761,916	\$762,220	\$763,145	\$758,146	\$752,077
<u>Proposed Project Expenditures</u>							
Sewer Improvement Program	(615,300)		(168,800)	(506,500)	(444,700)	(1,038,000)	(1,140,100)
Sewer Main Lining Program	(207,600)	(225,000)	(225,000)	(225,000)	(225,000)	(225,000)	(225,000)
Sewer Manhole Lining Program	(167,200)	(172,200)	(177,400)				
Total Expenditures	(\$990,100)	(\$397,200)	(\$571,200)	(\$731,500)	(\$669,700)	(\$1,263,000)	(\$1,365,100)
Estimated End of Year Reserve Balance	\$649,933	\$1,012,760	\$1,203,476	\$1,234,196	\$1,327,641	\$822,787	\$209,764

Sewer Fund

Wastewater Treatment Plant Capital Reserve

The purpose of the Wastewater Treatment Plant Capital Reserve is for the repair and replacement of major components of the plant, including equipment and building.

	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Estimated Reserve Beginning Balance	\$1,079,806	\$1,272,404	\$1,249,778	\$1,285,001	\$1,136,251	\$1,541,514	\$1,011,529
Proposed Revenues							
Appropriation - Current Revenues	450,000	450,000	450,000	500,000	500,000	550,000	550,000
Estimated Investment Earnings	12,598	12,374	12,723	11,250	15,263	10,015	4,365
Total Receipts	\$462,598	\$462,374	\$462,723	\$511,250	\$515,263	\$560,015	\$554,365
Proposed Project Expenditures							
WWTP Building Renovation & Demolition		(65,000)		(110,000)		(280,000)	
WWTP Chemical Feed System Upgrade Project							(500,000)
WWTP Clarifier Equip Replacement Project		(190,000)		(100,000)			
WWTP Fiber Optic Replacement Project			(22,500)		(65,000)		
WWTP Grit Removal-Clamshell Replace Project		(80,000)					
WWTP HVAC Replacement Project	(45,000)				(45,000)		(45,000)
WWTP Lab Instrument & Equip Replace Program			(105,000)				
WWTP Roof Replacement Project				(150,000)			
WWTP Septage Pumps Replacement Project							(280,000)
WWTP Sludge Dryer Project			(150,000)	(150,000)		(250,000)	
WWTP Sludge Replacement Project						(180,000)	
WWTP Tank Repair Program	(150,000)	(150,000)	(150,000)	(150,000)		(300,000)	(300,000)
WWTP UV Lamp Replacement Program	(75,000)					(80,000)	
Total Expenditures	(\$270,000)	(\$485,000)	(\$427,500)	(\$660,000)	(\$110,000)	(\$1,090,000)	(\$1,125,000)
Estimated End of Year Reserve Balance	\$1,272,404	\$1,249,778	\$1,285,001	\$1,136,251	\$1,541,514	\$1,011,529	\$440,894

Sewer Fund

2025 - 2031 Capital Improvement Program Multi-Year Projections

	ACTUAL FY 22/23	BUDGET FY23/24	PROJECTED FY24/25	PROJECTED FY25/26	PROJECTED FY26/27	PROJECTED FY27/28	PROJECTED FY28/29	PROJECTED FY29/30	PROJECTED FY30/31
REVENUES									
Intergovernmental	\$449,637	\$456,170	\$350,000	\$250,000	\$200,000	\$150,000	\$150,000	\$150,000	\$150,000
Charges for Services	6,326,048	5,920,300	6,958,653	7,654,518	8,037,244	8,278,361	8,526,712	8,782,514	9,045,989
Miscellaneous	7,585	17,586	17,500	17,500	50,000	50,000	50,000	50,000	50,000
Use of Surplus		874,328	311,130	69,935	191,889	(92,089)	18,494	188,056	379,942
Capital Program - Interfund Appropriations		2,048,906	1,260,100	882,200	998,700	1,391,500	779,700	2,353,000	2,490,100
Capital Program - Sale of Bonds			4,427,000	1,275,000	1,313,000		2,137,000	12,025,000	402,000
TOTAL REVENUES	\$6,783,270	\$9,317,290	\$13,324,383	\$10,149,153	\$10,790,833	\$9,777,772	\$11,661,906	\$23,548,570	\$12,518,031
OPERATING EXPENSES									
Sewer Administration	\$874,098	\$817,590	\$917,803	\$963,693	\$992,604	\$1,022,382	\$1,058,165	\$1,095,201	\$1,133,533
Manholes and Services	410,645	404,657	431,177	452,736	466,318	480,308	497,119	514,518	532,526
Sewer System Maintenance	126,500	158,890	132,825	139,466	143,650	147,960	153,138	158,498	164,046
Martell Court Pump Station	167,121	162,773	175,477	184,251	189,778	195,472	202,313	209,394	216,723
WWTP	2,830,822	2,800,454	2,972,363	3,120,981	3,214,611	3,311,049	3,426,936	3,546,878	3,671,019
Laboratory	254,094	252,822	266,799	280,139	288,543	297,199	307,601	318,367	329,510
Depreciation Expense	1,375,000	1,405,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
Debt Service	162,540	141,198	215,838	325,686	358,628	356,902	374,933	702,712	953,574
Subtotal	\$6,200,820	\$6,143,384	\$6,412,282	\$6,766,953	\$6,954,133	\$7,111,272	\$7,320,206	\$7,845,569	\$8,300,931
CAPITAL PROGRAM FUNDING									
Capital Reserve Appropriations	\$1,100,000	\$1,125,000	\$1,225,000	\$1,225,000	\$1,225,000	\$1,275,000	\$1,275,000	\$1,325,000	\$1,325,000
Capital Projects-Net Interfund Transfers		2,048,906	1,260,100	882,200	998,700	1,391,500	779,700	2,353,000	2,490,100
Capital Projects-Funded with Debt			4,427,000	1,275,000	1,313,000		2,137,000	12,025,000	402,000
Capital Projects-Funded with Cash					300,000		150,000		
Subtotal	\$1,100,000	\$3,173,906	\$6,912,100	\$3,382,200	\$3,836,700	\$2,666,500	\$4,341,700	\$15,703,000	\$4,217,100
TOTAL EXPENSES	\$7,300,820	\$9,317,290	\$13,324,382	\$10,149,153	\$10,790,833	\$9,777,772	\$11,661,906	\$23,548,569	\$12,518,031
NET REVENUE (EXPENSE)	(\$517,550)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Projected Fund Balance End of Year</i>	\$4,710,570	\$3,836,242	\$3,525,112	\$3,455,177	\$3,263,288	\$3,355,377	\$3,336,883	\$3,148,827	\$2,768,885

SEWER IMPROVEMENTS PROGRAM

The Sewer Improvements Program is used to fund replacement or upgrade of sanitary sewer mains that are not suitable candidates for lining or spot repairs. Generally, this includes sewer mains that are undersized for current flow, do not have adequate slope, and/or are prone to freezing due to shallow depth. Sewers may be replaced in conjunction with other infrastructure work or as stand-alone projects.

Street	Scope of work	Estimated cost ⁽¹⁾	Construction year	Inflation adjustment	Construction year estimated cost ⁽²⁾
Downtown Infrastructure	Replace approx. 650 feet of clay sewer mains in and around Central Square as part of the Downtown Infrastructure project.	\$580,000	2025	\$35,300	\$615,300
	Replace approx. 2,650 feet of clay sewer mains on the east side of Main Street (from Central Square to Eagle), Church Street (from Main to Wells), Lamson Street (from Main to Federal), and Gilbo Avenue (from Main to St. James).	\$1,160,000	2026	\$107,600	\$1,267,600
	Replace approx. 1,400 feet of clay sewer mains on the east side of Main Street (from Washington to Eagle), Church Street (from Main to Wells), Lamson Street (from Main to Federal), Gilbo Avenue (from Main to St. James), and West Street (Main to School). Sewer mains in the downtown area were installed between the 1880's and the 1930's.	\$1,160,000	2027	\$145,600	\$1,305,600
West Street	Prepare designs for the West Street Corridor Improvements Project, with construction planned in FY32.	\$150,000	2027	\$18,800	\$168,800
	Update the 2003 Sewer Infrastructure Master Plan.	\$400,000	2028	\$63,700	\$463,700
Church Street	Prepare designs for FY28 project.	\$36,900	2028	\$5,900	\$42,800
	Replace approx. 860 feet of clay sewer mains along Church Street (Probate to South Lincoln). This work is scheduled to coincide with planned drainage improvements.	\$245,800	2029	\$47,700	\$293,500
George Street & Sullivan Street	Prepare designs for FY27 project.	\$126,600	2029	\$24,600	\$151,200
	Replace approx. 2,900 feet of 6-inch sewer mains with significant structural defects on these two streets. The sewer mains in this neighborhood were installed in 1926.	\$844,000	2030	\$194,000	\$1,038,000
TBD	Priorities for 2031 to be determined through the Master Plan Update	\$900,000	2031	\$240,100	\$1,140,100

Notes:

1) Estimated cost in 2023 dollars.

2) All costs include 10% for construction contingencies, 10% for engineering design, 10% for construction administration, and 1% for supervision. Future year construction assumes 3% inflation per year.

2025 - 2031 Capital Improvement Program
Sewer Fund
SEWER IMPROVEMENTS PROGRAM

Project Number: 32MI02
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: This program mitigates operating budget impacts by replacing assets most likely to require costly emergency repairs.
Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

The Sewer Improvement Program funds replacement or upgrade of sanitary sewer mains that are not suitable candidates for lining or spot repairs. Generally, this includes sewer mains that are undersized for current needs, do not have adequate slope, and/or are prone to freezing due to shallow depth.

Funds are requested in FY25-FY27 to address sewer system needs in conjunction with the Downtown Infrastructure Project. The scope of this work will include older sewers on the east side of Main Street, along with portions of Lamson Street, Gilbo Avenue, and Church Street.

By 2028, 25 years will have passed since the City prepared its Wastewater Infrastructure Master Plan. By that time we will have addressed most of the major recommendations. Funds are requested in that year to update the plan. The work will include a comprehensive evaluation of the wastewater collection system, including video inspection of selected, representative segments. The report will help guide infrastructure investment for the next two decades.

In FY29, this program will replace sewer mains dating back to the 1880s on Church Street (between Probate Street and S. Lincoln Street). This work is planned in conjunction with significant drainage and water infrastructure replacement. Finally, upgrades to the undersized sewers on George Street and Sullivan Street are planned for 2030.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design			168,800	506,500	151,200			826,500
Construction / Implementation	615,300	1,267,600	1,305,600		293,500	1,038,000	1,140,100	5,660,100
Property / Equipment Acquisition								0
Bond Issuance Cost		7,400	7,400					14,800
TOTAL EXPENDITURES	\$615,300	\$1,275,000	\$1,481,800	\$506,500	\$444,700	\$1,038,000	\$1,140,100	\$6,501,400
FUNDING								
Current Revenue								0
CR - Sewer Infrastructure	615,300		168,800	506,500	444,700	1,038,000	1,140,100	3,913,400
Debt Funded		1,275,000	1,313,000					2,588,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$615,300	\$1,275,000	\$1,481,800	\$506,500	\$444,700	\$1,038,000	\$1,140,100	\$6,501,400

2025 - 2031 Capital Improvement Program
Sewer Fund
SEWER MANHOLE LINING PROGRAM

Project Number: 32MI06
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: This program mitigates operating budget impacts by rehabilitating or replacing assets most likely to require costly emergency repairs
Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

The City has an inventory of over 200 brick manholes. Typically, the bricks retain their structural integrity for many years, however, the mortar in between can deteriorate and create pathways for groundwater to infiltrate into the system, allowing bricks to fall into the mains and creating a source of blockage. Infiltration results in increased costs for pumping and treating clean water and blockages result in sanitary sewer overflows where untreated waste is released into the environment.

This program will provide funding to rehabilitate the structures by lining the interior surface with an epoxy-based mortar. Funding levels assume that all brick manholes will be lined over a period of five years, beginning in FY23. The requested funds assume that an estimated 20% of the manholes will not be in suitable condition for lining and will be replaced with new pre-cast concrete structures.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	167,200	172,200	177,400					516,800
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$167,200	\$172,200	\$177,400	\$0	\$0	\$0	\$0	\$516,800
FUNDING								
Current Revenue								0
CR - Sewer Infrastructure	167,200	172,200	177,400					516,800
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$167,200	\$172,200	\$177,400	\$0	\$0	\$0	\$0	\$516,800

2025 - 2031 Capital Improvement Program
Sewer Fund
SEWER MAIN LINING PROGRAM

Project Number: 32MI04
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: Lined pipes require less frequent cleaning, allowing City crews to complete other work.
Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

This project funds the lining of sewer mains that have adequate capacity, but require maintenance due to structural defects, leaking joints, etc. In recent years, this program funded the rehabilitation of some of the most critical sewer mains, including work on Winchester Street, Marlboro Street, West Street, and the Beaver Brook Interceptor.

In 2019, the Department developed a Sewer Main Asset Management Plan, which prioritized repairs based on age, size, material, proximity to critical facilities, and a variety of other risk and cost factors. As we work through this prioritized list, assets are evaluated first for rehabilitation under this lining program. If it is determined that a pipe should not be rehabilitated (either due to capacity concerns or poor alignment), the work is planned to be done through the Sewer Improvements program.

In 2015, the City performed a series of flow tests in our sewer system to identify areas of high stormwater and groundwater and inflow and infiltration (I&I). The study identified several geographic areas that generate higher rates of I&I into the system during both wet and dry weather. I&I is a concern because it results in our pumping stations and treatment plant having to move and treat significant volumes of clean water. Every gallon of clean water moving through the sewer system drives up energy costs and requires additional chemical feedstock as part of the treatment process.

The two documents described above are used in tandem to select individual assets to be rehabilitated each year. First we look for assets that present the greatest risk (based on age, size, condition, etc.), then among assets with similar risk profiles, preference is given to pipes in high I&I areas. Over the coming 3-4 years, most of the work planned under this program will be in the neighborhoods east of Main Street.

Recent efforts to isolate sources of groundwater infiltration into our sewer collection system have identified the older, east-side neighborhoods as high impact areas. Therefore, the program will begin in these neighborhoods, including work on lower Marlboro Street, Congress Street, and Eastern Avenue. In 2024, work will continue towards the north in the areas that contribute to the Beaver Brook sewer interceptor.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	207,600	225,000	225,000	225,000	225,000	225,000	225,000	1,557,600
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$207,600	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,557,600
FUNDING								
Current Revenue								0
CR - Sewer Infrastructure	207,600	225,000	225,000	225,000	225,000	225,000	225,000	1,557,600
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$207,600	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,557,600



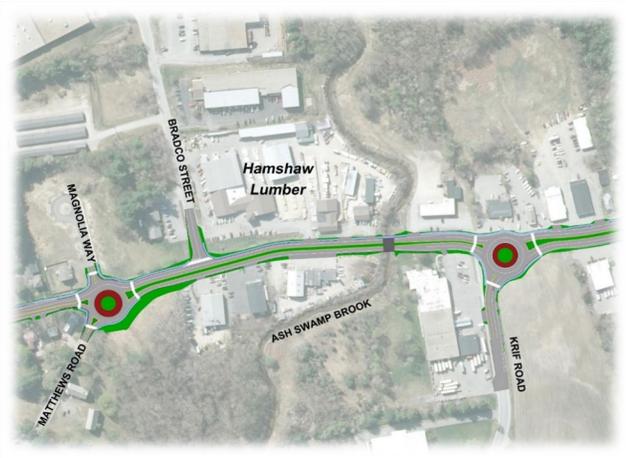
2025 - 2031 Capital Improvement Program

Sewer Fund

**LOWER WINCHESTER STREET RECONSTRUCTION PROJECT
SEWER INFRASTRUCTURE SUPPORT**

Project Number: TBD
Type: One-time Project
Physical Location: Winchester Street, Route 101 to town line
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Goal 4: Infrastructure



PROJECT DESCRIPTION

The City of Keene is embarking on a transformative initiative to rejuvenate one of its vital gateway entrances, Winchester Street, spanning from the Swanzey Town Line to the NH Route 101 roundabout. This corridor serves as a nexus for commercial, residential, and industrial activities, yet it has remained largely unchanged for over three decades. In 2010, modest adjustments were made to enhance traffic flow at the Matthews Road and Winchester Street intersection, but more comprehensive upgrades are now imperative.

The Winchester Street Gateway Revitalization Project is an ambitious undertaking encompassing the complete reconstruction of Winchester Street, spanning eight key intersections along the corridor. These improvements will encompass several facets, including:

1. **Traffic Flow Improvement:** A reconfiguration of traffic lanes to optimize vehicular movement and alleviate congestion, providing a smoother and more efficient commuting experience.
2. **Pedestrian and Bicycle-Friendly Infrastructure:** The construction of sidewalks and dedicated bicycle facilities to promote alternative modes of transportation and improve safety for pedestrians and cyclists.
3. **Aesthetic Upgrades:** Landscaping enhancements will be introduced to beautify the business corridor, creating an appealing and welcoming environment for visitors and residents alike.
4. **Bridge Replacement:** The Winchester Street Bridge over Ash Swamp Brook, a critical component of the corridor, will be replaced to ensure safety and functionality.

The project's funding structure includes 80% federal funding, with the remaining 20% contributed by the City of Keene. The work will be managed by City staff using the NHDOT's "Local Public Agency" process.

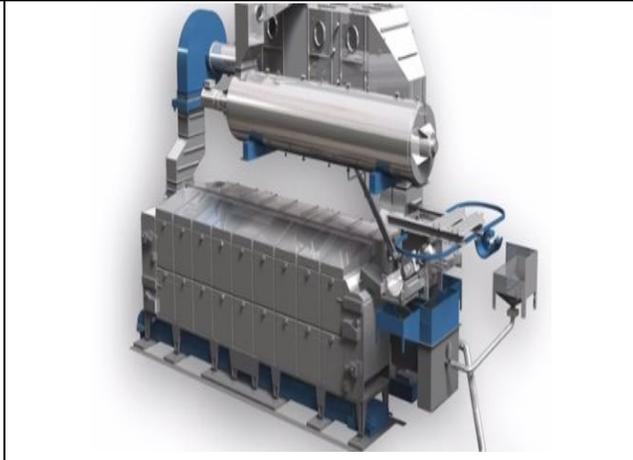
The sewer infrastructure in this area of Winchester Street is from the mid-1950s. The requested funding will allow for the lining of approximately 3,970 feet of asbestos cement sewer mains of various sizes. The sewer main that is currently suspended under the Winchester Street bridge will also be replaced with an inverted syphon system.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	416,300							416,300
Property / Equipment Acquisition								0
Bond Issuance Cost	1,700							1,700
TOTAL EXPENDITURES	\$418,000	\$0	\$0	\$0	\$0	\$0	\$0	\$418,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded	418,000							418,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$418,000	\$0	\$0	\$0	\$0	\$0	\$0	\$418,000

2025 - 2031 Capital Improvement Program
Sewer Fund
WWTP SLUDGE DRYER PROJECT

Project Number: 32JW014A
Type: Existing/Multiphase Project
Physical Location: Wastewater Treatment Plant
Operating Budget Impact: Reduction in volume of biosolids to be hauled away and disposed of. Increase in operating expenses such as electricity, chemicals and maintenance.
Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure


PROJECT DESCRIPTION

The City of Keene's wastewater treatment plant returns approximately 3 million gallons (MG) of treated water to the Ashuelot River every day. The plant also produces a waste product in the form of biosolids or dewatered sludge that needs to be disposed of. Sludge is generated in liquid form throughout the treatment process and is dewatered (to remove as much water as possible) before being hauled away. Currently, the City's biosolids are trucked to Waste Management's (WM) landfill in Rochester, NH. Historically, the plant produced approximately 6,500 tons of Class B sludge every year, but with upgrades to the dewatering equipment in 2016, the plant's sludge production has been reduced to 4,500 tons/year (about a 30% reduction.)

