



# CAPITAL IMPROVEMENT PROGRAM

Fiscal Years 2027-2033





March 2026

The Honorable Mayor Kahn and Members of the Keene City Council:

I am pleased to present the proposed Capital Improvement Program (CIP) for Fiscal Years 2027–2033, including the proposed capital budget for FY 2027. The CIP is the City’s primary long-range planning tool for identifying and prioritizing major infrastructure and capital investments while maintaining alignment with City Council fiscal policies and community priorities.

Through this process, the City evaluates and schedules investments in facilities, equipment, transportation infrastructure, utilities, parks, and other public assets that support essential municipal services and the quality of life in our community.

The projects included in this program reflect input from residents, City Council priorities, departmental planning efforts, and the goals articulated in the City of Keene Comprehensive Master Plan. Departments rely on a variety of planning and asset management tools—including roadway, stormwater, water, sewer, and facilities asset management plans—to guide project development and scheduling. These tools help ensure that investments are made strategically and that the City maintains and improves critical infrastructure responsibly over time.

The CIP also reflects the balance that must be achieved between maintaining affordability for taxpayers and investing in the infrastructure necessary to support a resilient and thriving community. Many of the City’s most important assets—including roads, bridges, water and sewer systems, stormwater infrastructure, and municipal facilities—require ongoing reinvestment to ensure reliability and safety. The City continues to actively pursue grants, partnerships, and other outside funding sources whenever possible to reduce the impact of these investments on local taxpayers.

The proposed FY 2027–2033 CIP includes significant investments across multiple areas of municipal service. These include continued funding for roadway preservation, bridge rehabilitation, sidewalk improvements, stormwater resiliency, parks and recreational facilities, municipal building improvements, and technology infrastructure, as well as investments supporting the City’s water and wastewater utilities.

Capital planning plays an important role in ensuring Keene remains competitive and well positioned for future growth and investment. Strategic infrastructure improvements strengthen the City’s ability to attract businesses, support housing development, and maintain the high-

quality of life valued by residents. Maintaining the right balance between investment and affordability will help ensure Keene remains an attractive place to live, learn, work, and visit.

The CIP is a planning document and will continue to evolve as priorities change, new information becomes available, and opportunities arise. While most capital projects advance through the CIP process, projects may occasionally be brought forward outside the formal cycle when grant funding or partnership opportunities make it advantageous to do so.

Following review by the Planning Board and the City Council, and after a public hearing, the first year of the program will be incorporated into the City's FY 2027 operating budget as the capital budget. Future years will continue to be reviewed and updated annually as part of the City's ongoing budget process.

Public participation remains an important part of the capital planning process. Community input helps ensure that investments reflect the needs and priorities of Keene residents and businesses as the City plans for the future.

#### Fiscal Policy Impact

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 fiscal policy, 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 anticipated revenues can also be an additional tool when responding to unanticipated emergency expenditures or unforeseen events and provides resources to fund capital projects maintaining budget flexibility by stabilizing or reducing future debt service payments.

#### Unassigned Fund Balance

2027	2028	2029	2030	2031	2032	2033
9.93%	9.50%	8.99%	7.81%	7.70%	7.28%	7.82%

Anticipated operating budget and capital improvement program needs over the next (7) years, results in a projected unassigned fund balance at year-end of \$9.8 million in FY27 to \$8.9 million in FY33. A beginning unassigned fund balance in FY27 of \$13.8 million allowed for some flexibility when considering funding opportunities for the Downtown Infrastructure and

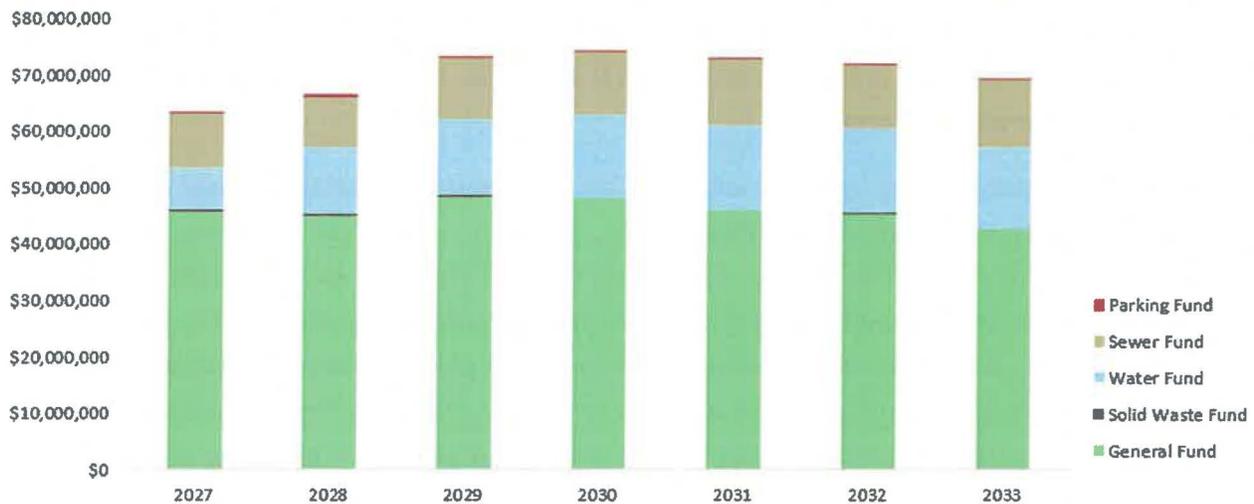
Rehabilitation Project, allowing us to propose an appropriation of \$1.725 million to offset increased costs.

The plan estimates an increase in debt service over the next (7) years, raising potential fiscal policy compliance concerns in outlying years. The City will revisit this during our next CIP planning (FY 2029-2035) to address project prioritization, reassess timing assumptions, and evaluate alternative funding mechanisms.

### Debt Service

2027	2028	2029	2030	2031	2032	2033
7.52%	8.14%	9.15%	10.40%	11.57%	12.29%	12.43%

### Outstanding Debt – All Funds



	2027	2028	2029	2030	2031	2032	2033
Parking Fund	\$451,570	\$374,202	\$296,835	\$219,468	\$142,101	\$94,734	\$47,367
Sewer Fund	\$9,590,439	\$8,735,588	\$11,052,000	\$11,215,000	\$11,710,000	\$11,250,000	\$11,855,133
Water Fund	\$7,397,452	\$12,126,914	\$13,455,976	\$14,748,238	\$14,991,800	\$15,126,097	\$14,536,849
Solid Waste Fund	\$155,000	\$120,000	\$85,000	\$75,000	\$65,000	\$55,000	\$45,000
General Fund	\$45,906,529	\$45,044,327	\$48,498,973	\$48,063,954	\$45,995,452	\$45,360,252	\$42,740,249
<b>Total</b>	<b>\$63,500,990</b>	<b>\$66,401,031</b>	<b>\$73,388,784</b>	<b>\$74,321,660</b>	<b>\$72,904,353</b>	<b>\$71,886,083</b>	<b>\$69,224,598</b>

### Future Initiatives

The FY 2027–2033 CIP highlights several initiatives that will shape the City’s infrastructure and quality of life in the coming years. Many of these projects also demonstrate the City’s ongoing

effort to leverage partnerships, grants, and state programs to maximize investment while minimizing the impact on local taxpayers.

The Downtown Infrastructure Improvement and Reconstruction Project represents one of the most significant investments included in this CIP. Much of the underground infrastructure serving the downtown - including water, sewer, and stormwater systems - dates back more than 120 years. Replacing this aging infrastructure is essential to maintaining reliable service, protecting public health, and supporting the long-term vitality of downtown. Addressing these underlying systems now will ensure that critical infrastructure is in place to support businesses, residents, and future investment. As this work moves forward, it will also provide opportunities to improve sidewalks, streetscapes, and the overall downtown environment.

Another major initiative included in this CIP focuses on improvements to Robin Hood Park, one of the community's heavily used recreational facilities. Robin Hood Park offers playgrounds, trails, open space, and the community pool. Many park facilities and supporting infrastructure have reached the end of their useful life and require reinvestment, including the aging pool facility. Planned improvements will focus on modernizing park infrastructure, improving accessibility and safety, and enhancing recreational amenities so the park can continue to serve residents for generations to come.

The Lower Winchester Street Reconstruction Project, included in the State of New Hampshire's Ten-Year Transportation Improvement Plan, represents another significant infrastructure investment reflected in this CIP. By aligning the City's capital planning with the State's program, Keene is able to leverage state funding that covers approximately 80 percent of the project costs. The project will reconstruct the roadway while also replacing and upgrading aging water, sewer, and stormwater infrastructure within the corridor. Coordinating these improvements allows the City to address multiple infrastructure needs at once while maximizing outside funding and minimizing long-term disruption.

Investments in stormwater resiliency and flood mitigation, including the Beaver Brook Flood Mitigation Project and the Stormwater Resiliency Program, reflect the City's commitment to protecting infrastructure and neighborhoods from increasingly frequent severe weather events.

Finally, the CIP continues to include long-range planning for the West Street Corridor Improvements and the West Keene Fire Station, both of which remain important future investments in transportation infrastructure and public safety.

The FY 2027-2033 Capital Improvement Program book contains the following sections:

- Program Overview (all funds)

This section provides an overview of the CIP process, impact on fiscal policies and financial information for all projects.

- Financial Overview (all funds) – a consolidated financial overview of all proposed projects and funding sources included in the proposed CIP (all funds).
  - Consolidated New Debt Schedule – includes the proposed issuance of new debt (all funds).
  - Multi-Fund Infrastructure Projects – shows the total cost of major infrastructure projects that have outlays in multiple funds (i.e. general, water, sewer)
- General Fund – used to account for those governmental activities that are not recorded in other funds.

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

- Community Services – Facilities, Fire, Parks & Recreation, and Police Programs that are related to activities and services provided to the community for its benefit. Facilities provides maintenance for community structures, Fire and Police departments provide health, protection, and safety services while Parks & Recreation support health and wellness.
  - Internal Support – Assessing, Finance, and Information Technology Services the City provides to support its internal operations.
  - 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 transportation infrastructure (roads, bridges, sidewalks and bike paths) intended to facilitate safe and efficient movement within the City; and connect the local community with the Monadnock Region and State. Also included are projects aimed at preventing and remediating conditions leading to localized flooding through preventative maintenance, drainage system improvements, and comprehensive stormwater infrastructure planning.
- Parking Fund – Special Revenue Fund used to account for the operations, maintenance and capital outlay needs of the municipal parking area.
  - Solid Waste Fund – Special Revenue Fund for accounting for the activities of the transfer station, recycling operations, and post-closure costs associated with the landfill. These activities maintain compliance with regulatory and environmental governance to protect public health.

- Sewer Fund - Special Revenue Fund for accounting for the activities of the transfer station, recycling operations, and post-closure costs associated with the landfill. These activities maintain compliance with regulatory and environmental governance to protect public health.
- Water Fund - Enterprise Fund used to account for the operations, maintenance, and capital outlay needs of the water treatment and distribution systems, while maintaining compliance with regulatory and environmental governance.
- Equipment (Fleet) Fund – Internal Service Fund used to account for the operations, maintenance, and capital outlay needs of vehicles and equipment, with an emphasis on systematic replacement, lifecycle cost optimization, and rate/charge stability.

Each Fund section follows a consistent format, as follows:

- Table of Contents
- Program Overview and Summary – fund basis financial information including detail on property tax, utility rate, and fee projections.
- Debt Summary – debt service schedule providing information on existing and proposed levels of debt service through FY 2033.
- 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
- Multi-Year Projections – financial projects
- Project Request Worksheets
- Appendix
  - Appendix A – General Fund projects not included in the proposed FY 2027-2033 CIP and may appear in future CIP. 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.
  - Appendix B – Water and Sewer Funds capital projects that are scheduled for FY 2034 and beyond. Due to the nature of aging utility infrastructure, and the scope of the proposed projects, this information is provided to better inform long-term discussions regarding utility fund infrastructure.

- Appendix C – Equipment (Fleet) Fund capital project considerations beyond FY 2033.
- Appendix D – Solid Waste Fund capital project considerations beyond FY 2033.

The CIP schedule is as follows:

	<b>2027-2033 Capital Improvement Program Meeting Schedule</b>		
DATE	TIME	DESCRIPTION	LOCATION
Tuesday, March 3, 2026	5:30 PM	CIP kick-off presentations	Heberton Hall
Tuesday, March 10, 2026	5:30 PM	Special FOP Committee CIP review - Assessing, IT, Facilities, Police, Fire, Parks & Recreation	Council Chambers
Thursday, March 12, 2026	5:30 PM	FOP Committee CIP Review - Airport, Public Works, Parking Fund, Equipment Fund, Solid Waste Fund, Sewer Fund, and Water Fund	Council Chambers
Thursday, March 19, 2026	7:00 PM	CIP Public Hearing	Council Chambers
Monday, March 23, 2026	6:30 PM	Planning Board	Council Chambers
Thursday, March 26, 2026	6:00 PM	FOP Committee CIP recommendation	Council Chambers
Thursday, April 2, 2026	7:00 PM	Council CIP adoption	Council Chambers

Thank you for your careful consideration of this proposed Capital Improvement Program and for your continued commitment to planning for the future of our community.

Respectfully submitted,



Elizabeth A. Ferland  
City Manager

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## FY 2027-2033 Proposed Capital Improvement Program Financial Overview By Year, Fund, and Funding Source

<b>FY26/27</b>	<b>Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance</b>	<b>Projects Funded by Capital Reserves</b>	<b>Projects Funded by Bonds</b>	<b>Projects Funded by Grants</b>	<b>Projects Funded by Other Sources</b>	<b>Total</b>	<b>% of program</b>
General Fund	\$ 6,524,479	\$ 1,784,100	\$ 9,485,880	\$ 9,318,166	\$ 265,500	\$ 27,378,125	71.23%
Parking Fund	85,000	96,000	-	-	-	181,000	0.47%
Solid Waste Fund	350,000	350,000	-	-	-	700,000	1.82%
Sewer Fund	1,565,000	1,002,000	2,194,200	-	-	4,761,200	12.39%
Water Fund	1,121,000	709,300	1,690,200	-	-	3,520,500	9.16%
Equipment Fund	950,000	943,233	-	-	-	1,893,233	4.93%
<b>TOTAL</b>	<b>\$ 10,595,479</b>	<b>\$ 4,884,633</b>	<b>\$ 13,370,280</b>	<b>\$ 9,318,166</b>	<b>\$ 265,500</b>	<b>\$ 38,434,058</b>	
% of program	27.57%	12.71%	34.79%	24.24%	0.69%	100.00%	

<b>FY27/28</b>	<b>Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance</b>	<b>Projects Funded by Capital Reserves</b>	<b>Projects Funded by Bonds</b>	<b>Projects Funded by Grants</b>	<b>Projects Funded by Other Sources</b>	<b>Total</b>	<b>% of program</b>
General Fund	\$ 5,080,831	\$ 2,353,495	\$ 3,459,100	\$ 2,046,886	\$ 1,101,000	\$ 14,041,312	50.16%
Parking Fund	118,400	50,000	-	-	-	168,400	0.60%
Solid Waste Fund	350,000	407,000	-	-	-	757,000	2.70%
Sewer Fund	1,225,000	2,103,400	-	-	-	3,328,400	11.89%
Water Fund	1,234,600	1,215,400	5,301,500	-	-	7,751,500	27.69%
Equipment Fund	1,060,000	884,666	-	-	-	1,944,666	6.95%
<b>TOTAL</b>	<b>\$ 9,068,831</b>	<b>\$ 7,013,961</b>	<b>\$ 8,760,600</b>	<b>\$ 2,046,886</b>	<b>\$ 1,101,000</b>	<b>\$ 27,991,278</b>	
% of program	32.40%	25.06%	31.30%	7.31%	3.93%	100.00%	

<b>FY28/29</b>	<b>Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance</b>	<b>Projects Funded by Capital Reserves</b>	<b>Projects Funded by Bonds</b>	<b>Projects Funded by Grants</b>	<b>Projects Funded by Other Sources</b>	<b>Total</b>	<b>% of program</b>
General Fund	\$ 5,381,237	\$ 2,037,825	\$ 7,944,615	\$ 8,964,315	\$ 113,000	\$ 24,440,992	64.73%
Parking Fund	110,000	-	-	-	-	110,000	0.29%
Solid Waste Fund	325,000	265,000	-	-	-	590,000	1.56%
Sewer Fund	1,375,000	3,031,096	3,107,000	-	-	7,513,096	19.90%
Water Fund	926,700	265,000	1,140,600	-	-	2,332,300	6.18%
Equipment Fund	1,850,000	924,160	-	-	-	2,774,160	7.35%
<b>TOTAL</b>	<b>\$ 9,967,937</b>	<b>\$ 6,523,081</b>	<b>\$ 12,192,215</b>	<b>\$ 8,964,315</b>	<b>\$ 113,000</b>	<b>\$ 37,760,548</b>	
% of program	26.40%	17.27%	32.29%	23.74%	0.30%	100.00%	

<b>FY29/30</b>	<b>Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance</b>	<b>Projects Funded by Capital Reserves</b>	<b>Projects Funded by Bonds</b>	<b>Projects Funded by Grants</b>	<b>Projects Funded by Other Sources</b>	<b>Total</b>	<b>% of program</b>
General Fund	\$ 6,136,758	\$ 851,944	\$ 4,331,000	\$ 4,547,292	\$ 126,000	\$ 15,992,994	58.16%
Parking Fund	157,800	74,000	-	-	-	231,800	0.84%
Solid Waste Fund	150,000	-	-	-	-	150,000	0.55%
Sewer Fund	1,535,000	2,557,600	1,080,000	-	-	5,172,600	18.81%
Water Fund	750,000	595,000	2,232,900	-	-	3,577,900	13.01%
Equipment Fund	1,200,000	1,171,183	-	-	-	2,371,183	8.62%
<b>TOTAL</b>	<b>\$ 9,929,558</b>	<b>\$ 5,249,727</b>	<b>\$ 7,643,900</b>	<b>\$ 4,547,292</b>	<b>\$ 126,000</b>	<b>\$ 27,496,477</b>	
% of program	36.11%	19.09%	27.80%	16.54%	0.46%	100.00%	

<b>FY30/31</b>	<b>Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance</b>	<b>Projects Funded by Capital Reserves</b>	<b>Projects Funded by Bonds</b>	<b>Projects Funded by Grants</b>	<b>Projects Funded by Other Sources</b>	<b>Total</b>	<b>% of program</b>
General Fund	\$ 4,654,411	\$ 1,878,821	\$ 3,088,900	\$ 4,845,909	\$ 477,382	\$ 14,945,423	58.58%
Parking Fund	60,000	-	-	-	-	60,000	0.24%
Solid Waste Fund	150,000	375,000	-	-	-	525,000	2.06%
Sewer Fund	1,275,000	2,120,680	1,515,000	-	-	4,910,680	19.25%
Water Fund	1,135,000	507,700	1,241,500	-	-	2,884,200	11.30%
Equipment Fund	1,200,000	988,864	-	-	-	2,188,864	8.58%
<b>TOTAL</b>	<b>\$ 8,474,411</b>	<b>\$ 5,871,065</b>	<b>\$ 5,845,400</b>	<b>\$ 4,845,909</b>	<b>\$ 477,382</b>	<b>\$ 25,514,167</b>	
% of program	33.21%	23.01%	22.91%	18.99%	1.87%	100.00%	