Due to the recent Perfluoroalkyl Substances (PFAS) issue and reduced landfill capacity, New Hampshire communities are facing challenges regarding sludge disposal and increasing disposal prices. The City of Keene is not immune to these challenges. Prior to a new contract effective November 1, 2021, the City of Keene paid \$85.24/ton. That cost has increased to \$125/ton, with annual increases of 3.5% each year until the new contract expires in October 2026.

A feasibility assessment funded by an American Rescue Plan Act grant was completed in 2023. The study evaluated equipment options and helped the City develop a sludge dewatering plan that will be implemented over the next 30 years. FY27 & FY28 funds equipment selection, bid specification, permitting, and design portion of the project. FY30 funds the construction of a building addition and purchase and installation of a sludge dryer that would produce solids that are 85% to 95% dry that could be used for beneficial reuse or incineration and reduce Keene's yearly total of biosolids to approximately 1,500 tons/year or a 67% reduction.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design			150,000	150,000		250,000		550,000
Construction / Implementation						3,000,000		3,000,000
Property / Equipment Acquisition						9,000,000		9,000,000
Bond Issuance Cost						25,000		25,000
TOTAL EXPENDITURES	\$0	\$0	\$150,000	\$150,000	\$0	\$12,275,000	\$0	\$12,575,000
FUNDING								
Current Revenue								0
CR - Wastewater Treatment Plant			150,000	150,000		250,000		550,000
Debt Funded						12,025,000		12,025,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$150,000	\$150,000	\$0	\$12,275,000	\$0	\$12,575,000



**2025 - 2031 Capital Improvement Program
Sewer Fund**

WWTP SERVICE WATER SYSTEM UPGRADE PROJECT

Project Number: 32JW024A
Type: Existing Project/Stand-Alone
Physical Location: Wastewater Treatment Plant
Operating Budget Impact: N/A



Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure

PROJECT DESCRIPTION

This project replaces the non-potable service water system at the wastewater treatment plant (WWTP). Service water is wastewater that has received complete treatment and is suitable for discharge into the river, but is not suitable for drinking. To conserve resources, service water is used throughout the WWTP in applications where drinking quality water is not required. The equipment is original to the plant (circa 1985), is approaching 40 years old, and has reached the end of its useful life. It is anticipated that the new pumping system will be more energy efficient.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design	30,000							30,000
Construction / Implementation	231,000							231,000
Property / Equipment Acquisition								0
Bond Issuance Cost	1,000							1,000
TOTAL EXPENDITURES		\$0	\$0	\$0	\$0	\$0	\$0	\$262,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded	262,000							262,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$262,000	\$0	\$0	\$0	\$0	\$0	\$0	\$262,000

WWTP HVAC REPLACEMENT PROJECT

Project Number: TBD
Type: Existing Program/Ongoing CIP
Physical Location: Wastewater Treatment Plant
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure



PROJECT DESCRIPTION

This project replaces multiple heating, ventilation, and air conditioning (HVAC) units at the wastewater treatment plant (WWTP). The HVAC systems are important for fresh air exchange that provide protection for equipment and employee safety. The system that is due to be replaced in FY25 was installed in 2004, is not energy efficient, and has reached the end of its serviceable life.

The new HVAC systems will meet all air exchange requirements as specified by code while allowing for energy savings. The new units may be eligible for a one-time energy rebate from Eversource.

- FY25 replaces the main control building HVAC system
- FY29 replaces the grit chamber HVAC system
- FY31 replaces the sludge processing room HVAC system

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design	45,000				45,000		45,000	135,000
Construction / Implementation	325,000				375,000		400,000	1,100,000
Property / Equipment Acquisition								0
Bond Issuance Cost	2,000				2,000		2,000	6,000
TOTAL EXPENDITURES	\$372,000	\$0	\$0	\$0	\$422,000	\$0	\$447,000	\$1,241,000
FUNDING								
Current Revenue								0
CR - Wastewater Treatment Plant	45,000				45,000		45,000	135,000
Debt Funded	327,000				377,000		402,000	1,106,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$372,000	\$0	\$0	\$0	\$422,000	\$0	\$447,000	\$1,241,000

2025 - 2031 Capital Improvement Program
Sewer Fund
WWTP TANK REPAIR PROGRAM

Project Number: 32MW002
Type: Existing Program/Ongoing CIP
Physical Location: Wastewater Treatment Plant
Operating Budget Impact: N/A



Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure

PROGRAM DESCRIPTION

The wastewater treatment plant (WWTP) was constructed in the early 1980s and is approximately 40 years old. Current upgrades have replaced many original components and systems. However, the backbone infrastructure, such as the clarifiers and storage tanks, are original to the plant and periodic maintenance is required to keep this infrastructure in good repair.

This project funds improvements to the primary and secondary clarifiers as well as the aeration basins, septage tanks, and the sludge storage tank. The clarifiers were last coated in 2000 and the coating system has all but worn away. To continue to protect the clarifiers and mechanisms, the concrete and steel components must be sealed or coated. The aeration basins are in original condition with no work having been performed to the structures since the plant came online.

- FY25 funds the prep, concrete repair, coating of the ceiling, walls, and floors in three septage receiving tanks
- FY26 funds the prep and coating of the center well, rake arms, walls, and launders in one primary clarifier
- FY27 funds the prep and coating of the center well, rake arms, and sealing in one secondary clarifier
- FY28 funds the prep and coating of the center well, rake arms, and sealing in one secondary clarifier
- FY30 funds the prep, concrete repair, and coating of one aeration basin
- FY31 funds the prep, concrete repair, and coating of one aeration basin
- FY32 funds the prep, concrete repair, coating of the ceiling, walls, and floor of the sludge storage tank

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design	25,000	25,000	25,000	25,000		50,000	50,000	200,000
Construction / Implementation	125,000	125,000	125,000	125,000		250,000	250,000	1,000,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$150,000	\$150,000	\$150,000	\$150,000	\$0	\$300,000	\$300,000	\$1,200,000
FUNDING								
Current Revenue								0
CR - Wastewater Treatment Plant	150,000	150,000	150,000	150,000		300,000	300,000	1,200,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$150,000	\$150,000	\$150,000	\$150,000	\$0	\$300,000	\$300,000	\$1,200,000

WWTP BUILDING RENOVATION & DEMOLITION PROGRAM

Project Number: TBD
Type: Existing Program/ On-going CIP
Physical Location: Wastewater Treatment Plant
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure


PROGRAM DESCRIPTION

This program involves demolition, maintenance, and renovations to existing buildings and structures at the WWTP. It also includes the construction of a new storage building.

FY26 funds construction of a 21x21 foot storage building on a pre-existing foundation that will serve as cold storage for equipment that would otherwise be exposed to the elements.

FY28 funds the demolition of an out-of-service building that is beyond repair. This structure once housed equipment used for the composting process, a practice that was phased out in the late 1980s. This will require a significant amount of concrete removal and site work.

FY30 funds complete renovation of the men's and women's bathrooms and locker rooms. This work includes complete renovation of the showers, bathrooms, and locker rooms. These facilities are original to the plant and will be 45 years old at the time of renovation.

Although it is outside this CIP, the wastewater treatment plant control building is nearly 40 years old. All the windows and exterior doors are original to the plant and are approaching the end of their useful life. This project would replace all the buildings' windows as well as the leaking glass block and double exterior doors on the east side of the building.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design						55,000		55,000
Construction / Implementation		65,000		110,000		225,000		400,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES		\$65,000	\$0	\$110,000	\$0	\$280,000	\$0	\$455,000
FUNDING								
Current Revenue								0
CR - Wastewater Treatment Plant		65,000		110,000		280,000		455,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$65,000	\$0	\$110,000	\$0	\$280,000	\$0	\$455,000

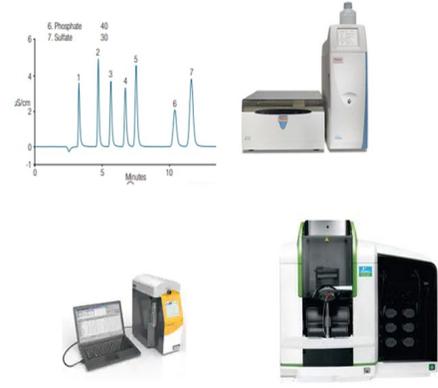


**2025 - 2031 Capital Improvement Program
Sewer Fund**

**WWTP LABORATORY INSTRUMENTATION &
EQUIPMENT REPLACEMENT PROGRAM**

Project Number: TBD
Type: Existing Program/Ongoing CIP
Physical Location: Wastewater Treatment Plant
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure



PROGRAM DESCRIPTION

This program will fund replacing laboratory instrumentation and support equipment used for wastewater analysis. The laboratory uses a variety of sophisticated instrumentation, including an atomic absorption spectrometer for low level metals analysis and UV spectrophotometry for a variety of colorimetric analytical methods. The support equipment includes a variety of incubators and ovens that must maintain tight temperature controls.

The laboratory staff performs, or contracts out, regular preventative maintenance on the instrumentation and equipment to keep them performing well and to lengthen their service life. However, instrumentation can become obsolete as improvements to the technology continue at a rapid pace and replacement becomes necessary. This program will fund replacements that are outside the scope of the operating budget. Planning ahead to fund these large purchases through capital reserves is the mission of this program.

The atomic absorption (AA) spectrometer is due for replacement in FY27. This instrumentation allows for in-house analysis of low level metals. As regulations require lower detection limits, staff may investigate inductively coupled plasma/mass spectrometry technology before replacing the AA with another graphite furnace/flame combination instrument. The budget figure provided is for the more expensive IPC/MS instrumentation. The cost for this instrument will be split between water and wastewater funds since it is used for both drinking water and wastewater samples.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition			105,000					105,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0		\$105,000	\$0	\$0	\$0	\$0	\$105,000
FUNDING								
Current Revenue								0
CR - Wastewater Treatment Plant			105,000					105,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$105,000	\$0	\$0	\$0	\$0	\$105,000

WWTP CLARIFIER EQUIPMENT REPLACEMENT PROJECT

Project Number: TBD
Type: New Program/ Ongoing CIP
Physical Location: Wastewater Treatment Plant
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure



PROJECT DESCRIPTION

FY26 funds the replacement of an original clarifier drive on secondary clarifier unit #1. This drive is original to the plant (circa 1985) and is at the end of its useful life.

FY28 funds the replacement of the aluminum weir and baffle system on two (2) secondary clarifiers. A weir and baffle system is a component of a clarifier that allows a uniform volume of water to flow from the clarifier unit. Without them, the clarifier could short circuit and cause potential operational issues. The aluminum weirs and baffles are original to the plant, have become thin, and have started to fail. The WWTP also has an aluminum limit in its discharge permit and therefore will replace the aluminum weirs with a weir and baffle system constructed of a composite material rather than aluminum. The 2023 cost per linear foot for the weir and baffle is \$95 per foot and there is a total of 300 linear feet of weir and baffle per clarifier. That price does not include construction and installation services.

Both primary clarifiers weir and baffle systems are scheduled to be replaced outside this CIP but are anticipated to occur prior to FY35.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation		190,000		100,000				290,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$190,000	\$0	\$100,000	\$0	\$0	\$0	\$290,000
FUNDING								
Current Revenue								0
CR - Wastewater Treatment Plant		190,000		100,000				290,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$190,000	\$0	\$100,000	\$0	\$0	\$0	\$290,000

WWTP FIBER OPTIC REPLACEMENT PROJECT

Project Number: TBD
Type: New Project/ Multiphase
Physical Location: Wastewater Treatment Plant
Operating Budget Impact: N/A



Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure

PROJECT DESCRIPTION

This project replaces the five (5) mile-long fiber optic network cable that connects the City's network from City Hall to the WWTP. The fiber optic cable is original and at the end of its useful life. To ensure reliable communications, new fiber cable needs to be run from City Hall to the wastewater treatment plant. The cost will be evenly split with the airport because the fiber optic cable scheduled for replacement serves both the WWTP and the airpoRoute. This work is scheduled for FY27.

FY29 replaces the fiber optic network throughout the wastewater treatment plant. The fiber is original and is at the end of its useful life. This project includes the labor and materials to place, terminate, and test approximately 3,000 feet of armored 12 strand single mode fiber optic cable. All fiber will be placed in new fiber panels and terminated with LC connectors.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation			22,500		65,000			87,500
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$22,500	\$0	\$65,000	\$0	\$0	\$87,500
FUNDING								
Current Revenue								0
CR - Wastewater Treatment Plant			22,500		65,000			87,500
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$22,500	\$0	\$65,000	\$0	\$0	\$87,500

**2025 - 2031 Capital Improvement Program
Sewer Fund
WWTP ROOF REPLACEMENT PROJECT**

Project Number: 32JW010
Type: Existing Project/Multiphase
Physical Location: Wastewater Treatment Plant
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure



PROJECT DESCRIPTION

In 2022, the Wastewater Treatment Facility replaced the majority of the original roof system on the main control building. However, there is another section of roofing on the control building that did not get replaced as part of phase 1. This roof system is original to the plant (circa 1985), has reached the end of its useful life, and is due for replacement.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design				25,000				25,000
Construction / Implementation				125,000				125,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000
FUNDING								
Current Revenue								0
CR - Wastewater Treatment Plant				150,000				150,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000



**2025 - 2031 Capital Improvement Program
Sewer Fund**

WWTP SEPTAGE PUMPS REPLACEMENT PROJECT

Project Number: TBD
Type: New Project/ Stand-Alone
Physical Location: Wastewater Treatment Plant
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure



PROJECT DESCRIPTION

The City of Keene's wastewater treatment plant (WWTP) accepts septage and holding tank waste from communities throughout New Hampshire and smaller amounts from Vermont and Massachusetts. The City has a fee structure for this waste which offsets the cost of treatment. This project replaces two (2) septage pumps original to the plant (circa 1985) and replaces them with three (3) newer, updated versions of the original.

This project also replaces all the valves associated with the septage pumping system and installation of new sections of piping. The original equipment will be over 45 years old at the time of replacement and is reaching the end of its useful life. It's expected the new pumps will be more energy efficient.

SCHEDULE & FINANCIAL PLAN

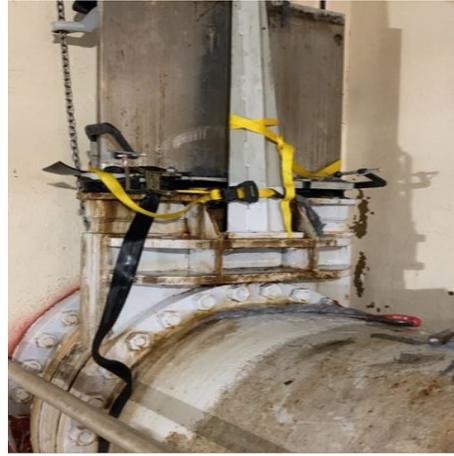
	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design							30,000	30,000
Construction / Implementation							250,000	250,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$0	\$280,000	\$280,000
FUNDING								
Current Revenue								0
CR - Wastewater Treatment Plant							280,000	280,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$0	\$0	\$0	\$280,000	\$280,000



2025 - 2031 Capital Improvement Program
Sewer Fund
MARTELL COURT BYPASS PROJECT

Project Number: TBD
Type: New Project/Stand-Alone
Physical Location: Martell Court Pumpstation
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure



PROJECT DESCRIPTION

The Martell Court pump station was originally constructed in 1985 and is the City’s largest pump station, which conveys all wastewater from the City of Keene and the Town of Marlborough to the City’s wastewater treatment plant (WWTP). This pump station operates 24/7/365. The station is designed to treat an annual average flow of 6 million gallons per day (MGD) and a peak flow of 21 MGD. Currently, the station conveys an average daily flow of 3 MGD and higher during severe storms. In the summer of 2021, the station experienced flows up to 17 MGD. The pump station includes a multi-level concrete structure separated into a wet well and a dry well. The dry well includes the pumps and motors on the lower level and the electrical panels and the diesel-powered emergency standby generator on the upper level.

In July 2023, the 30-inch discharge knife gate on the effluent force main failed and began leaking large volumes of wastewater into the dry pit. The station needs immediate repairs which are being funded by Sewer Fund balance. The only way to do the repair is to temporarily bypass pump around the station. This temporary repair will buy the City time to install a permanent bypass system to be able to perform more extensive repairs and maintenance.

FY25 funds the design and construction of a permanent bypass as well as repairs to the air relief valves and replacement of the three (3) original knife gates on the discharge pipe. This bypass will be available when the station is taken offline for repairs or any other emergency. Installation of a bypass system will include, at a minimum, installation of a new pipe under and across the Ashuelot River, new pumping equipment, and construction of a new building.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design	400,000							400,000
Construction / Implementation	3,000,000							3,000,000
Property / Equipment Acquisition								0
Bond Issuance Cost	20,000							20,000
TOTAL EXPENDITURES	\$3,420,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,420,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded	3,420,000							3,420,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$3,420,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,420,000

WWTP CHEMICAL FEED SYSTEM UPGRADE PROJECT

Project Number: TBD
Type: New Project/ Stand-Alone
Physical Location: Wastewater Treatment Plant
Operating Budget Impact: Reduce chemical cost by approximately \$23,000 to \$33,000 per year by purchasing in bulk versus smaller volume in totes
Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure



PROJECT DESCRIPTION

This project constructs a new chemical feed building that will be equipped with bulk storage tanks and chemical feed equipment that will replace and upgrade the caustic feed system at the plant. Currently, 300 gallon totes are used to provide 25% sodium hydroxide to the treatment process. Caustic soda is added to the treatment process in order to maintain compliance with the National Pollutant Discharge Elimination System (NPDES) permit for pH. The permitted range is from 6.5 specific units (su) to 8.0 specific units.

Historically, the treatment plant's pH is lower than 6.5 su and therefore needs to be continuously adjusted with chemicals. In the past, the wastewater treatment plant (WWTP) has added sodium bicarbonate to increase the pH of its discharged water and will still do so in times of high flow. However, the cost of sodium bicarbonate prevents its use during normal operations. In 2017, staff switched from sodium bicarbonate to caustic soda to reduce operating costs and, in doing so, constructed a temporary chemical feed system which is located outdoors and makes maintenance during the winter and inclement weather challenging. This new building would make the system permanent and reduce operating costs because bulk caustic is less expensive than purchasing caustic in totes.

The WWTP uses approximately 520,000 lbs to 750,000 lbs per year, depending on flow and precipitation levels.
 2023 bulk pricing is \$0.1379/lb
 2023 pricing for totes is \$0.182/lb

Using the 2023 pricing, switching to bulk deliveries would be a save approximately \$23,000 to \$33,000 per year.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design							100,000	100,000
Construction / Implementation							400,000	400,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000
FUNDING								
Current Revenue								0
CR - Wastewater Treatment Plant							500,000	500,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000

BLACKBROOK WASTEWATER PUMP STATION UPGRADE PROJECT

Project Number: TBD
Type: New Project/ Stand-Alone
Physical Location: Blackbrook pump station, Wyman Road
Operating Budget Impact: N/A



Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure

PROJECT DESCRIPTION

This project provides major upgrades and renovations to the original 1996 pump station located on Wyman Road. This pump station was installed when the Blackbrook Industrial Park was developed in the late 1990s. The pump station has been well maintained, but the majority of the infrastructure is original and is approaching the end of its useful design life. In addition, continued growth in that area of the city has increased flows to the station as well as increased the volume of non-flushable materials that cause frequent pumping issues. The pump station, along with the four other wastewater pumping stations, was evaluated by Wright-Pierce Engineers in 2022 and the recommendations in the report are the basis for this upgrade project.

Anticipated upgrades include upgrades to electrical and pumping equipment, HVAC system, emergency power, and installation of a screening system to remove non-flushable materials. A more in-depth analysis and scope will be developed during design, which is schedule for FY27.

The three remaining pump stations (Bradco, Farmstead Commons and Court Street) are also in need of major upgrades and renovations and will be the basis for future CIP programs. Current cost estimates to upgrade those pump stations are approximately \$3 million. These stations have been well maintained but the equipment is reaching the end of its useful life.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design			300,000		150,000			450,000
Construction / Implementation					1,750,000			1,750,000
Property / Equipment Acquisition								0
Bond Issuance Cost					10,000			10,000
TOTAL EXPENDITURES	\$0	\$0	\$300,000	\$0	\$1,910,000	\$0	\$0	\$2,210,000
FUNDING								
Current Revenue			300,000		150,000			450,000
Capital Reserve								0
Debt Funded					1,760,000			1,760,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$300,000	\$0	\$1,910,000	\$0	\$0	\$2,210,000

WWTP GRIT REMOVAL-CLAMSHELL REPLACEMENT PROJECT

Project Number: TBD
Type: New Project/Stand-Alone
Physical Location: Wastewater Treatment Plant
Operating Budget Impact: N/A



Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure

PROJECT DESCRIPTION

FY26 funds the replacement of an the original (1985) grit removal-clamshell apparatus. The first stage of treatment at the wastewater treatment plant (WWTP) is the removal of the inorganic grit and sand. The WWTP is equipped with two (2) 40,000 gallon grit settling tanks. Once enough grit has settled in the tank it needs to be removed. The WWTP is equipped with a clamshell apparatus that scoops grit from the grit tank, conveys it out the building on a rail system, and then deposits it in a dump truck. Grit is decanted on the compost pad until it is dry enough to be hauled away to a landfill in Rochester, NH.

The clamshell has served the City well for the past 40 years, but it is worn out and has reached the end of its useful life. FY26 funds a new clamshell type apparatus that will be compatible with the City's hoist, cable, and rail system.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition		80,000						80,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$80,000	\$0	\$0	\$0	\$0	\$0	\$80,000
FUNDING								
Current Revenue								0
CR - Wastewater Treatment Plant		80,000						80,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$80,000	\$0	\$0	\$0	\$0	\$0	\$80,000

**2025 - 2031 Capital Improvement Program
Sewer Fund
WWTP SLUDGE REPLACEMENT PROJECT**

Project Number: 32JW016
Type: Existing/Multiphase
Physical Location: Wastewater Treatment Plant
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure



PROJECT DESCRIPTION

FY30 funds the replacement of two (2) progressive cavity sludge pumps that pump sludge from the sludge storage tank to the dewatering screw presses. These pumps have been in service since 1996 and are approaching the end of their useful life. This project replaces the two pumps, motors, and controls. This project is intended to coincide with the installation of the sludge dryer for a seamless transition and installation with a new dewatering process.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design						30,000		30,000
Construction / Implementation						150,000		150,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$180,000	\$0	\$180,000
FUNDING								
Current Revenue								0
CR - Wastewater Treatment Plant						180,000		180,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$0	\$0	\$180,000	\$0	\$180,000

WWTP UV LAMP REPLACEMENT PROGRAM

Project Number: TBD
Type: New Program/ On-going CIP
Physical Location: Wastewater Treatment Plant
Operating Budget Impact: N/A



Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure

PROGRAM DESCRIPTION

The wastewater treatment plant (WWTP) has a National Pollution Discharge Elimination System (NPDES) permit which is administered by the Environmental Protection Agency (EPA). The permit has specific limits for the treated water that is discharged and returned to the Ashuelot River. One of those permitted parameters is E. coli bacteria. The WWTP uses ultra violet light technology (UV) to destroy the E. coli bacteria in order to maintain compliance with its permit.

There are a total of 240 UV lamps in the system and the lamps have a usable life of 12,000 hours, which equates to approximately five (5) years of run time. At the time of replacement, the City also contracts with the equipment manufacturer to perform an extensive preventative maintenance service on the equipment.

This program funds the replacement of 240 lamps, additional replacement parts, and a preventative maintenance service contract. This scope of work will reoccur every five (5) years.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition	75,000					80,000		155,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$75,000	\$0	\$0	\$0	\$0	\$80,000	\$0	\$155,000
FUNDING								
Current Revenue								0
CR - Wastewater Treatment Plant	75,000					80,000		155,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$75,000	\$0	\$0	\$0	\$0	\$80,000	\$0	\$155,000

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WATER FUND

An enterprise fund for the accounting of the operations, maintenance, and capital outlay needs of the water treatment and distribution systems. The Water Fund ensures that revenues from user charges and other miscellaneous revenue sources fully fund the operational, maintenance and capital needs of the public water treatment and distribution systems.

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Water Fund

The residents, businesses, and industries in Keene use an average of 1.9 million gallons of clean, potable water every day for everything from teeth brushing, washing, food preparation, cleaning, fire protection, landscape watering, commercial uses, and industrial processes.

To meet this water demand, the City has three separate water supplies – none of which can meet the City’s daily needs alone. These sources include two surface water reservoirs, Babbidge and Woodward, located in the Town of Roxbury, three gravel wells located off Court Street, and one gravel well located off West Street. Combined, the supplies are adequate for current demand under average precipitation conditions. The two surface water reservoirs can store a total of 850 million gallons of water and the City owns approximately 3,100 acres of the reservoirs’ watershed land with the majority of the land in the Town of Roxbury and the remaining land in the Towns of Harrisville, Marlborough, and Nelson. The water in the wellfields on West and Court Streets are re-supplied by more than 300 square miles of watershed. This CIP includes refurbishing the existing well facilities at the West Street well or construction of a new well facility in another location.

Although the raw water from all of the City’s sources is very clean, regulations require disinfection and chemical addition to make the water less acidic. The well buildings were constructed between 1964 and 1977, in an era with fewer treatment requirements, so current treatment options are limited due to the small size of the facilities. The City completed a Water Supply Master Plan Project and Well Evaluation in 2023. Future CIPs will include projects that developed from the Water Supply Master Plan to improve the future reliability and flexibility of the wellfields as the City responds to water quality regulations and plans for the likelihood of frequent periods of regional drought due to climate change.

The City’s drinking water treatment facility turned 30 years old in 2023 and this CIP includes routine equipment replacement projects. Changes in water quality regulations have forced changes in treatment techniques that result in more costly process operations and future CIPs will include an evaluation of upgrades at the facility.

After water from each of our three sources receive separate, onsite chemical treatment, they are comingled in one large water distribution system consisting of more than 102 miles of water main, six storage tanks, and five booster pump stations. This distribution system delivers water to approximately 6,700 residential and business customers. The water mains range in age from brand new (less than a year old) to more than 100 years old. The oldest known pipe in our system was placed into service in Central Square just three years after the end of the Civil War!

The current CIP funds improvement (either lining or replacement) of water mains at the rate of about 3,000 feet per year. Although the funds requested for this program have increased substantially from prior CIPs, this actually represents a slight decrease in the amount of work planned over the coming septennium. With no changes to this rate of water main replacement, all the City’s water mains will be replaced over the next 178 years. The expected useful life of a new cement-lined ductile iron water main is between 80 and 120 years, and while mains can remain in

service well past their expected life, older mains are more prone to leaks, poor flow, and breakage. When a main breaks, entire neighborhoods, commercial, or manufacturing areas may be without water and fire protection, roads can become impassable, and basements may be flooded. Without an increase in the replacement budget, an increasing number of these disruptions should be expected as the distribution system ages past its expected life.

To maximize the benefit received from current funding levels, the Public Works Department developed a Water Main Asset Management Plan (AMP) in 2016 that numerically ranks each section of main based on its criticality, history of breaks, and the potential financial, social, or environmental impact of a failure. Individual projects are selected based upon this ranked list, in conjunction with other planned utility and roadway improvements.

Recognizing that our replacement rate is likely to require service lives well beyond the typical 80-120 years for ductile iron, the Public Works Department has been evaluating alternative pipe materials. High Density Polyethylene (HDPE) pipe shows promise. During the coming years, we will be working with contractors and industry representatives to build a local base of knowledge related to construction with this pipe material.

This CIP includes funding for the ongoing gate valve replacement project. Gate valves are required to facilitate water main operation and maintenance and to control water loss during a main break. Valve failure results in an increased number of affected customers and can limit the water supply to critical assets in an emergency. Some of Keene's existing valves have been in operation for more than 100 years and cannot be relied on to function in an emergency because the functional life of a water valve is around 50 years. The current rate of funding valve replacement results in a 154-year replacement cycle. Therefore, over the long-term, additional investment may be needed to keep pace with the rate of valve failure.

Storing more than 5 million gallons of water occurs in the City's six (6) water storage tanks. The Drummer Hill tank failed in March 2018, and its replacement, along with a new pump station, was emergency-funded from water infrastructure capital reserve. The construction of those facilities was completed in 2021. However, this incident indicates that while the community is planning repair and replacement of the infrastructure on a schedule that keeps Keene's water rates as low as possible, the infrastructure deterioration continues on a schedule of its own.

The two largest tanks, with a combined capacity of 4.5 million gallons, are located on Beech Hill – one built in 1924 the other in 1962. Because these tanks provide water pressure and fire protection for most of the community, preserving their reliable function is a department priority. This CIP includes funds to correct deficiencies and perform needed repairs to the 3 MG tank.

The City's water assets have an estimated value of more than \$115 million and an ongoing investment into their maintenance, repair, and replacement will ensure that future generations enjoy safe and high-quality drinking water.

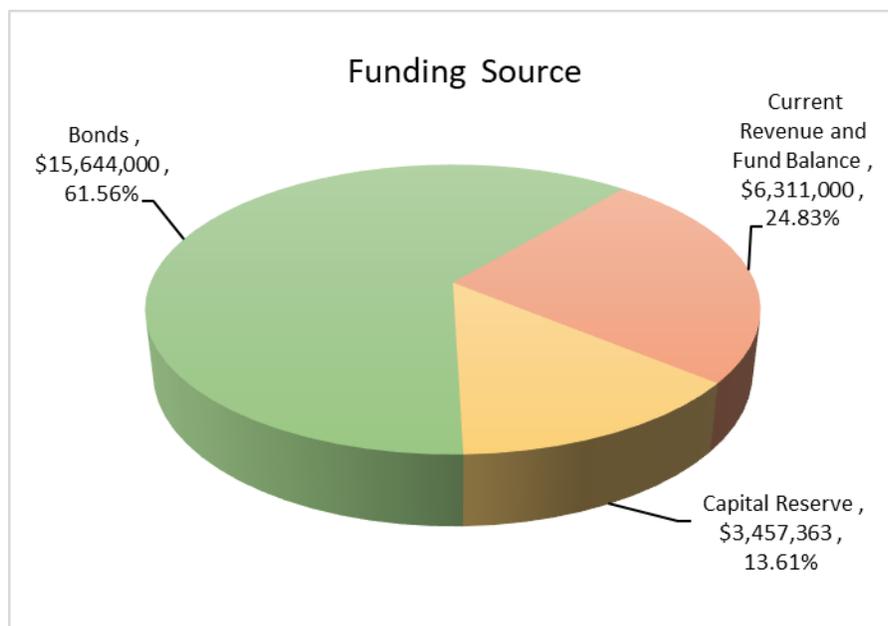
WATER FUND CIP PROJECTS AND FINANCIAL OVERVIEW

The proposed CIP includes several projects for the Water Fund. Over the seven-year span of the CIP, the Water Fund is proposing \$25,412,363 in CIP projects, amounting to 12.65% of the total CIP. Projected included in the 2025-2031 CIP include water distribution improvements, infrastructure support, water main cleaning and lining, well field, facility and equipment upgrades, tank repairs, and water valve replacement. The Water Fund utilizes capital reserve accounts with annual appropriations included in the CIP and earmarked as a funding source for future projects.

Funding for the Water Fund capital projects is derived from several sources as shown below. Current revenues contribute 24.83%, capital reserves 13.61%, and bonds 61.56% of the total funding needed for the next seven years.

	Current and Fund Balance	Capital Reserve	Bonds	Grants
FY25	\$ 750,000	\$ 316,400	\$ 2,311,000	\$ 3,377,400
FY26	\$ 750,000	\$ 423,183	\$ 3,319,000	\$ 4,492,183
FY27	\$ 871,000	\$ 596,800	\$ 1,560,000	\$ 3,027,800
FY28	\$ 1,030,000	\$ 915,180	\$ 5,214,000	\$ 7,159,180
FY29	\$ 750,000	\$ 418,300	\$ 840,000	\$ 2,008,300
FY30	\$ 1,035,000	\$ 647,500	\$ 1,195,000	\$ 2,877,500
FY31	\$ 1,125,000	\$ 140,000	\$ 1,205,000	\$ 2,470,000
Total	\$ 6,311,000	\$ 3,457,363	\$ 15,644,000	\$ 25,412,363
	24.83%	13.61%	61.56%	100.00%

Current revenues are derived from water rates that are charged to customers using the water system and for water service meters. The rates are adjusted annually to reflect the current and future needs of the Water Fund. The following chart summarizes the level of proposed sources of funding for the Water Fund proposed CIP.



Water Distribution and Production System

The water distribution system is a network of dams, reservoirs, wells, water tanks, pump and booster stations, water mains (pipes) and related infrastructure. These systems collect and transport water to the Water Treatment Facility (WTF) for treatment, and then transport clean and healthy drinking water throughout the city for use in homes and businesses.

As outlined in the proposed CIP, the combined project requests for the upgrades and maintenance of these systems total \$25,415,363.

A. Water Distribution Highlights

- **Water Distribution Improvements Program**– This program replaces water distribution assets to address system reliability and capacity concerns.
- **Water Valve Replacement** – This program repairs and replaces the 3000 water valves in the water distribution system.
- **Bulk Water Fill Station Project** – This new project is for a self-service bulk water station that will allow customers to purchase water 24/7/365 and creates an additional revenue source for the city.

B. Production System Highlights

- **Emergency Generator Program** – This program replaces the generators at the water treatment facility and at the Blackbrook Booster Station.
- **Well Field Upgrades** – The design and implementation of well field improvements are scheduled for FY26 and FY28.
- **WTF HVAC and AC Unit Replacement Project** – This new project replaces the HVAC and air conditioning systems at the water treatment facility.