<b>FY31/32</b>	<b>Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance</b>	<b>Projects Funded by Capital Reserves</b>	<b>Projects Funded by Bonds</b>	<b>Projects Funded by Grants</b>	<b>Projects Funded by Other Sources</b>	<b>Total</b>	<b>% of program</b>
General Fund	\$ 5,058,117	\$ 2,557,182	\$ 4,320,102	\$ 5,955,936	\$ 126,000	\$ 18,017,337	64.87%
Parking Fund	362,100	65,000	-	-	-	427,100	1.54%
Solid Waste Fund	150,000	-	-	-	-	150,000	0.54%
Sewer Fund	1,325,000	2,337,900	700,000	-	-	4,362,900	15.71%
Water Fund	952,400	217,100	1,203,400	-	-	2,372,900	8.54%
Equipment Fund	1,200,000	1,245,527	-	-	-	2,445,527	8.80%
<b>TOTAL</b>	<b>\$ 9,047,617</b>	<b>\$ 6,422,709</b>	<b>\$ 6,223,502</b>	<b>\$ 5,955,936</b>	<b>\$ 126,000</b>	<b>\$ 27,775,764</b>	
% of program	32.57%	23.12%	22.41%	21.44%	0.45%	100.00%	

<b>FY32/33</b>	<b>Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance</b>	<b>Projects Funded by Capital Reserves</b>	<b>Projects Funded by Bonds</b>	<b>Projects Funded by Grants</b>	<b>Projects Funded by Other Sources</b>	<b>Total</b>	<b>% of program</b>
General Fund	\$ 4,204,691	\$ 1,131,698	\$ 2,556,500	\$ 2,082,391	\$ 5,635,975	\$ 15,611,255	58.95%
Parking Fund	60,000	50,000	-	-	-	110,000	0.42%
Solid Waste Fund	150,000	-	-	-	-	150,000	0.57%
Sewer Fund	1,396,300	1,674,078	2,702,000	-	-	5,772,378	21.80%
Water Fund	835,000	653,300	566,200	-	-	2,054,500	7.76%
Equipment Fund	1,200,000	1,582,508	-	-	-	2,782,508	10.51%
<b>TOTAL</b>	<b>\$ 7,845,991</b>	<b>\$ 5,091,584</b>	<b>\$ 5,824,700</b>	<b>\$ 2,082,391</b>	<b>\$ 5,635,975</b>	<b>\$ 26,480,641</b>	
% of program	29.63%	19.23%	22.00%	7.86%	21.28%	100.00%	

<b>ALL FUNDS 2027-2033</b>	<b>Capital Reserve Appropriations and Projects Funded by Current Revenues and Fund Balance</b>	<b>Projects Funded by Capital Reserves</b>	<b>Projects Funded by Bonds</b>	<b>Projects Funded by Grants</b>	<b>Projects Funded by Other Sources</b>	<b>Total</b>	<b>% of program</b>
General Fund	\$ 37,040,524	\$ 12,595,065	\$ 35,186,097	\$ 37,760,895	\$ 7,844,857	\$ 130,427,438	61.68%
Parking Fund	953,300	335,000	-	-	-	1,288,300	0.61%
Solid Waste Fund	1,625,000	1,397,000	-	-	-	3,022,000	1.43%
Sewer Fund	9,696,300	14,826,754	11,298,200	-	-	35,821,254	16.94%
Water Fund	6,954,700	4,162,800	13,376,300	-	-	24,493,800	11.58%
Equipment Fund	8,660,000	7,740,141	-	-	-	16,400,141	7.76%
<b>TOTAL ALL FUNDS</b>	<b>\$ 64,929,824</b>	<b>\$ 41,056,760</b>	<b>\$ 59,860,597</b>	<b>\$ 37,760,895</b>	<b>\$ 7,844,857</b>	<b>\$ 211,452,933</b>	
% of program	30.71%	19.42%	28.31%	17.86%	3.71%	100.00%	

**FY 2027 - 2033 Capital Improvement Program  
Proposed New Bond Schedule (All Funds)**

	<u>Issue</u>	<u>Term</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
<b>General Fund</b>									
Ashuelot River Greenspace Project	500,000	10	200,000	300,000					
Ashuelot River Dam Repair/Replace Project	1,376,000	15	144,000		1,232,000				
Beaver Brook Flood Mitigation Project	1,000,000	15			500,000	500,000			
Downtown Infra Improve & Reconstruct Project	3,932,830	10	3,932,830						
Downtown Restroom Project	442,000	10		442,000					
Gilbo Ave Solar Pavillion Project	439,200	10	439,200						
Liquid Brine Pre-Treatment System	578,400	5			578,400				
Lower Winchester Street Reconstruction	2,206,765	10	143,550		2,063,215				
Roadway Preservation & Rehabilitation Program	10,132,300	10		1,663,800	1,627,100	1,764,400	1,656,400	1,710,300	1,710,300
Robin Hood Park Improvement Project	1,117,000	15	1,117,000						
Stormwater Resiliency Program	11,749,000	15	3,509,300	1,053,300	1,943,900	2,066,600	1,132,500	1,197,200	846,200
Transportation Heritage Trail Program	300,000	10					300,000		
West Street Corridor Improvements Project	1,412,602							1,412,602	
<b>General Fund Totals</b>	<b>34,686,097</b>		<b>9,485,880</b>	<b>3,459,100</b>	<b>7,944,615</b>	<b>4,331,000</b>	<b>3,088,900</b>	<b>4,320,102</b>	<b>2,556,500</b>
<b>Sewer Fund</b>									
Blackbrook Wastewater Pump Station Upgrade Project	1,760,000	15			1,760,000				
Court Street Pump Station Upgrade	1,077,000	15							1,077,000
Lower Winchester Street Infrastructure Project	172,000	15			172,000				
Martell Court Bypass Project	825,000	15	825,000						
Sewer Improvement Program	1,369,200	15	1,369,200						
WWTP Building Renovation & Demolition Program	525,000	10							525,000
WWTP HVAC Replacement Project	1,175,000	10			375,000		400,000		400,000
WWTP Tank Repair	4,395,000	15			800,000	1,080,000	1,115,000	700,000	700,000
<b>Sewer Fund Totals</b>	<b>11,298,200</b>		<b>2,194,200</b>	<b>-</b>	<b>3,107,000</b>	<b>1,080,000</b>	<b>1,515,000</b>	<b>700,000</b>	<b>2,702,000</b>
<b>Water Fund</b>									
Water Distribution Improvements Program	9,147,300	15	1,690,200	1,072,500	1,140,600	2,232,900	1,241,500	1,203,400	566,200
Well Field Upgrades Program	4,229,000	15		4,229,000					
<b>Water Fund Totals</b>	<b>13,376,300</b>		<b>1,690,200</b>	<b>5,301,500</b>	<b>1,140,600</b>	<b>2,232,900</b>	<b>1,241,500</b>	<b>1,203,400</b>	<b>566,200</b>
<b>Proposed Bond Issues FY 2027-2033</b>	<b>59,360,597</b>		<b>13,370,280</b>	<b>8,760,600</b>	<b>12,192,215</b>	<b>7,643,900</b>	<b>5,845,400</b>	<b>6,223,502</b>	<b>5,824,700</b>

**2027 - 2033 MULTI-FUND/PROJECT INFRASTRUCTURE PROGRAMS**  
**Projects Consolidated Across Funds and Programs**

	pg.	Prior Years	2027	2028	2029	2030	2031	2032	2033	Total
<b><u>Church Street</u></b>										
Stormwater Resiliency	106-107			177,400	1,943,900					2,121,300
Sewer Improvements	147-148			97,400	668,700					766,100
Water Distribution Improvements	182-183			138,600	963,900					1,102,500
<b>Total Church Street</b>			-	<b>413,400</b>	<b>3,576,500</b>	-	-	-	-	<b>3,989,900</b>
<b><u>Downtown Revitalization</u></b>										
Street/Sidewalk/Other Improvements	86-87	3,572,170	5,604,630							9,176,800
Traffic Signal Replacement	101-102	474,200	325,000							799,200
Stormwater Resiliency	106-107	2,977,942	2,476,058							5,454,000
Sewer Improvements	147-148	1,802,492	1,305,600							3,108,092
Water Distribution Improvements	182-183	4,994,684	590,800							5,585,484
<b>Total Downtown Revitalization</b>		<b>13,821,488</b>	<b>10,302,088</b>	-	-	-	-	-	-	<b>24,123,576</b>
<b><u>State Bypass Projects <sup>(1)</sup></u></b>										
Lower Winchester Street Reconstruction	95-96	9,901,569	624,200		10,274,231					20,800,000
Lower Winchester Street - Sewer Infrastructure	151	416,300			205,700					622,000
Lower Winchester Street - Water Infrastructure	184	998,800			176,200					1,175,000
<b>Total State Bypass Project</b>			<b>624,200</b>	-	<b>10,656,131</b>	-	-	-	-	<b>22,597,000</b>
<b><u>Travel Surface Improvements</u></b>										
Road Preservation & Rehabilitation	89-91		1,627,100	1,764,400	1,656,400	1,710,300	1,710,300	TBD	TBD	8,468,500
Sidewalk Asset Management	99-100		303,300	282,900	295,300	294,500	325,100	326,300	337,700	2,165,100
<b>Total Travel Surface Improvements</b>			<b>1,930,400</b>	<b>2,047,300</b>	<b>1,951,700</b>	<b>2,004,800</b>	<b>2,035,400</b>	<b>326,300</b>	<b>337,700</b>	<b>10,633,600</b>
<b><u>West Street Corridor Improvements</u></b>										
West Street Corridor	97-98			829,441			334,862	5,650,408		1,164,303
West Street - Sewer Infrastructure	147-148			173,900				975,000		173,900
West Street - Water Infrastructure	182-183			173,900				1,620,800		173,900
<b>Total West Street Corridor Improvements</b>			-	<b>1,177,241</b>	-	-	<b>334,862</b>	<b>8,246,208</b>	-	<b>1,512,103</b>

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

**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.

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## 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 FY2027-2033 Capital Improvement Program is \$130,427,438 or 61.68% of the total \$211,452,933 for all funds.