Water Fund

2025-2031 Capital Improvement Program

Project Name	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
CR Appropriation: Water Infrastructure	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,500,000
CR Appropriation: Water Treatment Facility	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Bulk Water Fill Station Project			121,000					121,000
Emergency Generators Replacement Program				280,000			175,000	455,000
Lower Winchester Infrastructure Project	1,004,000							1,004,000
3 MG Storage Tank Repair Project		690,000						690,000
Chapman Water Tank Repairs Project				120,000				120,000
Water Distribution Improvements Program	1,467,400	1,920,000	1,886,800	1,323,900	983,300	1,369,500	1,205,000	10,155,900
Water Supply Dam Maintenance Program						200,000	200,000	400,000
Water Utility Work - Bridges Program						85,000		85,000
Water Valve Replacement Program	110,000	115,000	120,000	125,000	130,000	135,000	140,000	875,000
Well Field Upgrades Program		709,000		4,244,000				4,953,000
WTF Blower Replacement Project		83,783						83,783
WTF HVAC & AC Unit Replacement Project			45,000		145,000			190,000
WTF Instrumentation Replace & Upgrade Program	46,000			40,000				86,000
WTF Lab Instrumentation/Equip Replace Program			105,000					105,000
WTF Water Pump Repair & Replace Program		65,000		75,000		155,000		295,000
WTF Valve & Actuator Replace/Upgrade Project		159,400		171,280		183,000		513,680
WTF Waste Gate Actuator Replacement Project				30,000				30,000
TOTAL CAPITAL PROGRAM	\$ 3,377,400	\$ 4,492,183	\$ 3,027,800	\$ 7,159,180	\$ 2,008,300	\$ 2,877,500	\$ 2,470,000	\$ 25,412,363

PROJECT FUNDING DETAIL

Capital Reserve Appropriations

Capital Reserve: Water Infrastructure	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,500,000
Capital Reserve: Water Treatment Facility	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Total: Capital Reserve Appropriations	\$ 750,000	\$ 5,250,000						

Reserve Funded Projects

Chapman Water Tank Repairs Project	\$ -	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 120,000
Water Distribution Improvements Program	160,400		326,800	353,900	143,300	174,500		1,158,900
Water Valve Replacement Program	110,000	115,000	120,000	125,000	130,000	135,000	140,000	875,000
WTF Blower Replacement Project		83,783						83,783
WTF HVAC & AC Unit Replacement Project			45,000		145,000			190,000
WTF Instrumentation Replace & Upgrade Program	46,000			40,000				86,000
WTF Lab Instrumentation/Equip Replace Program			105,000					105,000
WTF Water Pump Repair & Replace Program		65,000		75,000		155,000		295,000
WTF Valve & Actuator Replace/Upgrade Project		159,400		171,280		183,000		513,680
WTF Waste Gate Actuator Replacement Project				30,000				30,000
Total: Reserve Funded Projects	\$ 316,400	\$ 423,183	\$ 596,800	\$ 915,180	\$ 418,300	\$ 647,500	\$ 140,000	\$ 3,457,363

Projects Funded with Debt

3 MG Storage Tank Repair Project	\$ -	\$ 690,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 690,000
Lower Winchester Infrastructure Project	1,004,000							1,004,000
Water Distribution Improvements Program	1,307,000	1,920,000	1,560,000	970,000	840,000	1,195,000	1,205,000	8,997,000
Well Field Upgrades Program		709,000		4,244,000				4,953,000
Total: Projects Funded with Debt	\$ 2,311,000	\$ 3,319,000	\$ 1,560,000	\$ 5,214,000	\$ 840,000	\$ 1,195,000	\$ 1,205,000	\$ 15,644,000

Projects Funded with Grants

N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Projects Funded with Grants	\$ -							

Projects Funded with Cash

Bulk Water Fill Station Project	\$ -	\$ -	\$ 121,000	\$ -	\$ -	\$ -	\$ -	\$ 121,000
Emergency Generators Replacement Program				280,000			175,000	455,000
Water Supply Dam Maintenance Program						200,000	200,000	400,000
Water Utility Work - Bridges Program						85,000		85,000
Total: Projects Funded with Cash	\$ -	\$ -	\$ 121,000	\$ 280,000	\$ -	\$ 285,000	\$ 375,000	\$ 1,061,000

Subtotal: Uses of Cash	\$ 750,000	\$ 750,000	\$ 871,000	\$ 1,030,000	\$ 750,000	\$ 1,035,000	\$ 1,125,000	\$ 6,311,000
(Capital Reserve Appropriations plus Projects Funded with Cash)								

TOTAL CAPITAL PROGRAM

\$ 3,377,400	\$ 4,492,183	\$ 3,027,800	\$ 7,159,180	\$ 2,008,300	\$ 2,877,500	\$ 2,470,000	\$ 25,412,363
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New Cash Requirement FY 25-31: Reconciliation

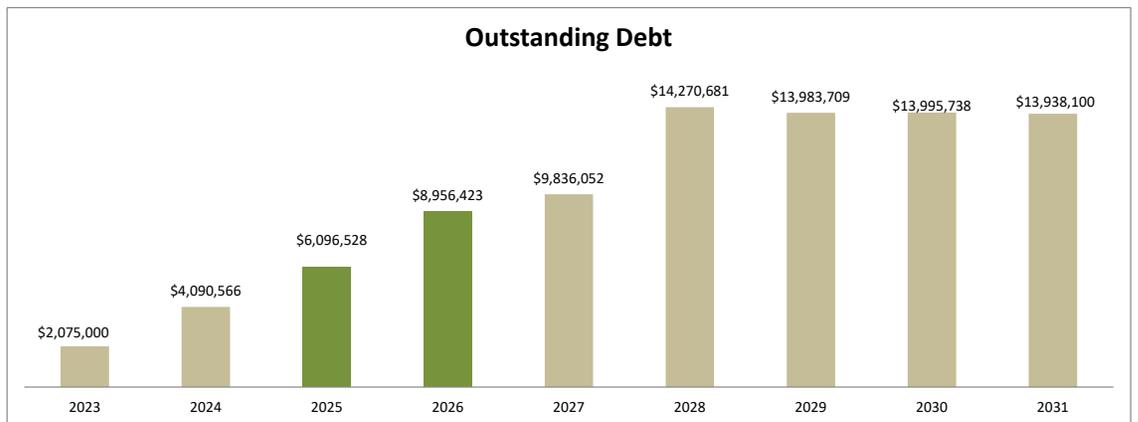
Capital Reserve Appropriation	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 5,250,000
User of Current Revenues for Projects	-	-	121,000	280,000	-	285,000	375,000	1,061,000
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-
New Funds Needed	\$ 750,000	\$ 750,000	\$ 871,000	\$ 1,030,000	\$ 750,000	\$ 1,035,000	\$ 1,125,000	\$ 6,311,000

Water Fund

2025 - 2031 CIP Debt Summary

	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Existing Debt	\$4,090,566	\$6,096,528	\$8,956,423	\$9,836,052	\$14,270,681	\$13,983,709	\$13,995,738
Authorized Not Issued	-	-	-	-	-	-	-
New Issues Proposed	2,311,000	3,319,000	1,560,000	5,214,000	840,000	1,195,000	1,205,000
Principal Paid	(305,038)	(459,105)	(680,371)	(779,371)	(1,126,971)	(1,182,971)	(1,262,638)
Total Existing Debt & Issues Proposed	\$6,096,528	\$8,956,423	\$9,836,052	\$14,270,681	\$13,983,709	\$13,995,738	\$13,938,100

	<u>Issue</u>	<u>Term</u>	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Existing & Authorized Debt Service (P & I)			\$451,613	\$440,519	\$429,425	\$413,580	\$402,986	\$392,392	\$381,797
<u>Proposed Debt Service CIP FY25</u>									
Lower Winchester Infrastructure	1,004,000	15	25,100	115,460	112,113	108,767	105,420	102,073	98,727
Water Distribution Improvement	1,307,000	15	32,675	150,305	145,948	141,592	137,235	132,878	128,522
<u>Proposed Debt Service CIP FY26</u>									
3MG Water Tank	690,000	15		17,250	79,350	77,050	74,750	72,450	70,150
Water Distribution Improvement	1,920,000	15		48,000	220,800	214,400	208,000	201,600	195,200
Well Field Upgrades	709,000	15		17,725	81,535	79,172	76,808	74,445	72,082
<u>Proposed Debt Service CIP FY27</u>									
Water Distribution Improvements	1,560,000	15			39,000	179,400	174,200	169,000	163,800
<u>Proposed Debt Service CIP FY28</u>									
Water Distribution Improvements	970,000	15				24,250	111,550	108,317	105,083
Well Field Upgrades	4,244,000	15				106,100	488,060	473,913	459,767
<u>Proposed Debt Service CIP FY29</u>									
Water Distribution Improvements	840,000	15					21,000	96,600	93,800
<u>Proposed Debt Service CIP FY30</u>									
Water Distribution Improvements	1,195,000	15						29,875	137,425
<u>Proposed Debt Service CIP FY31</u>									
Water Distribution Improvements	1,205,000	15							30,125
Total CIP 25-31 Debt Service Proposed			57,775	348,740	678,747	930,730	1,397,023	1,461,152	1,554,680
Total Projected Debt Service: Water Fund			\$509,388	\$789,259	\$1,108,171	\$1,344,310	\$1,800,009	\$1,853,543	\$1,936,477



Water Fund

Water Infrastructure Capital Reserve

The purpose of the Water Infrastructure Capital Reserve is for the repair and replacement of major components of existing infrastructure, systems, and equipment including wells, lift stations, tanks etc., and the distribution system.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$461,847	\$698,361	\$1,094,195	\$1,158,869	\$1,070,569	\$1,310,242	\$1,515,749
<u>Proposed Revenues</u>							
Appropriation - Current Revenues	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Estimated Investment Earnings	6,914	10,834	11,474	10,600	12,973	15,007	18,757
Total Receipts	<u>\$506,914</u>	<u>\$510,834</u>	<u>\$511,474</u>	<u>\$510,600</u>	<u>\$512,973</u>	<u>\$515,007</u>	<u>\$518,757</u>
<u>Proposed Project Expenditures</u>							
Chapman Road Water Tank Project				(120,000)			
Water Distribution Improvements Program	(160,400)		(326,800)	(353,900)	(143,300)	(174,500)	
Water Valve Replacement Program	(110,000)	(115,000)	(120,000)	(125,000)	(130,000)	(135,000)	(140,000)
Total Expenditures	<u>(\$270,400)</u>	<u>(\$115,000)</u>	<u>(\$446,800)</u>	<u>(\$598,900)</u>	<u>(\$273,300)</u>	<u>(\$309,500)</u>	<u>(\$140,000)</u>
Estimated End of Year Reserve Balance	\$698,361	\$1,094,195	\$1,158,869	\$1,070,569	\$1,310,242	\$1,515,749	\$1,894,506

Water Fund

Water Treatment Facility Infrastructure Capital Reserve

The purpose of the Water Treatment Facility Capital Reserve is for the repair and replacement of major components of facility including pumps, controls, chemical systems, etc., and, building components.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$67,523	\$274,238	\$218,216	\$321,398	\$257,669	\$366,296	\$281,079
<u>Proposed Revenues</u>							
Appropriation - Current Revenues	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Estimated Investment Earnings	2,715	2,161	3,182	2,551	3,627	2,783	5,311
Total Receipts	\$252,715	\$252,161	\$253,182	\$252,551	\$253,627	\$252,783	\$255,311
<u>Proposed Project Expenditures</u>							
WTF Blower Replacement Project		(83,783)					
WTF HVAC and AC Unit Replace Project			(45,000)		(145,000)		
WTF Instrument Replace & Upgrade Program	(46,000)			(40,000)			
WTF Lab Instrument & Equip Replace Program			(105,000)				
WTF Valve & Actuator Replace & Upgrade Program		(159,400)		(171,280)		(183,000)	
WTF Waste Gate Actuator Replace Project				(30,000)			
WTF Water Pump Repair & Replace Program		(65,000)		(75,000)		(155,000)	
Total Expenditures	(\$46,000)	(\$308,183)	(\$150,000)	(\$316,280)	(\$145,000)	(\$338,000)	\$0
Estimated End of Year Reserve Balance	\$274,238	\$218,216	\$321,398	\$257,669	\$366,296	\$281,079	\$536,390

Water Fund

2025 - 2031 Capital Improvement Program Multi-Year Projections

	ACTUAL FY 22/23	BUDGET FY23/24	PROJECTED FY24/25	PROJECTED FY25/26	PROJECTED FY26/27	PROJECTED FY27/28	PROJECTED FY28/29	PROJECTED FY29/30	PROJECTED FY30/31
REVENUES									
Charges for Services	\$5,225,967	\$5,458,300	\$5,748,564	\$6,179,706	\$6,488,691	\$6,813,126	\$7,153,782	\$7,511,471	\$7,887,045
Miscellaneous	57,392	10,028	17,500	17,500	20,000	20,000	20,000	20,000	20,000
Use of Surplus		266,126	(231,839)	(355,683)	(334,181)	(244,706)	(615,741)	(544,421)	(675,126)
Capital Program-Interfund Appropriations	6,306	1,552,647	316,400	423,183	596,800	915,180	418,300	647,500	140,000
Capital Program-Sale of Bonds			2,311,000	3,319,000	1,560,000	5,214,000	840,000	1,195,000	1,205,000
TOTAL REVENUES	\$5,289,665	\$7,287,101	\$8,161,625	\$9,583,706	\$8,331,310	\$12,717,600	\$7,816,341	\$8,829,550	\$8,576,919
EXPENSES									
Public Works Water	\$921,767	\$919,132	\$965,089	\$1,013,343	\$1,043,743	\$1,075,056	\$1,112,683	\$1,151,626	\$1,191,933
Water Distribution Services	370,935	565,653	593,936	623,632	642,341	661,612	684,768	708,735	733,541
Water System Maintenance	113,575	138,899	145,844	153,136	157,730	162,462	168,148	174,034	180,125
Water Supply	240,171	252,987	265,636	278,918	287,286	295,904	306,261	316,980	328,074
Meters	475,735	439,698	461,683	484,767	499,310	514,289	532,289	550,920	570,202
Water Treatment Facility	719,396	932,132	978,739	1,027,676	1,058,506	1,090,261	1,128,420	1,167,915	1,208,792
Laboratory	182,211	208,523	218,949	229,897	236,794	243,897	252,434	261,269	270,413
Depreciation Expense	922,500	1,010,000	950,000	950,000	950,000	950,000	950,000	950,000	950,000
Debt Service	45,838	91,677	204,350	330,154	427,800	564,939	673,038	670,572	673,839
Subtotal	\$3,992,128	\$4,558,701	\$4,784,225	\$5,091,523	\$5,303,510	\$5,558,420	\$5,808,041	\$5,952,050	\$6,106,919
CAPITAL PROGRAM									
Capital Reserve Appropriations	\$875,000	\$875,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
Capital Projects-Net Interfund Transfers	300,000	1,853,400	316,400	423,183	596,800	915,180	418,300	647,500	140,000
Capital Project - Funded with Debt			2,311,000	3,319,000	1,560,000	5,214,000	840,000	1,195,000	1,205,000
Capital Project - Funded with Cash	\$1,175,000	\$2,728,400	\$3,377,400	\$4,492,183	\$3,027,800	\$7,159,180	\$2,008,300	\$2,877,500	\$2,470,000
TOTAL EXPENSES	\$5,167,128	\$7,287,101	\$8,161,625	\$9,583,706	\$8,331,310	\$12,717,600	\$7,816,341	\$8,829,550	\$8,576,919
NET REVENUE (EXPENSE)	\$122,537	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Projected Fund Balance End of Year</i>	\$2,023,925	\$1,757,799	\$1,989,638	\$2,345,321	\$2,679,503	\$2,924,209	\$3,539,950	\$4,084,372	\$4,759,498

WATER STORAGE TANKS

The City owns and operates 6 water storage tanks throughout the distribution system. In 2013, Tighe and Bond Engineering performed an external evaluation of the water storage tanks. In 2015, Liquid Engineering, a team of specialized divers, performed an inspection of the interior of the water storage tanks. The City began planning and prioritizing improvements through the CIP process and since 2018 many improvements have been made.

- In 2018, the Blackbrook tank (380,000 gallons) was taken offline and completely refurbished inside and out.
- In 2019, the City completed an evaluation of the 3 million gallon storage tank and it was recommended that the tank be refurbished rather than replaced. This tank was last coated in the late 1990s and refurbishment including a new interior and exterior coating system is scheduled to begin in FY26.
- In 2020, construction of a new water storage tank (130,000 gallon) in the Drummer Hill development was completed.
- Construction of two new, above ground electrical buildings for Blackbrook and Chapman Road tanks are scheduled to be completed by the end of FY24.
- The 1.5 million gallon tank is a large tank that is 112 feet in diameter and 21 feet deep. It is a buried, cast in place concrete tank that was constructed in 1924 and is nearly 100 years old. Construction began in the fall of 2023 that installs a new, impermeable roof cover that will be sloped appropriately to divert water away from the top of the tank. Construction is scheduled to be completed by December 2023.
- Chapman Road tank (200,000 gallon) is schedule to be refurbished in FY28.

The FY25-FY31 CIP funds repairs to the interior and exterior coating systems as well as safety improvements for the Chapman Road water storage tank and complete refurbishing of the 3 million gallon water storage tank located on Roxbury Road.

2025 - 2031 Capital Improvement Program
Water Fund
3 MG WATER STORAGE TANK REPAIR PROJECT

Project Number: 34J1004A
Type: Existing/Multiphase Project
Physical Location: Water Treatment Facility
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure



PROJECT DESCRIPTION

The City's 3 million gallon water storage tank is an above grade welded steel tank that was constructed in 1962. The November 2013 "Water Facilities Evaluation" performed by Tighe and Bond included an interior and exterior inspection that noted several deficiencies.

The deficiencies noted included failure of the interior and exterior coating systems; corrosion on the tank wall; interior rust nodules on the floor of the tank; holes and delamination on the roof of the tank; and replacement of the tank vent. Tighe and Bond also recommend installing cathodic protection and a guard rail at the top of the tank for safe walking along the dome.

FY18 funded a more detailed evaluation of the tank. Tata & Howard Engineers was selected to perform the work, which was completed in 2019. After evaluating the tank and reviewing the current and future water storage requirements, Tata & Howard Engineers recommend rehabilitating the existing tank to include a new interior and exterior coating system as well as the installation of a mixing system. Cost estimates for this work are estimated at approximately \$3 million. The work was scheduled to take place in FY23 but due to recent economic conditions, Tata & Howard Engineers recommend adding an additional 30% to the construction budget prior to advertising for bid. FY26 funds the additional monies required.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation		686,000						686,000
Property / Equipment Acquisition								0
Bond Issuance Cost		4,000						4,000
TOTAL EXPENDITURES	\$0	\$690,000	\$0	\$0	\$0	\$0	\$0	\$690,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded		690,000						690,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$690,000	\$0	\$0	\$0	\$0	\$0	\$690,000

CHAPMAN WATER STORAGE TANK REPAIR PROJECT

Project Number: 34JI012A
Type: Existing/Multiphase Project
Physical Location: Chapman Water Storage Tank
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Healthy community; quality-built environment; infrastructure


PROJECT DESCRIPTION

This 200,000 gallon, precast concrete water storage tank was constructed in 1993. This project includes repairs identified in the November 2013 Tighe and Bond "Water Facilities Evaluation," including repairs to the interior and exterior of the tank and application of a new cementitious coating system. In addition, this project funds installation of a dome safety cable system.

FY22 funded design and installation of a new, above ground electrical building that will accommodate the electrical panels and control systems. This new, above ground electrical building will eliminate the current underground electrical pit, provide a moisture free environment for the electrical equipment, and allow a single staff member to perform repairs and checks without having to perform a confined space entry. Design work was completed in FY22. Construction will occur in FY24 in conjunction with the Blackbrook Tank electrical upgrade.

FY28 funds the refurbishment of the interior and exterior of the tank and installation of the safety cable system on the tank dome.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation				120,000				120,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$120,000	\$0	\$0	\$0	\$120,000
FUNDING								
Current Revenue								0
CR - Water Infrastructure				120,000				120,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$120,000	\$0	\$0	\$0	\$120,000

WATER DISTRIBUTION IMPROVEMENTS PROGRAM

In 2015, the Public Works Department completed a Water Mains Asset Management Plan (AMP). The AMP prioritizes water mains that should be replaced or rehabilitated over the next century. Each length of water main throughout the City was evaluated for both probability and consequence of failure. Criteria used to identify the probability of failure included age, material, and breakage history. Criteria used to determine the consequence of failure include regulatory compliance, social cost, collateral damage, and environmental cost. A weighted calculation was used to combine these ratings into a risk score for each water main throughout the City. Mains with the highest risk score are prioritized for replacement or rehabilitation in the CIP. Mains with lower risk scores will be identified for replacement or rehabilitation in future years.