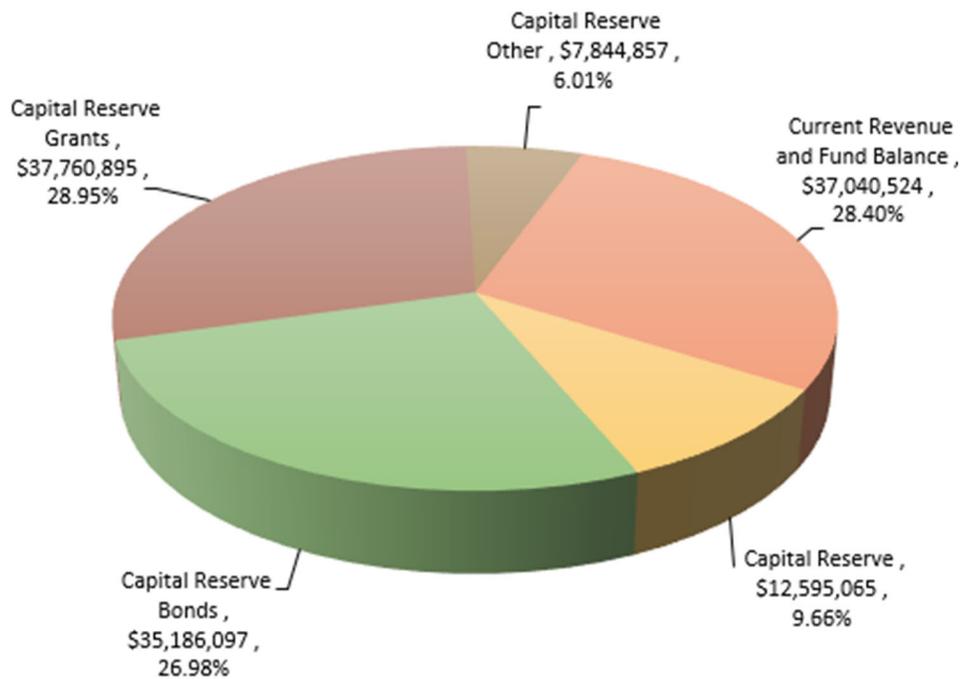
General Fund	\$	130,427,438	61.68%
Parking Fund		1,288,300	0.61%
Solid Waste Fund		3,022,000	1.43%
Sewer Fund		35,821,254	16.94%
Water Fund		24,493,800	11.58%
Equipment Fund		16,400,141	7.76%
Total	\$	211,452,933	100.00%

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.

### General Fund

	Current Revenue and Fund Balance	Capital Reserve	Bonds	Grants	Other	Total
FY27	\$6,524,479	\$1,784,100	\$9,485,880	\$9,318,166	\$265,500	\$27,378,125
FY28	5,080,831	2,353,495	3,459,100	2,046,886	1,101,000	14,041,312
FY29	5,381,237	2,037,825	7,944,615	8,964,315	113,000	24,440,992
FY30	6,136,758	851,944	4,331,000	4,547,292	126,000	15,992,994
FY31	4,654,411	1,878,821	3,088,900	4,845,909	477,382	14,945,423
FY32	5,058,117	2,557,182	4,320,102	5,955,936	126,000	18,017,337
FY33	4,204,691	1,131,698	2,556,500	2,082,391	5,635,975	15,611,255
Total	\$37,040,524	\$12,595,065	\$35,186,097	\$37,760,895	\$7,844,857	\$130,427,438
	28.40%	9.66%	26.98%	28.95%	6.01%	

## Funding Sources



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.
- 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.

- 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.

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. 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 \$12,595,065.

# General Fund

## 2027-2033 Capital Improvement Program

### By Department

PROJECT NAME	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	TOTAL
<b>CAPITAL RESERVE APPROPRIATIONS</b>								
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	400,000	400,000	400,000	400,000	375,000	2,725,000
Bridges Capital Reserve	120,000	120,000	120,000	120,000	120,000	120,000	120,000	840,000
Downtown Infrastructure Capital Reserve	350,000	350,000	350,000	350,000	350,000	350,000	350,000	2,450,000
Emergency Communication Capital Reserve	100,000	100,000	100,000	100,000	75,000	75,000	75,000	625,000
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	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
<b>TOTAL CAPITAL RESERVE APPROPRIATIONS</b>	<b>\$ 2,155,000</b>	<b>\$ 2,180,000</b>	<b>\$ 2,330,000</b>	<b>\$ 2,330,000</b>	<b>\$ 2,305,000</b>	<b>\$ 2,405,000</b>	<b>\$ 2,380,000</b>	<b>\$ 16,085,000</b>
<b>AIRPORT</b>								
Beacon Replacement Project	-	-	-	555,556	-	-	-	555,556
Fiber Optic Replacement Project	22,500	-	-	-	-	-	-	22,500
Obstruction Management Program	166,666	666,666	333,334	-	-	-	-	1,166,666
Pavement Maintenance & Marking Program	166,666	-	-	-	-	-	-	166,666
Snow Removal Equipment Project	1,555,556	-	-	-	-	-	-	1,555,556
Terminal Apron Expansion Project	-	-	-	3,661,112	-	-	-	3,661,112
Wildlife Perimeter Fence Project	4,156,718	-	-	-	-	-	-	4,156,718
<b>TOTAL AIRPORT</b>	<b>\$ 6,068,106</b>	<b>\$ 666,666</b>	<b>\$ 333,334</b>	<b>\$ 4,216,668</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,284,774</b>
<b>ASSESSMENT</b>								
Revaluation Program	-	-	-	156,000	-	-	-	156,000
<b>TOTAL ASSESSMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>156,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>156,000</b>
<b>FIRE</b>								
Ambulance Replacement Program	-	533,595	-	-	560,653	-	-	1,094,248
Durable Equipment Program	150,235	-	56,135	-	35,700	-	300,000	542,070
Fire Alerting System	-	104,000	-	-	-	-	-	104,000
Fire Apparatus Replacement Program	-	-	1,500,000	-	-	2,000,000	-	3,500,000
Gear Washer/Extractor & Drying System Project	-	-	-	-	69,000	-	-	69,000
Mobile Radios	-	-	-	140,625	-	-	-	140,625
Portable Radios (Fire)	140,000	140,000	140,000	-	-	-	-	420,000
SCBA Fill Station Project	-	-	-	-	-	-	69,000	69,000
Technical Rescue Equipment	-	65,000	-	60,000	-	50,000	-	175,000
<b>TOTAL FIRE</b>	<b>\$ 290,235</b>	<b>\$ 842,595</b>	<b>\$ 1,696,135</b>	<b>\$ 200,625</b>	<b>\$ 665,353</b>	<b>\$ 2,050,000</b>	<b>\$ 369,000</b>	<b>\$ 6,113,943</b>
<b>INFORMATION TECHNOLOGY</b>								
5 & 10 Year Aerial Imagery Updates	-	-	-	65,000	-	-	-	65,000
Database Software Upgrade Program	-	25,000	-	-	-	-	25,000	50,000
Network Equipment Replacement Program	71,500	21,000	6,500	-	18,000	59,500	79,400	255,900
Phone System Replacement Project	-	-	210,000	-	-	-	-	210,000
Server Replacement Program	58,000	13,000	16,000	39,000	-	16,000	13,000	155,000
Storage Area Network Project	-	170,000	-	-	-	-	170,000	340,000
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>\$ 129,500</b>	<b>\$ 229,000</b>	<b>\$ 232,500</b>	<b>\$ 104,000</b>	<b>\$ 18,000</b>	<b>\$ 75,500</b>	<b>\$ 287,400</b>	<b>\$ 1,075,900</b>