In developing the list of specific projects the Department also looks at other planned improvements. For example, the planned improvements on Route 101 has a lower risk score than some other assets, but it is planned to be replaced in conjunction with the NHDOT road rehab work.

Location	Objective and Scope of Work	2023 Estimated cost ⁽¹⁾	Construction Year	Inflation adjustment (3% per year)	Construction year estimated cost ⁽²⁾
Downtown Infrastructure ⁽³⁾	Replace approx. 1,950 feet of cast iron pipes in and around Central Square.	\$1,224,720	2025	\$74,600	\$1,299,300
	Replace approx. 3,200 feet of cast iron pipes between Central Square and Gilbo Avenue. This phase includes work on Church Street (from Main to Wells), Lamson Street (from Main to Federal), and Gilbo Avenue (from Main to School).	\$1,749,600	2026	\$162,200	\$1,911,800
	Replace approx. 900 feet of cast iron pipes installed between Gilbo Avenue and Water Street.	\$524,880	2027	\$65,900	\$590,800
Route 101	Prepare designs for FY28 project.	\$151,155	2025	\$9,200	\$160,400
	Replace 12" cast iron pipe with 12" ductile iron from Swanzey Factory Road to Branch Road as part of the NHDOT reconstruction of Route 101.	\$856,545	2027	\$107,500	\$964,000
West Street	Prepare designs for the West Street Corridor Improvements Project, with construction planned in FY32.	\$150,000	2027	\$18,800	\$168,800
Court Street	Prepare designs for FY26 project.	\$140,445	2027	\$17,600	\$158,000
	Replace 10" cast iron pipe with 12" ductile iron pipe from East Surry Road to Maple Avenue.	\$812,100	2028	\$154,400	\$966,500
City Wide	Update the 2002 Water Infrastructure Master Plan.	\$200,000	2028	\$31,900	\$231,900
Church Street	Prepare designs for FY29 project.	\$105,200	2028	\$16,800	\$122,000
Church Street	Replace 6" cast iron water mains installed in the 1890s with 8" ductile iron pipe from Norway Avenue to South Lincoln Street - work is scheduled to coincide with planned drainage improvements.	\$701,500	2029	\$136,100	\$837,600
Hastings Avenue	Prepare designs for FY30 project.	\$120,000	2029	\$23,300	\$143,300
	Replace 8" cast iron pipe with 12" ductile iron pipe from Hurricane Road to Summit Road to improve available fire flows	\$967,266	2030	\$222,300	\$1,189,600
Maple Avenue	Prepare designs for FY31 project	\$141,885	2030	\$32,600	\$174,500
	Replace 10" cast iron pipe with 12" ductile iron pipe from Hastings Avenue to Route 12.	\$945,900	2031	\$252,300	\$1,198,200

1) Estimated costs in 2023 Year dollars

2) All costs include 10% for construction contingencies, 15% for engineering design, 10% for construction administration, and 1% for supervision

3) Design funds for the Downtown Infrastructure Project were approved in FY22

WATER DISTRIBUTION IMPROVEMENTS PROGRAM

Project Number: 34MI02
Type: Ongoing Program
Physical Location: Various (see preceding page)
Operating Budget Impact: This program mitigates operating budget impacts by replacing assets most likely to require costly emergency repairs.
Goals / Master Plan / Vision: Goal 4: Infrastructure


PROGRAM DESCRIPTION

This program provides funds for the replacement of water mains in order to address system reliability and capacity concerns. During the seven-year period covered by this CIP, we anticipate replacing 4.0 miles of our approximately 102.1 miles of water main; an average of 0.6% per year. At this pace, it will take approximately 178 years to replace all of the mains in the system. That rate of replacement is not sufficient to keep pace with the rate of degradation. We should expect more frequent occurrences of pipe breaks and higher rates of leakage over time.

The proposed sequence of work has been adjusted based on coordination with other projects and programs. The downtown work is now planned for construction over a three year period, beginning in 2025. This matches the phasing plans discussed during project development presentations and workshops. Replacement of the water mains from Marlboro Street to Branch Road have been pulled forward to coincide with the New Hampshire Department of Transportation (NHDOT) schedule for the reconstruction of Route 101. The water mains in this area date back to 1914 and should be replaced as part of the NHDOT's project. This provides us with an opportunity to reduce the cost borne by ratepayers, since we will not be responsible for pavement restoration. Work on Court Street and Church Street has been reprogrammed for 2028 and 2029 respectively.

A portion of the design funds programmed for FY28 below will be used to update the City's Water Infrastructure Master Plan. This plan was last prepared in 2002 and has served as the basis for most of the capital improvements in the water fund over the last two decades. The effort will include a top-to-bottom evaluation of the water treatment and distribution system, with recommendations for the next twenty years of Capital Improvement priorities.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design	160,400		326,800	353,900	143,300	174,500		1,158,900
Construction / Implementation	1,299,300	1,911,800	1,554,800	966,500	837,600	1,189,600	1,198,200	8,957,800
Property / Equipment Acquisition								0
Bond Issuance Cost	7,700	8,200	5,200	3,500	2,400	5,400	6,800	39,200
TOTAL EXPENDITURES	\$1,467,400	\$1,920,000	\$1,886,800	\$1,323,900	\$983,300	\$1,369,500	\$1,205,000	\$10,155,900
FUNDING								
Current Revenue								0
CR - Water Infrastructure	160,400		326,800	353,900	143,300	174,500		1,158,900
Debt Funded	1,307,000	1,920,000	1,560,000	970,000	840,000	1,195,000	1,205,000	8,997,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$1,467,400	\$1,920,000	\$1,886,800	\$1,323,900	\$983,300	\$1,369,500	\$1,205,000	\$10,155,900

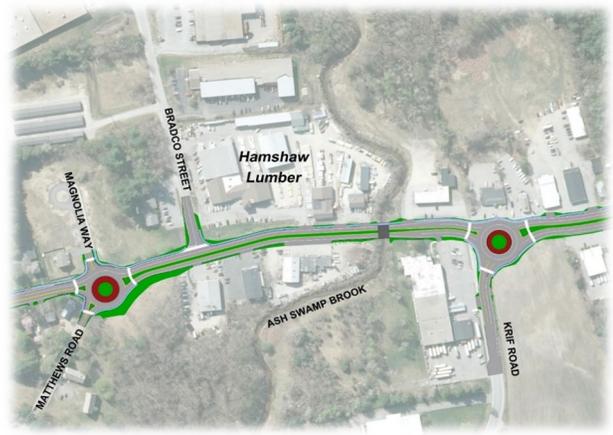


2025 - 2031 Capital Improvement Program

Water Fund

LOWER WINCHESTER STREET RECONSTRUCTION PROJECT WATER INFRASTRUCTURE SUPPORT

Project Number:	TBD
Type:	One-time Project
Physical Location:	Winchester Street, Route 101 to town line
Operating Budget Impact:	N/A
Goals / Master Plan / Vision:	Goal 4: Infrastructure



PROJECT DESCRIPTION

The City of Keene is embarking on a transformative initiative to rejuvenate one of its vital gateway entrances, Winchester Street, spanning from the Swanze Town Line to the NH Route 101 roundabout. This corridor serves as a nexus for commercial, residential, and industrial activities, yet it has remained largely unchanged for over three decades. In 2010, modest adjustments were made to enhance traffic flow at the Matthews Road and Winchester Street intersection, but more comprehensive upgrades are now imperative.

The Winchester Street Gateway Revitalization Project is an ambitious undertaking encompassing the complete reconstruction of Winchester Street, spanning eight key intersections along the corridor. These improvements will encompass several facets, including:

1. **Traffic Flow Improvement:** A reconfiguration of traffic lanes to optimize vehicular movement and alleviate congestion, providing a smoother and more efficient commuting experience.
2. **Pedestrian and Bicycle-Friendly Infrastructure:** The construction of sidewalks and dedicated bicycle facilities to promote alternative modes of transportation and improve safety for pedestrians and cyclists.
3. **Aesthetic Upgrades:** Landscaping enhancements will be introduced to beautify the business corridor, creating an appealing and welcoming environment for visitors and residents alike.
4. **Bridge Replacement:** The Winchester Street Bridge over Ash Swamp Brook, a critical component of the corridor, will be replaced to ensure safety and functionality.

The project's funding structure includes 80% federal funding, with the remaining 20% contributed by the City of Keene. The work will be managed by City staff using the NHDOT's "Local Public Agency" process.

In tandem with the Winchester Street revitalization, the project also addresses water infrastructure needs in the area. The water infrastructure along this section of Winchester Street was installed in the early 1970s. Prior editions of the City's Capital Improvement Plan proposed only a modest scope of work for water infrastructure work, including valve replacements and the replacement of a water main segment crossing Ash Swamp Brook. However, two unplanned repairs in recent years have revealed that the pipe has corroded significantly. Full replacement of the system within the work limits of the Winchester Street corridor project is warranted. Doing so in conjunction with the planned roadway improvements will reduce the cost borne by ratepayers.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	998,800							998,800
Property / Equipment Acquisition								0
Bond Issuance Cost	5,200							5,200
TOTAL EXPENDITURES	\$1,004,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,004,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded	1,004,000							1,004,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$1,004,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,004,000

Project Number: 34JI022
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Goal 4: Infrastructure


PROGRAM DESCRIPTION

This project is dedicated to addressing the critical infrastructure needs resulting from the City's Bridge Replacement Program. Specifically, it focuses on the replacement of water mains impacted by this program, a vital yet often overlooked aspect. It is important to note that the State of New Hampshire Department of Transportation's Bridge Program does not allocate funding for repairing or replacing water utilities affected by bridge projects.

The primary objective of this project is to allocate resources for the replacement of damaged or deteriorated water mains, ensuring the continued reliability and safety of the City's water supply system. While this project covers the costs associated with the water main replacement, it does not encompass road or surface replacement activities, as those are funded separately through the corresponding bridge project.

In FY30, this project will specifically address the infrastructure needs associated with Maple Avenue over Black Brook.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation						85,000		85,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$85,000	\$0	\$85,000
FUNDING								
Current Revenue						85,000		85,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$0	\$0	\$85,000	\$0	\$85,000

2025 - 2031 Capital Improvement Program
Water Fund
WATER VALVE REPLACEMENT PROGRAM

Project Number: 34MI06
Type: Ongoing Program
Physical Location: Various
Operating Budget Impact: This program has a slight positive impact on operating budgets, since repair and maintenance of the system takes less time when operable valves are available.
Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

This initiative is focused on enhancing the efficiency and reliability of the City's water distribution system by systematically replacing gate valves. These valves are the linchpin of our infrastructure, enabling us to isolate water mains during emergency repairs, routine maintenance, and potential contamination events. When these valves malfunction during critical moments, the ripple effect on customer service can be substantial.

The US Environmental Protection Agency (EPA) estimates that properly maintained water distribution valves have an expected useful life of 35-40 years. Notably, around 72% of the City's nearly 3,000 valves have been in service for more than 40 years, with 5% being in service for over 100 years. These aging valves frequently pose operational challenges, including leakage upon operation, excessive force requirements, and, in severe cases, complete valve failure.

Our approach is based on inspections conducted during our bi-annual flushing program, with a keen focus on identifying valves in suboptimal condition within areas designated for upcoming roadwork projects. This approach ensures that we identify valves in dire need of attention, and make repairs before funds are invested into roadway improvements.

Annual contracts for this work are designed by our Engineering Division staff, ensuring that this critical initiative continues to meet its objectives effectively and efficiently.

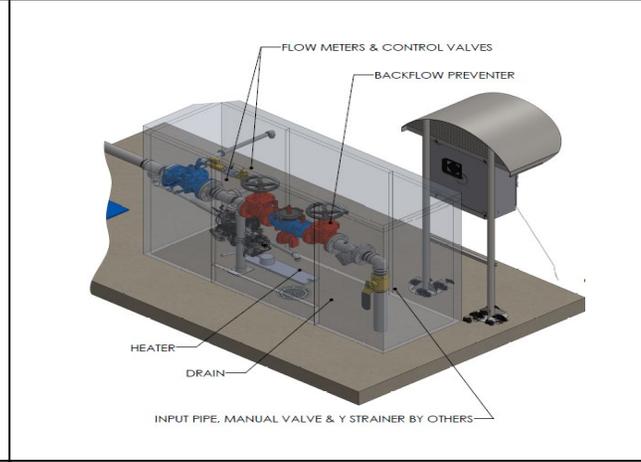
SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	110,000	115,000	120,000	125,000	130,000	135,000	140,000	875,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$110,000	\$115,000	\$120,000	\$125,000	\$130,000	\$135,000	\$140,000	\$875,000
FUNDING								
Current Revenue								0
CR - Water Infrastructure	110,000	115,000	120,000	125,000	130,000	135,000	140,000	875,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$110,000	\$115,000	\$120,000	\$125,000	\$130,000	\$135,000	\$140,000	\$875,000

2025 - 2031 Capital Improvement Program
Water Fund
BULK WATER FILL STATION PROJECT

Project Number: TBD
Type: New Project/Stand-Alone
Physical Location: Public Works, 350 Marlboro Street
Operating Budget Impact: Additional Revenue Source

Goals / Master Plan / Vision: Quality-built environment; healthy community; economic development



PROJECT DESCRIPTION

Currently the City sells bulk water from a fire hydrant located at the Public Works Facility to contractors, citizens, and haulers that supply water for swimming pools or water cisterns. Availability of the hydrant is limited to the Public Works normal hours of operation which is not convenient for customers who need access to water after 3 p.m. or on weekends and holidays.

This project funds a self-service bulk water station that will allow customers to purchase water 24/7/365. The water station will have a different rate structure than the existing water rates for customers that are already connected to the system and will provide an additional revenue source for the water fund. This project will consist of improved truck access, a weather-proof building, multiple hose connections, and a user friendly touchscreen with a credit/debit card reader for easy payment.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design			10,000					10,000
Construction / Implementation			40,000					40,000
Property / Equipment Acquisition			71,000					71,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$121,000	\$0	\$0	\$0	\$0	\$121,000
FUNDING								
Current Revenue			121,000					121,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$121,000	\$0	\$0	\$0	\$0	\$121,000

2025 - 2031 Capital Improvement Program
Water Fund
WATER SUPPLY DAM MAINTENANCE PROGRAM

Project Number: TBD
Type: Ongoing Program
Physical Location: Keene water supply dams in Town of Roxbury
Operating Budget Impact: This program has a slight positive impact on operating budgets. It will improve the ability of staff to access water dam assets.
Goals / Master Plan / Vision: Goal 4: Infrastructure



PROGRAM DESCRIPTION

The City owns two water supply and distribution reservoirs in the neighboring Town of Roxbury. The City reconstructed Babbidge Reservoir Dam in 2018 and Woodward Pond Dam in 2021 to meet current New Hampshire dam safety guidelines. As the City operates and maintains these dams, we identify priorities for upgrades and necessary repairs. Several projects have been identified for implementation in the coming years:

Inlet and outlet pipes at Babbidge Dam

These pipes, dating to 1931, were not modified as part of the 2018 project. This was due to their depth within the dam embankment (up to 30-feet) and their relatively good condition identified during the design phase. During construction, while working on the pipes within the gatehouse, leaks were discovered in the intake pipes. Leaks in the pipes are a sign of potential deterioration and a risk for continued operation. One option to extend the life of these pipes without significant excavation is to provide a structural liner. This project will provide for design and construction of a structural liner for the inlet and outlet pipes.

Raw water main access improvements near Babbidge Dam

In 1992, the City constructed a 20-inch diameter raw water main between Babbidge Dam and the Water Treatment Facility. Approximately 4,000 feet of this raw water main is located in the woods between Middletown Road in Roxbury and Babbidge Dam. This project did not include the construction of a suitable access road along the length of this cross-country water main. In recent years the Water Division has recognized the importance of adequate maintenance access along the length of this water main to perform proactive maintenance. The Division has used in-house staff and resources to improve the access along approximately two-thirds of this water main. The remaining portion of the water main, closest to the dam, is located in saturated soil conditions. Costs to improve this section include permitting, culvert installation, and placement of significant quantities of erosion-resistant materials.

Access road improvements to Woodward Dam

One item that was not included in the 2021 project is maintenance access improvements to the dam. The dam is located at the bottom of a steep, narrow class VI road. The geometry of the road makes it difficult to provide adequate drainage. The road is at continual risk of erosion and winter icing due to its poor drainage. There are several culverts crossing this road in poor condition. This project will replace culverts, provide adequate ditches along the road for better drainage, and re-surface the road with erosion-resistant materials.

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation						200,000	200,000	400,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000	\$400,000
FUNDING								
Current Revenue						200,000	200,000	400,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000	\$400,000



**2025 - 2031 Capital Improvement Program
Water Fund**

EMERGENCY GENERATORS REPLACEMENT PROGRAM

Project Number: 34MO0224
Type: Existing Program/Ongoing CIP
Physical Location: Water Treatment Facility/Blackbrook Booster Station
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Quality-built environment; healthy community; infrastructure



PROGRAM DESCRIPTION

This project funds the purchase of two (2) new emergency power generators.

FY28 funds replacement of the 250kW emergency generator at the water treatment facility (WTF). The existing generator was installed in 1997 and will be 30 years old at the time of replacement. This generator provides emergency power and allows the WTF to operate at full capacity for the duration of a power outage.

FY31 funds the replacement of the 65kW Blackbrook Water Booster Station stand-by generator that was installed in 1996 and will be approximately 35 years old at the time of replacement. This generator provides emergency power to the pump station that pumps water to the 380,000 gallon storage tank located near Summit Road.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design				35,000				35,000
Construction / Implementation								0
Property / Equipment Acquisition				245,000			175,000	420,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$280,000	\$0	\$0	\$175,000	\$455,000
FUNDING								
Current Revenue				280,000			175,000	455,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$280,000	\$0	\$0	\$175,000	\$455,000

WTF INSTRUMENTATION REPLACEMENT & UPGRADE PROGRAM

Project Number: 34MW002A
Type: Existing Program/Ongoing CIP
Physical Location: Water Treatment Facility
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Quality-built environment; healthy community; infrastructure


PROGRAM DESCRIPTION

The water treatment facility (WTF), ground water wells, storage tanks, and pump stations are equipped with online monitoring equipment that allows staff the ability to monitor and trend the performance of the water system through the plant's Supervisory Control and Data Acquisition (SCADA) system. The data generated by this equipment allows staff to make process changes and optimize the water treatment process. This project funds the replacement of eight (8) online turbidity analyzers and controllers in FY25 and the online total organic carbon (TOC) analyzer in FY28.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	46,000			40,000				86,000
Property / Equipment Acquisition								0
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$46,000	\$0	\$0	\$40,000	\$0	\$0	\$0	\$86,000
FUNDING								
Current Revenue								0
CR - Water Treatment Facility	46,000			40,000				86,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$46,000	\$0	\$0	\$40,000	\$0	\$0	\$0	\$86,000



2025 - 2031 Capital Improvement Program

Water Fund

WTF VALVE & ACTUATOR REPLACEMENT & UPGRADE PROGRAM

Project Number: 34MI06
Type: Existing Program/Ongoing CIP
Physical Location: Water Treatment Facility
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Quality-built environment; healthy community; infrastructure



PROGRAM DESCRIPTION

Flow through the plant is controlled via a series of valves located upstream and downstream of the package treatment units. All of the valves and actuators are original to the facility (1993). Based on the average valve design life, the majority of valves have a remaining useful life of at least 10 years, however the pneumatic actuators are approaching the end of their useful life.