**2027-2033 General Fund Project Listing By Department (Continued)**

<b>PROJECT NAME</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>	<b>2030/2031</b>	<b>2031/2032</b>	<b>2032/2033</b>	<b>TOTAL</b>
<b><u>PARKS, RECREATION, CEMETERIES &amp; FACILITIES</u></b>								
Ashuelot River Park - Greenspace	200,000	1,000,000	-	-	-	-	-	1,200,000
Ashuelot River Dam Repair or Removal Project	144,000	-	1,232,000	-	-	-	-	1,376,000
Cemetery Improvements and Expansion	150,000	150,000	112,000	125,000	225,000	125,000	125,000	1,012,000
Municipal Parks Maintenance Program	163,530	310,500	332,615	208,358	198,461	202,827	295,021	1,711,312
Open Space and Trails Program	58,000	133,000	35,000	50,000	35,000	70,000	35,000	416,000
Parks and Recreation Equipment Maintenance Program	52,000	56,000	-	-	62,000	-	-	170,000
Red Pine Scale Removal & Park Forest Sustainability	135,000	125,000	1,000	1,000	1,000	1,000	1,000	265,000
Robin Hood Park Improvement Project	2,692,000	1,175,000	-	-	-	-	-	3,867,000
Trail Bridge Maintenance Project	130,000	-	-	-	-	56,000	-	186,000
Transportation Heritage Trail Program	358,599	-	-	-	2,756,909	-	-	3,115,508
<i>Subtotal Parks, Recreation &amp; Cemeteries</i>	<b>4,083,129</b>	<b>2,949,500</b>	<b>1,712,615</b>	<b>384,358</b>	<b>3,278,370</b>	<b>454,827</b>	<b>456,021</b>	<b>13,318,820</b>
10 Central Square Kitchen Floor Repair	57,000	-	-	-	-	-	-	57,000
City Wide Security Upgrades Project	50,000	75,000	50,000	75,000	-	-	50,000	300,000
Emergency Generator Replacements	-	-	-	-	296,000	235,000	245,000	776,000
Finance Department Reconfig and Security Updates	65,000	-	-	-	-	-	-	65,000
HVAC and Energy Conservation	179,000	75,000	50,000	1,190,000	620,000	545,000	20,000	2,679,000
HVAC Equipment - Records Storage	-	-	9,500	250,000	-	-	-	259,500
Library Lighting	175,000	-	-	-	-	-	-	175,000
Municipal Building Capital Maintenance Program	100,000	100,000	100,000	100,000	125,000	125,000	125,000	775,000
Municipal Building Roofs Program	227,875	402,250	409,500	109,250	412,500	500,500	77,500	2,139,375
Paving Parking Lots Program	379,300	382,600	456,000	326,400	68,000	184,100	88,000	1,884,400
<sup>(1)</sup> W Keene Fire Station Project	-	750,000	-	-	-	-	5,509,975	6,259,975
<i>Subtotal Facilities</i>	<b>1,233,175</b>	<b>1,784,850</b>	<b>1,075,000</b>	<b>2,050,650</b>	<b>1,521,500</b>	<b>1,589,600</b>	<b>6,115,475</b>	<b>15,370,250</b>
<b>TOTAL PARKS, RECREATION, CEMETERIES &amp; FACILITIES</b>	<b>\$ 5,316,304</b>	<b>\$ 4,734,350</b>	<b>\$ 2,787,615</b>	<b>\$ 2,435,008</b>	<b>\$ 4,799,870</b>	<b>\$ 2,044,427</b>	<b>\$ 6,571,496</b>	<b>\$ 28,689,070</b>
<b><u>POLICE</u></b>								
Body-worn & In-car Camera Replace Project	-	-	97,900	97,900	97,900	97,900	97,900	489,500
EXACOM Hindsight System Replace/Refresh Project	41,300	-	-	-	-	-	-	41,300
Portable Radios Program	-	-	86,328	88,920	96,672	-	-	271,920
<b>TOTAL POLICE</b>	<b>\$ 41,300</b>	<b>\$ -</b>	<b>\$ 184,228</b>	<b>\$ 186,820</b>	<b>\$ 194,572</b>	<b>\$ 97,900</b>	<b>\$ 97,900</b>	<b>\$ 802,720</b>
<b><u>PUBLIC WORKS</u></b>								
Beaver Brook Flood Mitigation Project	-	-	500,000	500,000	-	-	-	1,000,000
Bridge Repair & Replacement Program	-	-	493,485	164,495	2,941,978	146,910	2,357,989	6,104,857
Bridge Preservation Program	-	-	-	50,000	255,000	-	-	305,000
Dam Maintenance Program	-	173,500	-	200,800	-	184,400	-	558,700
Downtown Infra Improve & Reconstruct Project	3,932,830	-	-	-	-	-	-	3,932,830
Downtown: Restroom Project	-	442,000	-	-	-	-	-	442,000
Downtown: Traffic Signal Replacement	325,000	-	-	-	-	-	-	325,000
Gilbo Ave Solar Pavillion Project	2,196,000	-	-	-	-	-	-	2,196,000
Jordan Road Salamander Crossing Project	380,000	-	-	-	-	-	-	380,000
Liquid Brine Pre-Treatment System	-	-	578,400	-	-	-	-	578,400
Lower Winchester Street Reconstruction Project	717,750	-	10,316,075	-	-	-	-	11,033,825
Roadway Preservation & Rehabilitation Program	1,400,800	1,663,800	1,627,100	1,764,400	1,656,400	1,710,300	1,710,300	11,533,100
Sidewalk Asset Management Program	303,300	282,900	295,300	294,500	325,100	326,300	337,700	2,165,100
Stormwater & Stream Channel Maintenance Program	215,000	168,000	220,000	160,000	138,000	220,000	180,000	1,301,000
Stormwater Main Lining Program	252,000	185,160	174,820	160,200	200,150	213,890	234,970	1,421,190
Stormwater Resiliency Program	3,509,300	1,230,700	2,184,000	2,197,900	1,280,000	1,282,700	984,500	12,669,100
Stormwater Spot Repairs Program	82,000	85,000	88,000	91,000	94,000	97,000	100,000	637,000
Stormwater System Analysis Program	50,000	-	50,000	-	-	100,000	-	200,000
Traffic Signal Replacement Program	13,700	328,200	350,000	362,000	72,000	-	-	1,125,900
West Street Corridor Improvements Project	-	829,441	-	418,578	-	7,063,010	-	8,311,029
<b>TOTAL PUBLIC WORKS</b>	<b>\$ 13,377,680</b>	<b>\$ 5,388,701</b>	<b>\$ 16,877,180</b>	<b>\$ 6,363,873</b>	<b>\$ 6,962,628</b>	<b>\$ 11,344,510</b>	<b>\$ 5,905,459</b>	<b>\$ 66,220,031</b>
<b>GRAND TOTAL - GENERAL FUND 2027-2033</b>	<b>\$ 27,378,125</b>	<b>\$ 14,041,312</b>	<b>\$ 24,440,992</b>	<b>\$ 15,992,994</b>	<b>\$ 14,945,423</b>	<b>\$ 18,017,337</b>	<b>\$ 15,611,255</b>	<b>\$ 130,427,438</b>

<sup>(1)</sup> W Keene Fire Station Project - the construction phase (FY33) of this project is a placeholder contingent upon grant funding.

# General Fund

## 2027-2033 Capital Improvement Program

### By Funding Source

PROJECT NAME	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	TOTAL
	\$ 27,378,125	\$ 14,041,312	\$ 24,440,992	\$ 15,992,994	\$ 14,945,423	\$ 18,017,337	\$ 15,611,255	\$ 130,427,438
<b>CAPITAL RESERVE APPROPRIATIONS</b>								
<b>CURRENT REVENUES</b>								
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	400,000	400,000	400,000	400,000	375,000	2,725,000
Bridges Capital Reserve	120,000	120,000	120,000	120,000	120,000	120,000	120,000	840,000
Downtown Infrastructure Capital Reserve	350,000	350,000	350,000	350,000	350,000	350,000	350,000	2,450,000
Emergency Communication Capital Reserve	100,000	100,000	100,000	100,000	75,000	75,000	75,000	625,000
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	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
<b>TOTAL CAPITAL RESERVE APPROPRIATIONS</b>	<b>\$ 2,155,000</b>	<b>\$ 2,180,000</b>	<b>\$ 2,330,000</b>	<b>\$ 2,330,000</b>	<b>\$ 2,305,000</b>	<b>\$ 2,405,000</b>	<b>\$ 2,380,000</b>	<b>\$ 16,085,000</b>
<b>PROJECT FUNDING DETAIL</b>								
<b>FUND BALANCE</b>								
5 & 10 Year Digital Base Map Update Project	-	-	-	65,000	-	-	-	65,000
10 Central Square Kitchen Floor Repair	57,000	-	-	-	-	-	-	57,000
Dam Maintenance Program	-	173,500	-	200,800	-	184,400	-	558,700
Downtown: Roadway Preservation & Rehabilitation Program	1,400,800	-	-	-	-	-	-	1,400,800
Downtown: Traffic Signal Replacement Program	325,000	-	-	-	-	-	-	325,000
Durable Equipment Program	150,235	-	56,135	-	35,700	-	300,000	542,070
HVAC and Energy Conservation	179,000	75,000	50,000	1,190,000	620,000	545,000	20,000	2,679,000
HVAC Equipment - Records Storage	-	-	9,500	250,000	-	-	-	259,500
Municipal Building Capital Maintenance Program	100,000	100,000	100,000	100,000	125,000	125,000	125,000	775,000
Municipal Building Roofs Program	227,875	402,250	409,500	109,250	412,500	500,500	77,500	2,139,375
Municipal Parks Maintenance Program	163,530	60,500	332,615	158,358	148,461	202,827	295,021	1,361,312
Paving Parking Lots Program	379,300	382,600	456,000	326,400	68,000	184,100	88,000	1,884,400
Phone System Replacement	-	-	210,000	-	-	-	-	210,000
West Street Corridor Improvements Project	-	165,888	-	83,716	-	-	-	249,604
Wildlife Perimeter Fence Project	172,875	-	-	-	-	-	-	172,875
<b>TOTAL PROJECTS FUNDED WITH FUND BALANCE</b>	<b>\$ 3,155,615</b>	<b>\$ 1,359,738</b>	<b>\$ 1,623,750</b>	<b>\$ 2,483,524</b>	<b>\$ 1,409,661</b>	<b>\$ 1,741,827</b>	<b>\$ 905,521</b>	<b>\$ 12,679,636</b>
<b>CAPITAL RESERVES</b>								
Ambulance Replacement Program	-	533,595	-	-	560,653	-	-	1,094,248
Bridge Repair & Replacement Program	-	-	98,697	32,899	588,396	29,382	471,598	1,220,972
Bridge Preservation Program	-	-	-	50,000	255,000	-	-	305,000
Database Software Upgrade Program	-	25,000	-	-	-	-	25,000	50,000
EXACOM Hindsight System Replacement	28,300	-	-	-	-	-	-	28,300
Fire Apparatus Replacement Program	-	-	1,500,000	-	-	2,000,000	-	3,500,000
Mobile Radio Replacement (Fire)	-	-	-	140,625	-	-	-	140,625
Network Equipment Replacement Program	71,500	21,000	6,500	-	18,000	59,500	79,400	255,900
Open Space and Trails Program	58,000	133,000	35,000	50,000	35,000	70,000	35,000	416,000
Portable Radios (Fire)	140,000	-	-	-	-	-	-	140,000
Portable Radios Program (Police)	-	-	86,328	88,920	96,672	-	-	271,920
Revaluation Program	-	-	-	156,000	-	-	-	156,000
Robin Hood Park Improvement Project	1,075,000	1,175,000	-	-	-	-	-	2,250,000
Server Replacement Program	58,000	13,000	16,000	39,000	-	16,000	13,000	155,000
Sidewalk Asset Management Program	303,300	282,900	295,300	294,500	325,100	326,300	337,700	2,165,100
Storage Area Network Project	-	170,000	-	-	-	-	170,000	340,000
Trail Bridge Maintenance Project	50,000	-	-	-	-	56,000	-	106,000
<b>TOTAL PROJECTS FUNDED WITH CAPITAL RESERVES</b>	<b>\$ 1,784,100</b>	<b>\$ 2,353,495</b>	<b>\$ 2,037,825</b>	<b>\$ 851,944</b>	<b>\$ 1,878,821</b>	<b>\$ 2,557,182</b>	<b>\$ 1,131,698</b>	<b>\$ 12,595,065</b>