Pneumatic actuators are inefficient, with up to a 50% loss in energy applied. Inefficiencies begin when electricity is used to create the compressed air, followed by losses that typically occur in leaking tubes, fittings, and positioners at the actuators. Therefore, it is recommended to replace the pneumatic actuators with electric actuators.

This program funds the replacement of the valves and actuators required for one filter unit beginning in FY26 and will continue every other year until the valve and actuators have been replaced on all three filter units.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation		30,000		35,000		40,000		105,000
Property / Equipment Acquisition		129,400		136,280		143,000		408,680
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$159,400	\$0	\$171,280	\$0	\$183,000	\$0	\$513,680
FUNDING								
Current Revenue								0
CR - Water Treatment Facility		159,400		171,280		183,000		513,680
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$159,400	\$0	\$171,280	\$0	\$183,000	\$0	\$513,680

WTF WASTE GATE ACTUATOR REPLACEMENT PROJECT

Project Number: TBD
Type: New project/Stand-Alone
Physical Location: Water Treatment Facility
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Quality-built environment; healthy community; infrastructure


PROJECT DESCRIPTION

This project replaces two (2) gate actuators for the waste tanks located at the water treatment facility (WTF) with new actuators. The existing equipment is original to the plant (circa 1993) and is approaching the end of its useful life. The WTF is equipped with two (2) waste tanks and the actuators allow for flow to be diverted into one tank or the other depending on operating conditions. Installation will be performed by City staff.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition				30,000				30,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000
FUNDING								
Current Revenue								0
CR - Water Treatment Facility				30,000				30,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000

2025 - 2031 Capital Improvement Program
Water Fund
WTF HVAC AND AC UNIT REPLACEMENT PROJECT

Project Number: TBD
Type: New Project/Multi Phase
Physical Location: Water Treatment Facility
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Quality-built environment; healthy community; infrastructure



PROJECT DESCRIPTION

This project replaces the HVAC and air conditioning systems at the water treatment facility (WTF). FY27 funds will be used to replace the air conditioning unit at the WTF, which is original equipment (circa 1993) and has reached the end of its servicable life. FY29 funds will be used for the HVAC system, which is original equipment (circa 1993) and has reached the end of its sevicable life. Both pieces will be updated with more current and energy-efficient technology.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition			45,000		145,000			190,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$45,000	\$0	\$145,000	\$0	\$0	\$190,000
FUNDING								
Current Revenue								0
CR - Water Treatment Facility			45,000		145,000			190,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$45,000	\$0	\$145,000	\$0	\$0	\$190,000



**2025 - 2031 Capital Improvement Program
Water Fund**

WTF WATER PUMP REPAIR & REPLACEMENT PROGRAM

Project Number: TBD
Type: New Program/Ongoing CIP
Physical Location: Water Treatment Facility
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Quality-built environment; healthy community; infrastructure



PROGRAM DESCRIPTION

This program will rehabilitate or replace supply pumps throughout the water system based on recommendations identified in the November 2013 Water Facilities Evaluation prepared by Tighe and Bond

FY26 funds the repair/refurbishment of a backwash pump at the water treatment facility. This pump is original to the plant (circa 1993) and has never had a major service. After refurbishment it will be restored to its original flow capacity and this service is expected to extend its useful life by an additional 10 to 15 years.

FY28 funds the repair/refurbishment of the two (2) pumps at Chapman Road pump station. These pumps are original to the station (circa 1993) and have never had a major service. After refurbishment they will be restored to their original flow capacity and this service is expected to extend its useful life by an additional 10 to 15 years.

FY30 funds the replacement of two (2) pumps at Black Brook booster station. The pumps were installed in 1996 and, based on the evaluation, larger horsepower motors are needed. More detailed specifications on pump and motor size will be developed during the design phase.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design						30,000		30,000
Construction / Implementation		65,000		75,000				140,000
Property / Equipment Acquisition						125,000		125,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$65,000	\$0	\$75,000	\$0	\$155,000	\$0	\$295,000
FUNDING								
Current Revenue								0
CR - Water Treatment Facility		65,000		75,000		155,000		295,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$65,000	\$0	\$75,000	\$0	\$155,000	\$0	\$295,000

2025 - 2031 Capital Improvement Program
Water Fund
WTF BLOWER REPLACEMENT PROJECT

Project Number: TBD
Type: Existing Project/Stand-Alone
Physical Location: Water Treatment Facility
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Quality-built environment; healthy community; infrastructure



PROJECT DESCRIPTION

The City's water treatment facility has two (2) regenerative blowers that supply high volumes of air used to clean the filter units. The blowers are original equipment (1993) and are approaching the end of their useful life. The November 2013 Water Facilities Evaluation prepared by Tighe and Bond recommended replacement within ten years. The blowers will be 32 years old at the time of replacement.

This project funds the replacement of two (2) blowers that will be controlled by variable frequency drives. Since this is a direct replacement, installation of new equipment will be performed by City staff.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition		83,783						83,783
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$83,783	\$0	\$0	\$0	\$0	\$0	\$83,783
FUNDING								
Current Revenue								0
CR - Water Treatment Facility		83,783						83,783
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$83,783	\$0	\$0	\$0	\$0	\$0	\$83,783

2025 - 2031 Capital Improvement Program
Water Fund
WELL FIELD UPGRADES PROGRAM

Project Number: 34MI008A
Type: Ongoing Program
Physical Location: Court Street and West Street Well Facilities
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Quality-built environment; healthy community; infrastructure



PROGRAM DESCRIPTION

The City's water supply is comprised of two surface water reservoirs and four groundwater wells located on West and Court Streets. The West Street and Court Street well facilities include four well buildings that were constructed between 1965 and 1977, and two corrosion control buildings constructed in 1988 that house chemical feed equipment. The November 2013 Water Facilities Evaluation prepared by Tighe & Bond Engineers cited many deficiencies for the facility, including need for replacement of chemical storage tanks, chemical feed pumps, well pumps, electrical circuit breakers and panels, Parco valves, building heaters, structural improvements, and the addition of electrical generators to provide emergency power.

FY20 funded an in-depth, detailed evaluation of these facilities which was completed in 2023 by GZA and Underwood Engineers. The analysis also cited many deficiencies and recommends rehabilitation of the Court Street well facility as well as developing a new ground water source on the Robertson Field property to be combined with improvements at the West Street well facilities. FY26 funds the design for improvement/upgrades to the Court Street well facilities, with construction beginning in FY28.

Even though it is beyond the scope of this current CIP, it is anticipated that design improvements and new source development in addition to upgrades to the West Street well facilities will begin sometime within the next 10 years. The City recently applied for and was awarded a \$50,000 strategic planning grant through NHDES's Water Sustainability Grant Program to further study the proposed improvements. This grant-funded study will be completed by the end of 2025 and will provide a clearer picture of the proposed work and associated costs.

SCHEDULE & FINANCIAL PLAN

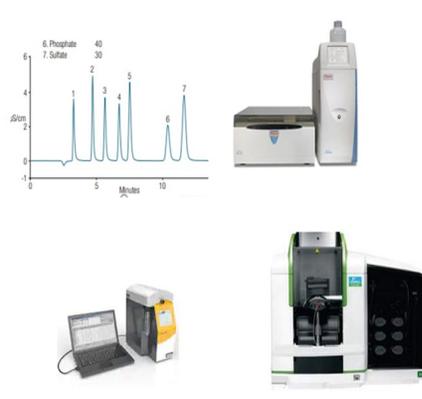
	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation		705,000		4,229,000				4,934,000
Property / Equipment Acquisition								0
Bond Issuance Cost		4,000		15,000				19,000
TOTAL EXPENDITURES	\$0	\$709,000	\$0	\$4,244,000	\$0	\$0	\$0	\$4,953,000
FUNDING								
Current Revenue								0
Capital Reserve								0
Debt Funded		709,000		4,244,000				4,953,000
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$709,000	\$0	\$4,244,000	\$0	\$0	\$0	\$4,953,000

**2025 - 2031 Capital Improvement Program
Water Fund**

**WTF LABORATORY INSTRUMENTATION
& EQUIPMENT REPLACEMENT PROGRAM**

Project Number: 34MO04
Type: Ongoing Program
Physical Location: Laboratory at the Wastewater Treatment Plant
Operating Budget Impact: N/A

Goals / Master Plan / Vision: Quality-built environment; healthy community; infrastructure



PROGRAM DESCRIPTION

This program will fund replacing laboratory instrumentation and support equipment used for wastewater analysis. The laboratory uses a variety of sophisticated instrumentation, including an atomic absorption spectrometer for low level metals analysis and UV spectrophotometry for a variety of colorimetric analytical methods. The support equipment includes a variety of incubators and ovens that must maintain tight temperature controls.

The laboratory staff performs, or contracts out, regular preventative maintenance on the instrumentation and equipment to keep them performing well and to lengthen their service life. However, instrumentation can become obsolete as improvements to the technology continue at a rapid pace and replacement becomes necessary. This program will fund replacements that are outside the scope of the operating budget. Planning ahead to fund these large purchases through capital reserves is the mission of this program.

The atomic absorption (AA) spectrometer is due for replacement in FY26. This instrumentation allows for in-house analysis of low level metals. As regulations require lower detection limits, staff may investigate inductively coupled plasma/mass spectrometry technology before replacing the AA with another graphite furnace/flame combination instrument. The budget figure provided is for the more expensive IPC/MS instrumentation. The cost for this instrument will be split between water and wastewater funds since it is used for both drinking water and wastewater samples.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition			105,000					105,000
Bond Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$105,000	\$0	\$0	\$0	\$0	\$105,000
FUNDING								
Current Revenue								0
CR - Water Treatment Facility			105,000					105,000
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$105,000	\$0	\$0	\$0	\$0	\$105,000

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EQUIPMENT (FLEET) FUND

The Equipment Fund is an internal service fund (charges to other City departments) that has been established to account for the operations, maintenance, and capital outlay needs of City vehicles and equipment.

Description	Page
Equipment Fund TOC	199
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Equipment Fund Capital Reserve Summary	
Fleet Equipment Capital Reserve	202
Equipment Fund Multi-Year Projections	203
Equipment (Fleet) Fund Projects	
• Equipment Replacement Program	204
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• Fleet Services Roof Replacement Project	207
Equipment Replacement Schedule	208-212

Equipment Fund (Fleet Services)

The rolling stock supplied and serviced by the Fleet Division is a fundamental component of the infrastructure necessary to provide government services. Without the basic ability to transport people and access to equipment, there would be no ambulance service, police response, street plowing, water and sewer services, and almost every other City-provided service. Through the efforts of the Fleet Services Division, City personnel are able to respond to the variety of needs of the citizens in an efficient and effective manner with appropriate vehicles and equipment.

The Fleet Services Division, located at 330 Marlboro Street, maintains all City vehicles and equipment including police, fire and rescue, public works, parks and recreation, and cemetery, as well as the City of Keene's airport. There are 157 vehicles in the City's replacement program serviced by the Fleet Division, along with an additional 99 vehicles/equipment serviced by the Fleet Division that are not part of the replacement program. The Fleet Services team includes an operations manager, administrative coordinator, one lead mechanic, and three mechanics.

When vehicles or equipment are scheduled to be replaced, every purchase is evaluated by the Fleet Services Division in consultation with the receiving department. The goal of the equipment replacement program is to provide City personnel with the most efficient, reliable, and functional vehicle or equipment at the lowest cost.

The current significant challenge the Fleet Services Division faces is maintaining the equipment replacement schedule with a funding profile that, on average, has increased the cost of a like for like replacement vehicle or equipment by 40% in the past three (3) years. For example, in 2020, a Ford F450 equipped to maintain City roads and infrastructure was purchased for the sum of \$52,000. The same vehicle with the exact same build costs \$72,000 in 2023.

Simply put, the cost of inflation now seen across all the vehicles and equipment that the City needs to purchase to keep up with the CIP replacement schedule does not have adequate funding to continue to maintain the recommended vehicle/equipment replacement program. The Fleet Services Division has managed to provide timely replacement using every available purchasing tool including demo, used, and contracted pricing, but supply chain issues, combined with inflation, have made the replacement program business model unsustainable without an adjustment to the funding profile.

The increases necessary to maintain the recommended replacement schedule are shown on the vehicle replacement page. The requested funding profile will allow Fleet Services to continue to stay with the current replacement program. Without the increased vehicle/equipment replacement funding, vehicles will have to stay in service for many more years, adding to the eventual replacement cost, and will necessitate a significant increase in the operating budget to fund the repair parts line item. A worst-case scenario will be that vehicles may have to be put out of service due to not being financially beneficial to the City's fleet as they would be unsafe for duty. This would result in departments across the City of Keene not being able to provide the same level of service that they currently provide.

Equipment (Fleet) Fund

2025-2031 Capital Improvement Program

Project Name	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
CR Appropriation: Equipment Replacement	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 6,650,000
Equipment Replacement Program	845,612	815,892	943,233	884,666	924,160	1,171,183	988,864	6,573,610
Fleet Services Building Upgrade Project	-	-	-	70,000	300,000	-	-	370,000
Fleet Services Building Fire Suppression Project	90,000	-	-	-	-	-	-	90,000
Fleet Services Roof Replacement Project	138,500	-	-	-	-	-	-	138,500
TOTAL CAPITAL PROGRAM	\$ 2,024,112	\$ 1,765,892	\$ 1,893,233	\$ 1,904,666	\$ 2,174,160	\$ 2,121,183	\$ 1,938,864	\$ 13,822,110
PROJECT FUNDING DETAIL								
Capital Reserve Appropriations								
Capital Reserve: Equipment Replacement	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 6,650,000
Total: Capital Reserve Appropriations	\$ 950,000	\$ 6,650,000						
Reserve Funded Projects								
Equipment Replacement Program	\$ 845,612	\$ 815,892	\$ 943,233	\$ 884,666	\$ 924,160	\$ 1,171,183	\$ 988,864	\$ 6,573,610
Total: Reserve Funded Projects	\$ 845,612	\$ 815,892	\$ 943,233	\$ 884,666	\$ 924,160	\$ 1,171,183	\$ 988,864	\$ 6,573,610
Projects Funded with Debt								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Projects Funded with Debt	\$ -							
Projects Funded with Grants								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Projects Funded with Grants	\$ -							
Projects Funded with Cash								
Fleet Services Building Upgrade Project	\$ -	\$ -	\$ -	\$ 70,000	\$ 300,000	\$ -	\$ -	\$ 370,000
Fleet Services Building Fire Suppression Project	90,000	-	-	-	-	-	-	90,000
Fleet Services Roof Replacement Project	138,500	-	-	-	-	-	-	138,500
Total: Projects Funded with Cash	\$ 228,500	\$ -	\$ -	\$ 70,000	\$ 300,000	\$ -	\$ -	\$ 598,500
Subtotal: Uses of Cash	\$ 1,178,500	\$ 950,000	\$ 950,000	\$ 1,020,000	\$ 1,250,000	\$ 950,000	\$ 950,000	\$ 7,248,500
(Capital Reserve Appropriations plus Projects Funded with Cash)								
TOTAL CAPITAL PROGRAM	\$ 2,024,112	\$ 1,765,892	\$ 1,893,233	\$ 1,904,666	\$ 2,174,160	\$ 2,121,183	\$ 1,938,864	\$ 13,822,110
New Cash Requirement FY 25-31: Reconciliation								
Capital Reserve Appropriation	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 6,650,000
User of Current Revenues for Projects	228,500	-	-	70,000	300,000	-	-	598,500
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-

Equipment (Fleet) Fund

Equipment Replacement Capital Reserve

The purpose of the Fleet Equipment Capital Reserve is for the replacement of vehicles and equipment under the management of Fleet Services.

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
Estimated Reserve Beginning Balance	\$71,500	\$177,647	\$314,872	\$324,856	\$394,092	\$424,131	\$204,978
<u>Proposed Revenues</u>							
Appropriation - Current Revenues	950,000	950,000	950,000	950,000	950,000	950,000	950,000
Estimated Investment Earnings	1,759	3,118	3,216	3,902	4,199	2,029	1,661
Total Receipts	<u>\$951,759</u>	<u>\$953,118</u>	<u>\$953,216</u>	<u>\$953,902</u>	<u>\$954,199</u>	<u>\$952,029</u>	<u>\$951,661</u>
<u>Proposed Project Expenditures</u>							
Equipment Replacement Program	(845,612)	(815,892)	(943,233)	(884,666)	(924,160)	(1,171,183)	(988,864)
Total Expenditures	<u>(\$845,612)</u>	<u>(\$815,892)</u>	<u>(\$943,233)</u>	<u>(\$884,666)</u>	<u>(\$924,160)</u>	<u>(\$1,171,183)</u>	<u>(\$988,864)</u>
Estimated End of Year Reserve Balance	<u>\$177,647</u>	<u>\$314,872</u>	<u>\$324,856</u>	<u>\$394,092</u>	<u>\$424,131</u>	<u>\$204,978</u>	<u>\$167,775</u>

Equipment Fund

2025 - 2031 Capital Improvement Program Multi-Year Projections

	ACTUAL FY22/23	BUDGET FY23/24	PROJECTED FY24/25	PROJECTED FY25/26	PROJECTED FY26/27	PROJECTED FY27/28	PROJECTED FY28/29	PROJECTED FY29/30	PROJECTED FY30/31
REVENUES									
Charges for Services	\$2,884,706	\$2,814,522	\$2,862,216	\$2,948,082	\$3,036,525	\$3,112,438	\$3,190,249	\$3,254,054	\$3,319,135
Miscellaneous	59,215	1,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Use of (Addition to) Surplus		55,653	395,583	423,106	406,100	378,765	389,371	392,078	421,711
Capital Reserve		688,965	845,612	815,892	943,233	884,666	924,160	1,171,183	988,864
Intra (same)Fund Appropriation									
TOTAL REVENUES	\$2,943,921	\$3,560,140	\$4,113,411	\$4,197,080	\$4,395,858	\$4,385,869	\$4,513,780	\$4,827,315	\$4,739,710
EXPENSES									
Personnel & Benefits	\$649,444	\$692,831	\$712,683	\$748,317	\$770,767	\$793,890	\$821,676	\$850,434	\$880,200
Operating Costs	1,560,242	1,543,344	1,555,116	1,632,872	1,681,858	1,732,314	1,792,945	1,855,698	1,920,647
Depreciation	504,714	500,000	550,000	550,000	550,000	525,000	525,000	500,000	500,000
Capitalized Assets	(228,398)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Capital Reserve Appropriations	625,000	625,000	950,000	950,000	950,000	950,000	950,000	950,000	950,000
Capitalized Project Transfer	179,178	698,965	845,612	815,892	943,233	884,666	924,160	1,171,183	988,864
TOTAL EXPENSE	\$3,290,180	\$3,560,140	\$4,113,411	\$4,197,081	\$4,395,858	\$4,385,869	\$4,513,780	\$4,827,315	\$4,739,711
NET REVENUE (EXPENSE)	(\$346,259)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Projected Fund Balance at year-end \$4,032,475 \$3,976,822 \$3,581,239 \$3,158,134 \$2,752,034 \$2,373,269 \$1,983,898 \$1,591,821 \$1,170,110

2025 - 2031 Capital Improvement Program
Equipment Fund
EQUIPMENT REPLACEMENT PROGRAM

Project Number: 41M0002B
Type: Ongoing Program
Physical Location: 330 Marlboro Street
Operating Budget Impact: Every user of a Fleet vehicle or equipment pays a rental rate for the use of the vehicle or equipment that covers the entirety of the item including fuel, service, insurance, and replacement
Goals / Master Plan / Vision: Quality-built environment; infrastructure


PROGRAM DESCRIPTION

The City of Keene Fleet has 157 vehicles and pieces of equipment in the replacement program. The age of the fleet ranges from one year to more than 15 years. This project sets aside funds for the orderly and timely replacement of vehicles and equipment when they reach the end of their useful life, which is determined through a complete evaluation process. Operating vehicles beyond their service life results in increased maintenance costs, poor customer service, and lost production time due to a vehicle or equipment being out of service for extensive repairs.

The replacement program is based on equipment age, condition, trade-in value, and operational needs of the user. When practical, emphasis is put on purchasing fuel-efficient "green" vehicles as replacements are being evaluated. This replacement program list is reviewed extensively by the Fleet Services Division in consultation with the receiving department before any piece of equipment is replaced. Vehicles are not replaced just because they are on the schedule.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition	845,612	815,892	943,233	884,666	924,160	1,171,183	988,864	6,573,610
Debt Issuance Cost								0
TOTAL EXPENDITURES	\$845,612	\$815,892	\$943,233	\$884,666	\$924,160	\$1,171,183	\$988,864	\$6,573,610
FUNDING								
Current Revenue								0
CR - Equipment Replace	845,612	815,892	943,233	884,666	924,160	1,171,183	988,864	6,573,610
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$845,612	\$815,892	\$943,233	\$884,666	\$924,160	\$1,171,183	\$988,864	\$6,573,610

2025 - 2031 Capital Improvement Program
Equipment Fund
FLEET SERVICES BUILDING UPGRADE PROJECT

Project Number: TBD
Type: Multiphase Project
Physical Location: 330 Marlboro Street
Operating Budget Impact: n/a



Goals / Master Plan / Vision: Quality-built environment; infrastructure

PROJECT DESCRIPTION

This page is a placeholder for potential upgrades necessary to service the types of vehicles that may appear in the Fleet beginning in FY28. We will utilize recommendations from the consulting firm to be hired in FY23 (refer to 2023-2029 CIP Fleet Building Assessment Project - page 194) but some capital will likely be required to accommodate the servicing of electric vehicles. In October 2023, RTA Fleet Consultants was hired to evaluate the Fleet Facility and its future capital needs. Due to the timing of the consulting report, new budget figures are not available, but will be included in the next capital budget.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design				70,000				70,000
Construction / Implementation					150,000			150,000
Property / Equipment Acquisition					150,000			150,000
Debt Issuance Cost								0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$70,000	\$300,000	\$0	\$0	\$370,000
FUNDING								
Current Revenue				70,000	300,000			370,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$0	\$0	\$0	\$70,000	\$300,000	\$0	\$0	\$370,000

Project Number: TBD
Type: Multiphase Project
Physical Location: 330 Marlboro Street
Operating Budget Impact: n/a

Goals / Master Plan / Vision: Quality-built environment; infrastructure


PROJECT DESCRIPTION

This project will install an alarm panel and fire suppression system at the Fleet Services building, located at 330 Marlboro Street. This is based on a recommendation from the City's insurer, Primex. The fire suppression system installed will be a non water-based system due to the nature of the material commonly used in repair service facilities that are incompatible with water sprinkler systems.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	90,000							90,000
Property / Equipment Acquisition								0
Debt Issuance Cost								0
TOTAL EXPENDITURES	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000
FUNDING								
Current Revenue	90,000							90,000
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000



2025 - 2031 Capital Improvement Program

Equipment Fund

FLEET SERVICES ROOF REPLACEMENT PROJECT

Project Number: TBD
Type: One-time Project
Physical Location: 330 Marlboro Street
Operating Budget Impact: n/a

Goals / Master Plan / Vision: Quality-built environment; infrastructure



PROJECT DESCRIPTION

One of the pressing long-term capital needs is a replacement of the roof on the Fleet Services facility building. Small leaks are beginning to appear in the roof and are patched as necessary. The overall integrity of the roof of the 20-year-old facility is starting to become compromised.

In 2016, the estimated cost of roof replacement was \$90,320 and inflated by the normal yearly interest rate of 3% to a second estimate in FY19 of \$109,178, which was scheduled for FY23. Due to an unforeseen technical issue, this work was not completed. In FY23, several contractors inspected the roof to prepare to respond to a bid issued by the City. During the inspections it was determined that the original roof replacement plan could not be executed due to the roof being a fastener applied roof, which increased the complexity of replacing like with like due to the potential to have fasteners penetrate the extensive conduit just below the roof. The cost to install a new fastner applied roof far exceeded the available project budget.

After consulting with roofing experts, it has been determined that a new roof has to be chemically bonded to prevent interference with the electrical conduit. Approximately \$109,000 had been previously allocated through the CIP for this project and the project request for FY25 includes the remaining funds needed to complete the chemically bonded roof replacement project.

SCHEDULE & FINANCIAL PLAN

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
EXPENDITURES								
Design								0
Construction / Implementation	138,500							138,500
Property / Equipment Acquisition								0
Debt Issuance Cost								0
TOTAL EXPENDITURES	\$138,500	\$0	\$0	\$0	\$0	\$0	\$0	\$138,500
FUNDING								
Current Revenue	138,500							138,500
Capital Reserve								0
Debt Funded								0
Federal / State Grants								0
Other Sources								0
TOTAL FUNDING	\$138,500	\$0	\$0	\$0	\$0	\$0	\$0	\$138,500

VEHICLE AND EQUIPMENT 8 YEAR REPLACEMENT SCHEDULE

VEHICLE NUMBER	MODEL YEAR	PURCHASE PRICE	DESCRIPTION	VEHICLE DEPT. NO	USING DEPT/DIV	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031	FY 2031/2032
STAFF CARS													
			REPLACE AT										
			7 YEARS/60,000										
1608	2016	\$23,080	Toyota RAV4	P3	Pool Car					\$45,600			
1609	2016	\$23,080	Toyota RAV4	P1	Pool Car					\$45,600			
1702	2017	\$22,995	Ford Fusion	P2	Pool Car			\$43,643					
2110	2012	\$16,585	Ford Focus	110	Assessing	\$30,184							
3118	2014	\$18,559	Ford Fusion	118	Health/Code					\$28,766			
09C1	2009	\$29,879	Ford Explorer	102	Parks & Rec	\$54,378							
7114	2017	\$21,995	Ford Fusion	114	Code			\$43,643					
19C2	2009	\$37,336	Suburban	19C3	Fire								
19C1	2017	\$54,000	Chevy Tahoe	19C1	Fire			\$102,400					
19C3	2016	\$43,000	Ford F350	19C3	Fire								
19U3	2012	\$34970	Ford Interceptor	19U3	Fire								
0973	2009	\$29,879	Ford Escape	57	Engineering	\$54,378							
1001	2009	\$29,879	Ford Escape	112	Health/Code			\$46,400					
1144	2011	\$18,989	Ford Transit connect	21	Engineering	\$38,547							
1243	2012	\$22,374	Ford Transit connect	125	City Clerk		\$40,555						
1640	2016	\$36,000	Ford Interceptor	120	Code								
1537	2015	\$28,000	Ford Interceptor	18	Highway								
1736	2017	\$36,000	Ford Interceptor	1	PW Admin								
2101	2021	\$37,000	Ford F350	19C2	Fire						\$59,570		
VANS													
			REPLACE AT										
			10 YEARS/70,000										
			(8 YEARS/70,000 old)										
1370	2013	\$16,353	Ford E150	70	Water Meter								\$41,280
2208	2012	\$25,640	GMC Savannah	8	Water Meter								
1258	2012	\$16,491	Ford E150	58	WWTP	\$42,000							
1545	2015	\$16,807	GMC Savannah	1145	PD Parking		\$31,244						
8101	2018	\$53,000	Ford E-350 Transit Bus	101	Parks & Rec								\$85,330
1259	2012	\$16,491	Ford E-150	59	WWTP	\$67,674							
AMBULANCE													
			(Funding by separate Fire Department Capital Reserve Program)										
1601	2016		Ford	19A3	Fire								
19A2	2013		International	19A4	Fire								
1901	2019		Ford	19A2	Fire								
2103	2021		Ford	19A1	Fire								

VEHICLE AND EQUIPMENT 8 YEAR REPLACEMENT SCHEDULE

VEHICLE NUMBER	MODEL YEAR	PURCHASE PRICE	DESCRIPTION	VEHICLE DEPT. NO	USING DEPT/DIV	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031	FY 2031/2032
MARKED POLICE													
REPLACE AT 3 YEARS/60,000													
2086	2020	\$37,500	Ford Interceptor	1136	Cruiser	\$184,800	\$194,422	\$204,400	\$137,080	\$145,920	\$218,880	\$225,380	\$154,675
2087	2020	\$37,500	Ford Interceptor	1137	Cruiser								
1933	2019	\$37,500	Ford Interceptor	1133	Cruiser								
2084	2020	\$37,500	Ford Interceptor	1134	Cruiser								
2035	2020	\$37,500	Ford Interceptor	1135	Cruiser								
1940	2019	\$37,500	Ford Interceptor	1140	Cruiser								
1630	2016	\$37,500	Ford Interceptor	1130	Cruiser								
1938	2019	\$37,500	Ford Interceptor	1138	Cruiser								
1739	2017	\$37,500	Ford Interceptor	1139	Cruiser								
PD UNMARKED/STAFF CARS													
REPLACE AT 6 YEARS/80,000													
4121	2014	\$20,595	Ford Fusion	1121	Unmarked						\$31,922		
2311	2023	\$47,176	Chevy Tahoe	1111	Shift Commander								\$75,953
1711	2017	\$41,000	Chevy Tahoe	1129	Marked	\$60,774							
0637	2006	\$2,900	Lexus 300 ES	1120	PD Staff	\$43,853							
1110	2012	\$26,423	Ford Taurus	1110	PD Staff		\$51,480						
1823	2018	\$21,000	Ford F150	1123	PD Staff				\$72,504				
1922	2019	\$20,528	Toyota Sienna Van	1122	PD Staff							\$60,738	
1624	2016	\$20,910	Toyota RAV4	1124	PD Staff			\$39,687					
DUMP TRUCKS 35/48/50 GAW													
REPLACE AT 17 YEARS													
2106	2020	\$188,000	International	6	Highway								
0526	2005	\$133,600	Freightliner	26	Highway								
0527	2005	\$133,600	Freightliner	27	Water								
0965	2009	\$151,000	Freightliner	65	Highway				\$261,795				
1803	2018	\$157,000	Inter. Dump	3	Highway								
1405	2014	\$80,463	Inter. Dump	5	Highway							\$128,458	
9508	1995	Grant	Inter. Dump	AP5	Airport								
1412	2014	\$80,463	Inter. Dump	12	Highway							\$128,458	
2002	2020	\$188,000	Inter. Dump	7	Highway								\$281,613
1704	2017	\$156,000	Inter. Dump	2	Highway								
1910	2019	\$157,000	Inter. Dump	4	Highway								
2022	2020	\$167,000	Inter. Dump	10	Highway								
09AP8	2009	Grant	Freightliner	22	Highway								
1972	2019	\$154,000	Freightliner	AP8	Airport								
	2019		Inter. Dump	72	Highway								

VEHICLE AND EQUIPMENT 8 YEAR REPLACEMENT SCHEDULE

VEHICLE NUMBER	MODEL YEAR	PURCHASE PRICE	DESCRIPTION	VEHICLE DEPT. NO	USING DEPT/DIV	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031	FY 2031/2032
1 TON TRUCKS													
10,000 GVW													
			REPLACE AT										
			10 YEARS/60,000										
2011	2010	\$57,000	Ford F450	11	Highway		\$108,479						
1724	2017	\$60,000	Ford F450	24	Highway		\$108,479						
1113	2011	\$23,967	Ford F350 Dump	73	Recycle					\$93,000			
1774	2017	\$60,000	Ford F450	74	Highway								
1923	2019	\$75,000	Ford F450	23	WWTP								\$120,750
4134	2014	\$33,562	GMC K3500	134	Cemetery			\$73,000					
0105	2001	\$25,000	Ford F350 Stepvan	54	Water								
1445	2013	\$37,806	Dodge 3500	45	Highway								
1275	2012	\$49,681	Ford F450	75	Highway								
4107	2014	\$26,411	Ford F350	107	Parks & Rec	\$73,920							
1214	2012	\$31,623	Ford F350	14	Water					\$65,000			
1815	2018	\$55,000	Ford F350	15	Water						\$86,900		
9820	1998	\$52,000	Ford F350	20	Fleet								
2213	2022	\$53,628	Ford F450	13	Water					\$91,200			
1119	2011	\$27,659	Ford F350	19	Fleet								
3/4 TON TRUCKS													
			REPLACE AT										
			10 YEARS/60,000										
6130	2016	\$30,000	Ford F250	130	Parks			\$76,000					
8131	2018	\$34,000	Ford F250	131	Parks					\$53,720			
1301	2013	\$22,232	GMC 2500	AP1	Airport		\$58,344						
184P3	2018	\$22,232	Ford F250	AP3	Airport				\$74,500				
104	2022	\$39,223	Ford F250	104	Parks							\$63,149	
1116	2011	\$20,483	Ford F250	16	Water								
1/2 TON TRUCKS													
			REPLACE AT										
			10 YEARS/70,000										
4103	2014	\$31,348	GMC 1500 Crew	103	Parks	\$52,780							
1832	2018	\$24,000	Ford F150	32	Parks							\$38,640	
1538	2015	\$36,000	Ford Interceptor	18	Highway								
1425	2014	\$19,828	GMC 1500	25	Highway	\$52,780							
1/4 TON TRUCKS													
			REPLACE AT										
			10 YEARS/70,000										
0502	2005	\$14,707	Ford Ranger		Water								
SIDEWALK PLOWS													
			REPLACE AT										
			10 YEARS										
1350	2013	\$54,000	Wacker WL30	50	Highway					\$124,640			
1551	2015	\$63,159	Bobcat Toolcat	51	Highway				\$122,231				
0653	1999	\$52,000	Trackless (sidewalk plow)	53	Highway	\$200,200							
0752	2007	\$82,357	Trackless (sidewalk plow)	52	Highway				\$208,600				
0649	2006	\$110,000	Trackless (sidewalk plow)	49	Highway	\$204,400							

VEHICLE AND EQUIPMENT 8 YEAR REPLACEMENT SCHEDULE

VEHICLE NUMBER	MODEL YEAR	PURCHASE PRICE	DESCRIPTION	VEHICLE DEPT. NO	USING DEPT/DIV	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031	FY 2031/2032
BACKHOE													
			REPLACE AT 12 YEARS										
1541	2015	\$76,000	John Deere 310SK	41	Highway					\$150,176			
1639	2014	\$116,000	Hitachi Excavator	39	Water								\$186,760
PAYLOADERS													
			REPLACE AT 15 YEARS										
2017	2001	\$172,000	John Deere Payloader	17	Transfer Station								
2034	2020	\$162,000	Hitachi	34	Highway								
1433	2014	\$142,000	SDLG Payloader	33	Highway					\$224,360			
0306	2003	\$161,802	Case Payloader	AP5	Airport								
1805	2018	\$61,595	Kubota	Kubota	Recycle								\$99,167
TRACTORS													
			REPLACE AT 10 YEARS										
2020	2020	\$110,000	John Deere	AP6	Airport								
066AP	2006	\$106,472	Ford Versatile Tractor	40	Highway								
8105	2018	\$31,000	Mahindra	105	Parks & Rec				\$80,460				
9132	2019	\$34,000	Kubota Tractor	132	Cemetery				\$83,600				
1429	2014	\$61,000	Kubota Tractor	29	WWTP								\$98,210
1410	2014	\$23,400	Toyota Forklift		Recycle	\$47,880							
0513	2005	\$6,190	John Deere 1300	113	Parks & Rec						\$15,000		
8109	2018	\$10,000	John Deere X730	109	Parks & Rec								
1117	2011	\$32,250	Volvo MC115C	skidsteer	Highway					\$88,920			
1455	2014	\$45,000	Volvo MC115C	skidsteer	Solid Waste								
106	2020	\$119,649	Toro Mower	Mower	Cemetery						\$189,045		
6135	2016	\$10,600	Kubota Tractor	135	Cemetery		\$22,689						
2009	2020	\$42,000	John Deere	AP7	Airport								
SPECIALTY EQUIPMENT													
			REPLACE AT 10 YEARS										
1528	2015	\$307,000	Freightliner VacCon	28	Water/Sewer								
0317	2003	\$204,638	Sterling VacCon	36	Highway						\$475,850		
16AP9	2016		OshKosh Snow Blower	AP4	Airport								
AIR COMPRESSORS													
			REPLACE AT 10 YEARS										
9503	1990	\$10,000	Ingersoll Compressor	133	Cemetery							\$41,664	
9714	1997	\$10,000	Lindsay Compressor	88	Highway								
1586	2015	\$13,730	Atlas Compressor	86	Water								
0589	2000	\$10,000	Air Compressor	89	Highway								

VEHICLE AND EQUIPMENT 8 YEAR REPLACEMENT SCHEDULE

VEHICLE NUMBER	MODEL YEAR	PURCHASE PRICE	DESCRIPTION	VEHICLE DEPT. NO	USING DEPT/DIV	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031	FY 2031/2032
CONSTRUCTION EQUIPMENT													
			REPLACE AT 10 YEARS										
0704	2007	\$4,499	Graco Painter	80	Highway								
9012	1990	\$6,000	Snow Blower attach.	80	Highway								
0106	2001	\$18,000	Chipper		Highway							\$75,000	
0912	2009	\$1,788	Woods Brush Hog		Highway								
1244	2012	\$8,000	Whacker Roller		Highway			\$46,720					
9410	1994	\$18,700	Forklift		Fleet Services								
9818	1998	\$3,000	Trailer for Highway		Cemetery								
9924	1999	\$8,200	Hydro Tek Steamer		Highway								
0113	2001	\$21,208	Asphalt Reclaimer		Highway								
9301	1993	\$21,708	Asphalt Reclaimer		Highway								
8210	1982	\$20,000	Trailer		Highway								
0010	2000	\$5,800	Miller Curber		Highway								
0022	2000	\$33,000	Cimline Crack Sealer		Highway								
0520	2005	\$9,260	Welder/Generator on Trailer		Fleet Services								
0752F	2007	\$4,999	Trackless Mower Attach		Highway			\$78,840					
0011	2000	\$5,225	Stowe Roller		Parks & Rec								
9014	1990	\$20,000	Snow Blower		Highway								
0663AP	2006		Salsco/Chipper		Airport								
0409	2004		Promovost Snowblower		Highway			\$38,700					
1506	2015	\$8,000	Cam Trailer		Highway								
9815	1998	\$8,000	Pequa Trailer		Parks & Rec								
0036	2000	\$9,995	Vibromax Roller		Highway								
			Total		Total	\$845,612	\$815,892	\$943,233	\$884,666	\$924,160	\$1,171,183	\$988,864	\$1,245,527
						FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031	FY 2031/2032

APPENDIX

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APPENDIX A

This appendix includes General Fund projects that are NOT included in the proposed FY25-FY31 CIP but may appear in future CIP documents. These projects have not been included in the CIP for a variety of reasons, including limited resources and the need for additional project analysis and development.