**2027-2033 General Fund Capital Improvement Program By Funding Source (Continued)**

PROJECT NAME	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	TOTAL
<b>CURRENT REVENUES</b>								
Beacon Replacement Project	-	-	-	2,778	-	-	-	2,778
Body-Worn & In-Car Camera Replacement Project	-	-	97,900	97,900	97,900	97,900	97,900	489,500
City Wide Security Upgrades Project	50,000	75,000	50,000	75,000	-	-	50,000	300,000
Emergency Generator Replacement	-	-	-	-	59,200	47,000	49,000	155,200
Fiber Optic Replacement Project	22,500	-	-	-	-	-	-	22,500
Finance Department Reconfiguration and Security Updates	65,000	-	-	-	-	-	-	65,000
Fire Alerting System	-	104,000	-	-	-	-	-	104,000
Gear Washer/Extractor & Drying System Project	-	-	-	-	69,000	-	-	69,000
Jordan Road Salamander Crossing Project	33,000	-	-	-	-	-	-	33,000
Library Lighting	87,500	-	-	-	-	-	-	87,500
Obstruction Management Program	8,333	33,333	16,667	-	-	-	-	58,333
Parks and Recreation Equipment Maintenance Program	52,000	56,000	-	-	62,000	-	-	170,000
Pavement Maintenance & Marking Program	8,333	-	-	-	-	-	-	8,333
Portable Radios (Fire)	-	140,000	140,000	-	-	-	-	280,000
Red Pine Scale Removal & Park Forest Sustainability	125,000	124,000	-	-	-	-	-	249,000
SCBA Fill Station	-	-	-	-	-	-	69,000	69,000
Snow Removal Equipment Project	77,778	-	-	-	-	-	-	77,778
Stormwater & Stream Channel Maintenance Program	215,000	168,000	220,000	160,000	138,000	220,000	180,000	1,301,000
Stormwater Main Lining Program	252,000	185,160	174,820	160,200	200,150	213,890	234,970	1,421,190
Stormwater Resiliency Program	-	177,400	240,100	131,300	147,500	85,500	138,300	920,100
Stormwater Spot Repairs Program	82,000	85,000	88,000	91,000	94,000	97,000	100,000	637,000
Stormwater System Analysis Program	50,000	-	50,000	-	-	100,000	-	200,000
Technical Rescue Equipment	-	65,000	-	60,000	-	50,000	-	175,000
Terminal Apron Expansion Project	-	-	-	183,056	-	-	-	183,056
Traffic Signal Replacement Program	13,700	328,200	350,000	362,000	72,000	-	-	1,125,900
Transportation Heritage Trail Program	71,720	-	-	-	-	-	-	71,720
<b>TOTAL PROJECTS FUNDED WITH CURRENT REVENUES</b>	<b>\$ 1,213,864</b>	<b>\$ 1,541,093</b>	<b>\$ 1,427,487</b>	<b>\$ 1,323,234</b>	<b>\$ 939,750</b>	<b>\$ 911,290</b>	<b>\$ 919,170</b>	<b>\$ 8,275,888</b>
<b>DEBT</b>								
Ashuelot River Greenspace Project	200,000	300,000	-	-	-	-	-	500,000
Ashuelot River Dam Repair or Removal	144,000	-	1,232,000	-	-	-	-	1,376,000
Beaver Brook Flood Mitigation Project	-	-	500,000	500,000	-	-	-	1,000,000
Downtown Infra Improve & Reconstruct Project	3,932,830	-	-	-	-	-	-	3,932,830
Downtown: Restroom Project	-	442,000	-	-	-	-	-	442,000
Gilbo Ave Solar Pavillion Project	439,200	-	-	-	-	-	-	439,200
Liquid Brine Pre-Treatment System	-	-	578,400	-	-	-	-	578,400
Lower Winchester Street Reconstruction	143,550	-	2,063,215	-	-	-	-	2,206,765
Roadway Preservation & Rehabilitation Program	-	1,663,800	1,627,100	1,764,400	1,656,400	1,710,300	1,710,300	10,132,300
Robin Hood Park Improvement Project	1,117,000	-	-	-	-	-	-	1,117,000
Stormwater Resiliency Program	3,509,300	1,053,300	1,943,900	2,066,600	1,132,500	1,197,200	846,200	11,749,000
Transportation Heritage Trail Program	-	-	-	-	300,000	-	-	300,000
West Street Corridor Improvements Project	-	-	-	-	-	1,412,602	-	1,412,602
<b>TOTAL PROJECTS FUNDED WITH DEBT</b>	<b>\$ 9,485,880</b>	<b>\$ 3,459,100</b>	<b>\$ 7,944,615</b>	<b>\$ 4,331,000</b>	<b>\$ 3,088,900</b>	<b>\$ 4,320,102</b>	<b>\$ 2,556,500</b>	<b>\$ 35,186,097</b>
<b>OTHER FUNDING SOURCES</b>								
Ashuelot River Greenspace Project (Donations)	-	200,000	-	-	-	-	-	200,000
Cemetery Improvements and Expansion (Trust)	150,000	150,000	112,000	125,000	225,000	125,000	125,000	1,012,000
Exacom Hindsight System Replace/Refresh (Donations)	13,000	-	-	-	-	-	-	13,000
Jordan Road Salamander Crossing Project (Donation)	5,000	-	-	-	-	-	-	5,000
Library Lighting (Donations)	87,500	-	-	-	-	-	-	87,500
Red Pine Scale Removal/Forest Sustainability (Donations)	10,000	1,000	1,000	1,000	1,000	1,000	1,000	16,000
Transportation Heritage Trail Program (Donations)	-	-	-	-	251,382	-	-	251,382
<sup>(1)</sup> W Keene Fire Station Project	-	750,000	-	-	-	-	5,509,975	6,259,975
<b>TOTAL PROJECTS FUNDED WITH OTHER SOURCES</b>	<b>\$ 265,500</b>	<b>\$ 1,101,000</b>	<b>\$ 113,000</b>	<b>\$ 126,000</b>	<b>\$ 477,382</b>	<b>\$ 126,000</b>	<b>\$ 5,635,975</b>	<b>\$ 7,844,857</b>
<b>GRANTS</b>								
Ashuelot River Greenspace Project	-	500,000	-	-	-	-	-	500,000
Beacon Replacement (90/5/5)	-	-	-	552,778	-	-	-	552,778
Bridge Repair & Replacement Program (80/20)	-	-	394,788	131,596	2,353,582	117,528	1,886,391	4,883,885
Emergency Generator Replacement (80/20)	-	-	-	-	236,800	188,000	196,000	620,800
Gilbo Ave Solar Pavillion Project	1,756,800	-	-	-	-	-	-	1,756,800
Jordan Road Salamander Crossing Project	342,000	-	-	-	-	-	-	342,000
Lower Winchester Street Reconstruction (80/20)	574,200	-	8,252,860	-	-	-	-	8,827,060
Municipal Parks Maintenance Program (50/50)	-	250,000	-	50,000	50,000	-	-	350,000
Obstruction Management Program (90/5/5)	158,333	633,333	316,667	-	-	-	-	1,108,333
Pavement Maintenance & Marking Program (90/5/5)	158,333	-	-	-	-	-	-	158,333
Robin Hood Park Improvement Project (80/20)	500,000	-	-	-	-	-	-	500,000
Snow Removal Equipment Project (90/5/5)	1,477,778	-	-	-	-	-	-	1,477,778
Terminal Apron Expansion Project (90/5/5)	-	-	-	3,478,056	-	-	-	3,478,056
Trail Bridge Maintenance Program	80,000	-	-	-	-	-	-	80,000
Transportation Heritage Trail Program (80/20)	286,879	-	-	-	2,205,527	-	-	2,492,406
West Street Corridor Improvements Project (80/20)	-	663,553	-	334,862	-	5,650,408	-	6,648,823
Wildlife Perimeter Fence Project (90/5/5)	3,983,843	-	-	-	-	-	-	3,983,843
<b>TOTAL PROJECTS FUNDED WITH GRANTS</b>	<b>\$ 9,318,166</b>	<b>\$ 2,046,886</b>	<b>\$ 8,964,315</b>	<b>\$ 4,547,292</b>	<b>\$ 4,845,909</b>	<b>\$ 5,955,936</b>	<b>\$ 2,082,391</b>	<b>\$ 37,760,895</b>
	<b>\$ 27,378,125</b>	<b>\$ 14,041,312</b>	<b>\$ 24,440,992</b>	<b>\$ 15,992,994</b>	<b>\$ 14,945,423</b>	<b>\$ 18,017,337</b>	<b>\$ 15,611,255</b>	<b>\$ 130,427,438</b>
<b>2027-2033 New Cash Requirement</b>								
Capital Reserve Appropriation	\$ 2,155,000	\$ 2,180,000	\$ 2,330,000	\$ 2,330,000	\$ 2,305,000	\$ 2,405,000	\$ 2,380,000	\$ 16,085,000
Use of Current Revenues for Projects	1,213,864	1,541,093	1,427,487	1,323,234	939,750	911,290	919,170	8,275,888
New Funds Needed	\$ 3,368,864	\$ 3,721,093	\$ 3,757,487	\$ 3,653,234	\$ 3,244,750	\$ 3,316,290	\$ 3,299,170	\$ 24,360,888
Use of Fund Balance for Projects	3,155,615	1,359,738	1,623,750	2,483,524	1,409,661	1,741,827	905,521	12,679,636