COMMUNITY SERVICES

FIRE DEPARTMENT

Ambulance Replacement

FY31 19A1 Replacement with an estimated cost of \$327,000.

The ambulances remain on a 9-year replacement schedule. This is an ongoing CIP Replacement project to maintain our fleet. Current trade-in values is estimated at \$10,000 on the units at the end of a 9-year cycle.

Apparatus Replacement

FY33 Quint Ladder 2 (purchased 2017) estimated cost \$1,550,000

FY41 Tower Ladder (purchased in 2019) estimated cost \$2,160,000

Brush Trucks- Brush 1 and Brush 2 Replacement

Brush 1 was refurbished in FY21 and Brush 2 will be completed in FY23. Projected to get 7-10 years out from the upgrades made. Projected replacement cost \$210,000 to replace each unit.

Central Station SCBA Fill Station

This unit is used to fill our SCBA bottles and cascade bottles on Rescue 1 and Tower Ladder 1. Our SCBA bottled air is used daily on investigations and mitigation of calls in toxic environments. The Central Station unit was purchased via grant in 2012. Unit is serviced annually and requires independent air quality testing annually. The projected cost of replacement is \$60,000.

Replacement life span is 15-20 year depending on parts availability.

Mobile Radios

The current mobile radios were recently replaced over three years starting in FY15 and completed in FY17. The department currently has 25 of these units that are used daily to provide communications on all response apparatus. Based on the current information provided by Motorola, it is expected that the replacement of these units will need to start in FY30. It is unknown at this time if this can be a multi-year project. The units have an expected 10-year life cycle. Parts for the units are also not available 2-3 years after the model has stopped production. The current cost of the mobile units is \$4,500 per unit and a total replacement cost today that would exceed \$112,500.

Replacement Life Span = 10-15 years

Multi Gas Meters

This program would support all meters used for monitoring for toxic environments. This is currently supported by grant funding allocated to the Hazardous Materials Response Team but we are listing it in case the funding were to stop. Service life of the meters is 5-7 years currently.

Average cost = \$4,000

Portable Radios

The current mobile radios were replaced over a four-year program that started in FY17 and completed in FY20. For the same reasons as the mobile radio replacement project listed above, the replacement of these radios is expected for FY30-FY31 if we were to purchase over a multi-year period as we are now. Purchasing of equipment like this over multi-years potentially limits the life span and parts availability if the units are purchased near the end of the model years of the radios being produced. We try to make sure that the equipment purchased is “state of the art” and a new model at the time, so we are able to get the longest life span and service availability as possible, but we don’t have control over that when models are discontinued. Currently, we have sixty-five portable radios at a cost of \$4,000.

Replacement Life Span = 10-12 years

Estimated Cost = \$260,000

Station Generator/Emergency Power Systems

The Central Station system was new in 2012. The Station 2 system was replaced by the state between 2010 and 2012. Both systems will be projected for replacement in FY32 depending on their condition and availability of parts. The cost of the units is not known, but the Central Station system is projected over \$75,000 due to its size. Each generator received annual maintenance and testing.

Replacement Life Span = 20-25 years

Technical Rescue Equipment

This program would support the technical rescue equipment in case grant funding wasn’t available for replacement. Struts, Air Bags, Air Cart, SABA with Communications Equipment, Boat, All Terrain Unit- Off Road. More information needs to be put together for this and will be added once assessed.

Thermal Cameras

This is to support the current eight thermal units in service. The current units range in age of new to five years old (5 units are new, 3 units are five years old) and we have been fortunate to support through grant funding. Service life span is 7-10 years. Average cost per unit with charger is \$6,000.

PARKS & RECREATION

Swimming Pool Rehabilitation – Wheelock

In 2019, the City hired Weston & Sampson to complete a feasibility study of the pools in Wheelock Park and Robin Hood Park. The two pools had a significant difference in long-term sustainability for future operations. Wheelock pool is structurally sound but needs continued maintenance and improvements to continue its useful life. Multiple deficiencies exist in the Robin Hood pool, including the structural integrity of the pool itself. These findings will drive a decision about the future of pool operations for the east side of Keene. Although the City has been maintaining the pools, 60 years of operation has resulted in issues that are beyond repairs and consideration for a new aquatic facility is imminent.

Wheelock Park Lights

Working with the City engineering department and reviewing the Active and Passive Recreation Management Plan, recreation lighting in Wheelock Park will need to be addressed. Current electric and pole infrastructure is failing on O’Neal and Durling fields, the horseshoe pits, tennis courts, and skating rink as they were all installed in the early to mid-1980s. The youth ball fields were installed as recently as the early 2000s. Technologies have changed with LEDs. Creating a greener footprint and reducing the energy bill is a mission of the City. Working with the department, park user groups will collaborate to create a capital campaign, seek grants, utilize alternative revenue sources such as crowdfunding, and partner with local energy providers to fund this project.

Durling Field = \$225,000

O’Neal Field = \$325,000

Estimated Year = FY 2030

INTERNAL SUPPORT

FACILITIES

City Hall – Finance Department

Cubicles in the Finance Department are beyond their useful life. During the COVID-19 pandemic, the fabric surfaces were hard to maintain and clean. In addition, the creation of a new workspace is not achievable as parts are no longer able to be found to connect pieces from one unit to another. This project will be considered when additional funding becomes available throughout the capital project fiscal cycles and may be able to be achieved in phases.

Estimate: \$30,000

City Hall – Revenue Collection Office

The workspace within the Revenue Collection office is tight and limited. This area is critical to confidentiality and processing a high volume of traffic from the public. This project would help to reconfigure and identify appropriate spaces needed to create a positive work environment for the employees and the customers. This project will be considered when additional funding becomes available throughout the capital project fiscal cycles and may be able to be achieved in phases.

Estimate: \$30,000

Parking Lots – FY32 +

Once the parking lots have been repaired, the need for a sealing program needs to be in place on a rotating basis to help maintain the longevity of the initial investment. Program costs will be established in the next CIP budget cycle as market pricing will be more reliable.

INFORMATION TECHNOLOGY

City Wire Fiber Replacement

The City owns the fiber that connects its computer network to each of its facilities. This fiber has run reliably for many years and is expected to continue to do so for the near future. The reliance on this fiber has grown as demand to move more data faster over it has increased and will continue to do so into the future. Inevitably, the City will need to look into replacing the existing fiber with the next generation of communication fabric. Currently, there is no cost estimation for this project and the proposed budget does not include any requests for this endeavor.

Supply Chain Cost Impacts

The proposed IT Department CIP projects and programs use today's costs based on recent purchases and vendor quotations. The volatility in pricing of electronics as well as other types of hardware and equipment required for all types of business operations is unpredictable. If costs continue to rise and global supply chain problems are not resolved, the projected costs of network, server, SAN, and telephone equipment could increase beyond the budget amounts requested. The proposed budgets do not include any buffer to accommodate this risk.

INFRASTRUCTURE

AIRPORT

Hex Hangar Repairs

Constructed more than 40 years ago, this hangar came to be owned by the City through a reversion contained in the long-term land lease. Now that it is owned by the City, maintenance of this building is needed. Work to be considered includes new roof, electrical wiring to meet code, new hangar doors, and exterior painting. There is no federal or state funding for this project.

Estimated Cost = \$150,000

Municipal Water and Sewer at Terminal Locus

The terminal building, SRE building, and C&S hangar are all served by individual septic systems. The water supply comes through Edgewood but is not connected via a loop to the Swanze Water Company lines on Route 32. The ultimate development interests for this part of the airport would be well-served if municipal sewer service and a continuous water line were installed. Successful development will require an appropriate infrastructure.

Estimated Cost = \$700,000 - \$900,000

Old Airport Fire Station Building

The former fire station at the airport continues to be used for equipment and de-icer storage and other equipment seasonally. The building is heated minimally due to the need to keep the de-icer at minimum temperatures. The overhead doors have significant deterioration and should be replaced to preserve the useful life of this necessary structure. There is no federal/state funding available for this repair.

Estimated Cost = \$8,000

Runway 20 Precision Approach Path Indicator (PAPI)

The 2020 CIP allocated \$60,000 for the replacement of the existing runway PAPI system. The equipment is used by pilots to help them stay on the correct approach slope during landing. The existing PAPI system is more than 20 years old and in need of replacement. The project is eligible for funding from the FAA AIP grant program at 90% federal funding, 5% NHDOT funding, and 5% local funding. The project has been moved to FY28. The acquisition of aviation easements and obstruction clearing needs to be completed prior to the installation of the PAPI equipment.

Estimated Cost = \$60,000

PUBLIC WORKS

Access Road Bridge Replacement

The City owns and maintains a number of bridges that allow access to portions of City-owned property. These include the bridge on the access road to Goose Pond Dam, the access bridge for the Three Mile Dam, a bridge over Ash Swamp Brook near the end of Bent Court, etc. Many of these are nearing the end of their useful life and will require repairs or replacement in the future. Since these are private bridges and used for City operations, they are not eligible for New Hampshire Department of Transportation funding.

Beaver Brook Channel Repairs

Public Works department staff recently observed deterioration in the channelized portion of Beaver Brook, between Spring Street and Harrison Street. The damage includes spalled and cracked concrete, joints missing the required water stop, and wall sections that have settled or rotated out of proper alignment. Over the next two years, the engineering division will evaluate the full scope of repairs that are needed. We anticipate that this project will be proposed as part of the next CIP update.

Victoria Street Extension

This project proposes to extend Victoria Street south from Water Street to connect to Marlboro Street. Work will include property acquisition, engineering design, and construction of approximately 1,200 linear feet of roadway. The 2004 Traffic Committee reviewed various traffic improvements throughout the city and identified extension of Victoria Street as a critical piece of the Marlboro Street Zoning/Redevelopment Evaluation that was completed in 2014. This extension will open a large parcel for redevelopment. It will also improve access for truck traffic to businesses located on Victoria Street and reduce the amount of truck traffic in residential neighborhoods.

In 2008, a total of \$163,000 was allocated for preliminary design. The project was suspended after spending limited funds for a topographic survey. In 2016, Council voted to reallocate \$155,755 of bond funds previously issued for this project.

The project would also provide funding to install sewer and water mains along the 1,200 feet of new road and would support the redevelopment of adjacent properties and improve the resiliency of the system overall.

APPENDIX B

This appendix includes a discussion of the Sewer Fund and Water Fund capital projects that are scheduled for FY32 and beyond. Also included is a brief discussion of water main replacement funding. Due to the nature of aging utility infrastructure, and the scope of the proposed projects, this information is provided in an effort to better inform the long-term discussion regarding utility fund infrastructure.

SEWER FUND

Advanced Wastewater Treatment

The Wastewater Treatment Plant (WWTP) received its updated discharge permit from the EPA that is in effect for five years beginning February 1, 2022. As written, the permit contains a limit for aluminum that will take effect in 2025. Currently the WWTP can meet the proposed limit with chemical treatment, however the aluminum limits are being evaluated and may be reduced prior to the expiration of the current permit in 2027. That in combination with the skyrocketing costs of Polyaluminum Chloride may require additional upgrades for the WWTP to comply with aluminum limits. The nature and cost of those changes will not be known, but staff anticipate this project will be included in the FY27-FY33 CIP update.

Force Main

Wastewater from Keene and Marlborough is conveyed to the WWTP via a 30-inch, ductile iron force main that was installed in the early 1980s. This pipe is approximately two miles long and nearly 40 years old. The City is currently working on performing a condition assessment of this valuable piece of infrastructure. The results of the condition assessment of the current pipe will be helpful to better understand when this work will need to be done.

However, in the near future, a new force main from Martell Court to the WWTP will need to be installed. Installing a new force main will allow the existing main to be taken offline for repairs as well as provide redundancy in case of a failure. The cost of installing a new force main may range from \$5 million to \$10 million, given its age. Staff anticipates this project will be included in the FY27-FY33 CIP update.

Pump Station Upgrades

The FY25-FY31 CIP project includes major upgrades and renovations to the Martell Court pump station and the Blackbrook pump station. The three remaining pump stations (Bradco, Farmstead Commons, and Court Street) are also in need of major upgrades and renovations and will be the basis for future CIP programs. Current cost estimates to upgrade those pump stations are approximately \$3 million. These stations have been well maintained but the equipment is reaching the end of its useful life. Staff will plan on including these projects in the FY27-FY33 CIP update.

Sewer Main Infrastructure

In the fall of 2017, the City applied for and received funding for the development of an Asset Management Plan for our sewer collection system through the Clean Water State Revolving Fund. That plan was completed in 2019. The City completed inflow and infiltration work in the southeastern area of the city and this information is providing the data needed to complete a rating similar to the risk and consequence analysis performed for water mains. The FY25-FY31 Capital Improvement Program (CIP) funds the replacement or lining of approximately 8,460 feet of sewer mains over the 7-year period (1,200 feet per year). With more than 94 miles of sewer main serving more than 90 percent of the City's population, this rate of work sees repair or replacement of the City's entire sewer system over 412 years. An additional 6.3 miles of pipe will be lined under this CIP.

Sewer mains have an expected life expectancy of 50-100 years. Rehabilitation by lining will extend the useful life of our sewer mains by up to another 50 years, but we cannot reasonably expect to extend these assets to 412 years. The risks of operating a main past its expected life include collapse, blockage, and overflows – all of which lead to environmental contamination and unexpected disruption and sewage backups to residents and businesses. The Administrative Order and associated fine levied to the City in 2004 by the federal Environmental Protection Agency (EPA) focused on the functionality, operation, and maintenance of the sewer system. The City responded by replacing and upgrading many of the oldest mains. The City's cost for that Administrative Order including fines and project work exceeded \$7 million.

While the current CIP provides for greater investment in sewer mains than prior editions, the Public Works department recommends the rate of replacement be increased to no less than 1.0 miles per year.

Wastewater Treatment Plant Building Upgrades

The Wastewater Treatment Plant control building is nearly 40 years old. All the windows and exterior doors are original to the plant and are approaching the end of their useful life. This project would replace all the building's windows as well as the leaking glass block and double exterior doors on the east side of the building. Staff anticipates this project will be included in the FY27-FY33 CIP update. Projected costs for this work would be approximately \$300,000 to \$500,000.

West Street Sewer Improvements

The addition of the West Street Corridor Improvements project to the NHDOT's Ten Year Plan will provide an opportunity to update utility infrastructure along this gateway. This CIP includes design funds for this project in FY27. We anticipate that construction will be programmed under the "Sewer Improvements Program" in FY32.

WATER FUND

Robertson Field Groundwater Source Development and West Street Well Improvements

Even though it is beyond the scope of this current CIP, it is anticipated that design improvements and new source development in addition to upgrades to the West Street well facilities will begin sometime within the next 10 years. The City recently applied for and was awarded a \$50,000 strategic planning grant through NHDES's Water Sustainability Grant Program to further study the proposed improvements. This grant-funded study will be completed by the end of 2025 and will provide a clearer picture of the proposed work and associated costs. Preliminary costs as described by the 2023 Water Supply Master Plan performed by Underwood and GZA have estimated a budget of \$7 million for this work.

Water Main Infrastructure

A Water Mains Asset Management Plan was developed in 2016 to provide a qualitative roadmap that would assist staff in prioritizing the replacement or rehabilitation of the City's drinking water mains. Based on the probability and consequences of failure, several of the highest-ranking mains have already been replaced and several more are scheduled for replacement over the 7 years of the FY25-FY31 CIP. The City owns more than 102 miles of water mains and is scheduled to replace approximately 4.0 miles of water main – the equivalent of 3,035 feet per year -- over the 7 years of the current CIP. Although the funds requested for this program have increased substantially from prior CIPs, this actually represents a slight decrease in the amount of work planned over the coming septennium. The construction industry has been hit particularly hard by the recent surge in inflation as well as post-covid workforce challenges. At the rate of replacement reflected in the current CIP, all of the City's water mains will be replaced in approximately 178 years.

While failure to replace water mains does not guarantee there will be catastrophic main failure and severe consequences, it certainly increases that risk. The Public Works Department recommends that the City increases the current rate of water main replacement. Without additional investment in the water distribution system, we should expect to see more frequent occurrences of water main breaks and service interruptions.

West Street Water Improvements

The addition of the West Street Corridor Improvements project to the NHDOT's Ten Year Plan will provide an opportunity to update utility infrastructure along this gateway. This CIP includes design funds for this project in FY27. We anticipate that construction will be programmed under the "Water Main Improvements Program" in FY32.

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