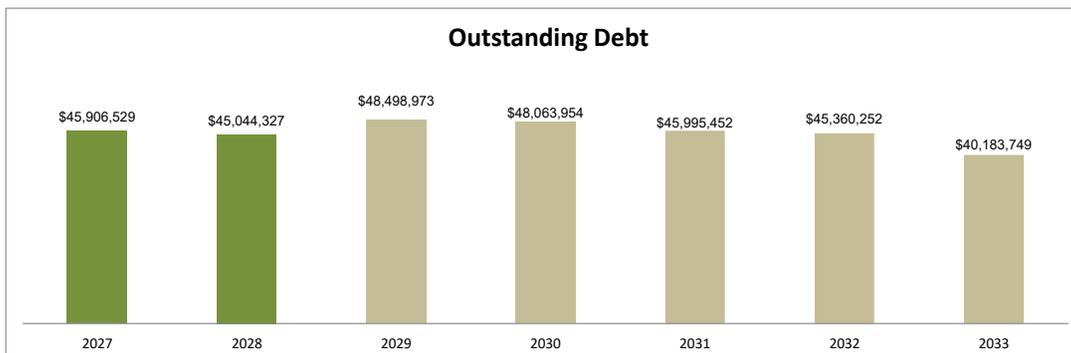
<sup>(1)</sup> W Keene Fire Station Project - the construction phase (FY33) of this project is a placeholder contingent upon grant funding

## General Fund

### 2027 - 2033 CIP Debt Summary

	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Existing Debt	\$24,485,830	\$45,906,529	\$45,044,327	\$48,498,973	\$48,063,954	\$45,995,452	\$45,360,252
Authorized Not Issued	14,408,268	-	-	-	-	-	-
New Issues Proposed	9,485,880	3,459,100	7,944,615	4,331,000	3,088,900	4,320,102	2,556,500
Principal Paid	(2,473,450)	(4,321,302)	(4,489,969)	(4,766,019)	(5,157,402)	(4,955,302)	(5,176,503)
<b>Total Existing Debt &amp; Issues Proposed</b>	<b>\$45,906,529</b>	<b>\$45,044,327</b>	<b>\$48,498,973</b>	<b>\$48,063,954</b>	<b>\$45,995,452</b>	<b>\$45,360,252</b>	<b>\$42,740,249</b>

	Issue	Term	FY27	FY28	FY29	FY30	FY31	FY32	FY33
<b>Existing &amp; Authorized Debt Service (P &amp; I)</b>			\$4,235,597	\$5,952,458	\$5,686,964	\$5,280,956	\$5,175,489	\$4,551,884	\$4,240,532
<b>Proposed Debt Service CIP FY27</b>									
Ashuelot River Greenspace Project	200,000	10	5,000	24,625	23,875	28,000	27,000	26,000	25,000
Ashuelot River Dam Repair or Removal	144,000	15	3,600	15,975	11,625	11,375	16,000	15,500	15,000
Downtown Infrastructure Improv	3,932,830	10	98,321	501,651	502,750	500,875	498,250	499,750	500,250
Gilbo Ave Solar Pavillion Project	439,200	10	10,980	55,305	54,375	57,500	55,500	58,375	56,125
Lower Winchester Street Reconstruction	143,550	10	3,589	20,389	16,250	15,750	20,125	19,375	18,625
Robin Hood Park Improvement Project	1,117,000	15	27,925	101,675	107,125	104,375	106,500	108,375	105,125
Stormwater Resiliency	3,509,300	15	87,733	330,783	333,250	334,500	335,250	335,500	335,250
<b>Proposed Debt Service CIP FY28</b>									
Ashuelot River Greenspace Project	300,000	10		7,500	39,375	38,125	36,875	40,500	39,000
Downtown Restroom Project	442,000	10		11,050	58,175	54,375	57,500	55,500	58,375
Roadway Preservation & Rehabilitation	1,663,800	10		41,595	213,645	213,000	210,875	213,375	210,500
Stormwater Resiliency	1,053,300	15		26,333	104,633	98,750	101,125	98,375	100,500
<b>Proposed Debt Service CIP FY29</b>									
Ashuelot River Dam Repair/Replace	1,232,000	15			30,800	107,425	117,750	119,625	116,375
Beaver Brook Flood Mitigation	500,000	15			12,500	44,500	48,375	47,125	45,875
Liquid Brine Pre-Treatment System	578,400	10			14,460	71,235	75,500	73,000	75,375
Lower Winchester Street Reconstruction	2,063,215	10			51,581	267,171	260,500	261,750	262,500
Roadway Preservation & Rehabilitation	1,627,100	10			40,678	210,153	206,375	209,375	207,000
Stormwater Resiliency	1,943,900	15			48,598	183,873	185,375	185,500	185,375
<b>Proposed Debt Service CIP FY30</b>									
Beaver Brook Flood Mitigation	500,000	15				12,500	44,500	48,375	47,125
Roadway Preservation & Rehabilitation	1,764,400	10				44,110	229,010	222,375	224,875
Stormwater Resiliency	2,066,600	15				51,665	202,390	195,750	195,625
<b>Proposed Debt Service CIP FY31</b>									
Roadway Preservation & Rehabilitation	1,656,400	10					41,410	210,935	212,750
Stormwater Resiliency	1,132,500	15					28,313	107,813	107,625
Transportation Heritage Trail Program	300,000	15					7,750	24,750	29,125
<b>Proposed Debt Service CIP FY32</b>									
Roadway Preservation & Rehabilitation	1,710,300	10						42,758	217,433
Stormwater Resiliency	1,197,200	15						29,930	115,630
West Street Corridor Improvements Project	1,412,602	10						35,315	175,542
<b>Proposed Debt Service CIP FY33</b>									
Roadway Preservation & Rehabilitation	1,710,300	10							42,758
Stormwater Resiliency	846,200	15							21,155
<b>Total CIP 27-33 Debt Service Proposed</b>			<b>237,148</b>	<b>1,136,880</b>	<b>1,663,693</b>	<b>2,449,256</b>	<b>2,912,248</b>	<b>3,285,000</b>	<b>3,745,892</b>
<b>Total Projected Debt Service: General Fund</b>			<b>\$4,472,745</b>	<b>\$7,089,338</b>	<b>\$7,350,657</b>	<b>\$7,730,211</b>	<b>\$8,087,736</b>	<b>\$7,836,884</b>	<b>\$7,986,424</b>



## General Fund

### Ambulance Capital Reserve

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

	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$ 235,803	\$ 541,161	\$ 184,392	\$ 362,986	\$ 543,365	\$ 159,290	\$ 337,632
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	\$ 300,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
Estimated Investment Earnings	5,358	1,826	3,594	5,380	1,577	3,343	5,126
Total Receipts	<u>\$ 305,358</u>	<u>\$ 176,826</u>	<u>\$ 178,594</u>	<u>\$ 180,380</u>	<u>\$ 176,577</u>	<u>\$ 178,343</u>	<u>\$ 180,126</u>
<b><u>Proposed Project Expenditures</u></b>							
Ambulance Replacement Program	\$ -	\$ (533,595)	\$ -	\$ -	\$ (560,653)	\$ -	\$ -
Total Expenditures	<u>\$ -</u>	<u>\$ (533,595)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (560,653)</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Estimated End of Year Reserve Balance</b>	<b>\$ 541,161</b>	<b>\$ 184,392</b>	<b>\$ 362,986</b>	<b>\$ 543,365</b>	<b>\$ 159,290</b>	<b>\$ 337,632</b>	<b>\$ 517,759</b>

## 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.

	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Estimated Reserve Beginning Balance	\$ 1,103,022	\$ 1,492,802	\$ 1,886,480	\$ 794,345	\$ 1,206,288	\$ 1,622,351	\$ 22,575
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	\$ 375,000	\$ 375,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 375,000
Estimated Investment Earnings	14,780	18,678	7,865	11,943	16,063	224	3,976
Total Receipts	\$ 389,780	\$ 393,678	\$ 407,865	\$ 411,943	\$ 416,063	\$ 400,224	\$ 378,976
<b><u>Proposed Project Expenditures</u></b>							
Engine 1	\$ -	\$ -	\$ (1,500,000)	\$ -	\$ -	\$ -	\$ -
Ladder 2	-	-	-	-	-	(2,000,000)	-
Total Expenditures	\$ -	\$ -	\$ (1,500,000)	\$ -	\$ -	\$ (2,000,000)	\$ -
<b>Estimated End of Year Reserve Balance</b>	<b>\$ 1,492,802</b>	<b>\$ 1,886,480</b>	\$ 794,345	\$ 1,206,288	\$ 1,622,351	\$ 22,575	\$ 401,551

## General Fund

### Bridge Capital Reserve

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

	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$863,932	\$993,771	\$1,124,909	\$1,157,674	\$1,206,723	\$487,899	\$584,041
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Estimated Investment Earnings	9,839	11,138	11,462	11,948	4,572	5,524	2,078
Total Receipts	<u>\$129,839</u>	<u>\$131,138</u>	<u>\$131,462</u>	<u>\$131,948</u>	<u>\$124,572</u>	<u>\$125,524</u>	<u>\$122,078</u>
<b><u>Proposed Project Expenditures</u></b>							
Bridge Preservation Program				(50,000)	(255,000)		
Bridge Repair & Replacement Program			(98,697)	(32,899)	(588,396)	(29,382)	(471,598)
Total Expenditures	<u>\$0</u>	<u>\$0</u>	<u>(\$98,697)</u>	<u>(\$82,899)</u>	<u>(\$843,396)</u>	<u>(\$29,382)</u>	<u>(\$471,598)</u>
<b>Estimated End of Year Reserve Balance</b>	<b><u>\$993,771</u></b>	<b><u>\$1,124,909</u></b>	<b><u>\$1,157,674</u></b>	<b><u>\$1,206,723</u></b>	<b><u>\$487,899</u></b>	<b><u>\$584,041</u></b>	<b><u>\$234,521</u></b>

**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>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	(\$241,344)	\$3,693	\$3,729	\$3,767	\$3,804	\$3,842	\$3,881
<b><u>Proposed Revenues</u></b>							
Appropriation - Wells Street TIF District	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Estimated Investment Earnings	37	37	37	38	38	38	39
Total Receipts	\$350,037	\$350,037	\$350,037	\$350,038	\$350,038	\$350,038	\$350,039
<b><u>Proposed Project Expenditures</u></b>							
Downtown Infrastructure debt service payments	(105,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
Total Expenditures	(\$105,000)	(\$350,000)	(\$350,000)	(\$350,000)	(\$350,000)	(\$350,000)	(\$350,000)
<b>Estimated End of Year Reserve Balance</b>	\$3,693	\$3,729	\$3,767	\$3,804	\$3,842	\$3,881	\$3,920

## 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>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$ 106,478	\$ 38,560	\$ 139,945	\$ 155,154	\$ 25,865	\$ 4,235	\$ 80,027
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 75,000	\$ 75,000	\$ 75,000
Estimated Investment Earnings	382	1,386	1,536	256	42	792	1,550
Total Receipts	<u>\$ 100,382</u>	<u>\$ 101,386</u>	<u>\$ 101,536</u>	<u>\$ 100,256</u>	<u>\$ 75,042</u>	<u>\$ 75,792</u>	<u>\$ 76,550</u>
<b><u>Proposed Project Expenditures</u></b>							
EXACOM Hindsight System	\$ (28,300)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Mobile Radio Replacement Program	-	-	-	(140,625)	-	-	-
Fire Portable Radio Program	(140,000)	-	-	-	-	-	-
Police Portable Radios Program	-	-	(86,328)	(88,920)	(96,672)	-	-
Total Expenditures	<u>\$ (168,300)</u>	<u>\$ -</u>	<u>\$ (86,328)</u>	<u>\$ (229,545)</u>	<u>\$ (96,672)</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Estimated End of Year Reserve Balance</b>	<b>\$ 38,560</b>	<b>\$ 139,945</b>	<b>\$ 155,154</b>	<b>\$ 25,865</b>	<b>\$ 4,235</b>	<b>\$ 80,027</b>	<b>\$ 156,577</b>

## 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>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$264,143	\$262,239	\$159,822	\$290,195	\$405,207	\$542,579	\$623,250
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	125,000	125,000	150,000	150,000	150,000	150,000	150,000
Estimated Investment Earnings	2,596	1,582	2,873	4,012	5,372	6,171	4,858
Total Receipts	<u>\$127,596</u>	<u>\$126,582</u>	<u>\$152,873</u>	<u>\$154,012</u>	<u>\$155,372</u>	<u>\$156,171</u>	<u>\$154,858</u>
<b><u>Proposed Project Expenditures</u></b>							
Database Software Upgrade Program	-	(25,000)	-	-	-	-	(25,000)
Network Equipment Replacement Program	(71,500)	(21,000)	(6,500)	-	(18,000)	(59,500)	(79,400)
Server Replacement Program	(58,000)	(13,000)	(16,000)	(39,000)	-	(16,000)	(13,000)
Storage Area Network Project	-	(170,000)	-	-	-	-	(170,000)
Total Expenditures	<u>(\$129,500)</u>	<u>(\$229,000)</u>	<u>(\$22,500)</u>	<u>(\$39,000)</u>	<u>(\$18,000)</u>	<u>(\$75,500)</u>	<u>(\$287,400)</u>
<b>Estimated End of Year Reserve Balance</b>	<u>\$262,239</u>	<u>\$159,822</u>	<u>\$290,195</u>	<u>\$405,207</u>	<u>\$542,579</u>	<u>\$623,250</u>	<u>\$490,708</u>

## 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>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$ 1,726,848	\$ 1,011,866	\$ 340,235	\$ 848,637	\$ 1,362,124	\$ 1,880,745	\$ 2,404,553
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	\$ 350,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Estimated Investment Earnings	10,018	3,369	8,402	13,486	18,621	23,807	29,046
Total Receipts	<u>\$ 360,018</u>	<u>\$ 503,369</u>	<u>\$ 508,402</u>	<u>\$ 513,486</u>	<u>\$ 518,621</u>	<u>\$ 523,807</u>	<u>\$ 529,046</u>
<b><u>Proposed Project Expenditures</u></b>							
Robin Hood Park Improvement Project	\$(1,075,000)	\$(1,175,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	<u>\$(1,075,000)</u>	<u>\$(1,175,000)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Estimated End of Year Reserve Balance</b>	<b>\$ 1,011,866</b>	<b>\$ 340,235</b>	<b>\$ 848,637</b>	<b>\$ 1,362,124</b>	<b>\$ 1,880,745</b>	<b>\$ 2,404,553</b>	<b>\$ 2,933,598</b>

## 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>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$ 153,668	\$ 190,555	\$ 227,810	\$ 265,438	\$ 145,883	\$ 182,692	\$ 219,868
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Estimated Investment Earnings	1,887	2,256	2,628	1,444	1,809	2,177	2,549
Total Receipts	<b>\$ 36,887</b>	<b>\$ 37,256</b>	<b>\$ 37,628</b>	<b>\$ 36,444</b>	<b>\$ 36,809</b>	<b>\$ 37,177</b>	<b>\$ 37,549</b>
<b><u>Proposed Project Expenditures</u></b>							
Revaluation Program	\$ -	\$ -	\$ -	\$ (156,000)	\$ -	\$ -	\$ -
Total Expenditures	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (156,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Estimated End of Year Reserve Balance</b>	<b>\$ 190,555</b>	<b>\$ 227,810</b>	<b>\$ 265,438</b>	<b>\$ 145,883</b>	<b>\$ 182,692</b>	<b>\$ 219,868</b>	<b>\$ 257,417</b>

## 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>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$ 821,719	\$ 826,603	\$ 852,140	\$ 966,409	\$ 1,082,628	\$ 1,169,103	\$ 1,356,231
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	\$ 300,000	\$ 300,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 500,000	\$ 500,000
Estimated Investment Earnings	8,184	8,437	9,568	10,719	11,575	13,428	15,185
Total Receipts	<u>\$ 308,184</u>	<u>\$ 308,437</u>	<u>\$ 409,568</u>	<u>\$ 410,719</u>	<u>\$ 411,575</u>	<u>\$ 513,428</u>	<u>\$ 515,185</u>
<b><u>Proposed Project Expenditures</u></b>							
Sidewalk Asset Management Program	\$ (303,300)	\$ (282,900)	\$ (295,300)	\$ (294,500)	\$ (325,100)	\$ (326,300)	\$ (337,700)
Total Expenditures	<u>\$ (303,300)</u>	<u>\$ (282,900)</u>	<u>\$ (295,300)</u>	<u>\$ (294,500)</u>	<u>\$ (325,100)</u>	<u>\$ (326,300)</u>	<u>\$ (337,700)</u>
<b>Estimated End of Year Reserve Balance</b>	<u>\$ 826,603</u>	<u>\$ 852,140</u>	<u>\$ 966,409</u>	<u>\$ 1,082,628</u>	<u>\$ 1,169,103</u>	<u>\$ 1,356,231</u>	<u>\$ 1,533,716</u>

## 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>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$ 20,931	\$ 36,290	\$ 18,473	\$ 64,108	\$ 95,049	\$ 141,450	\$ 96,404
<b><u>Proposed Revenues</u></b>							
Appropriation - MV Registration Surcharge (\$5)	\$ 115,000	\$ 115,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Estimated Investment Earnings	359	183	635	941	1,400	954	1,414
Total Receipts	<b>\$ 115,359</b>	<b>\$ 115,183</b>	<b>\$ 80,635</b>	<b>\$ 80,941</b>	<b>\$ 81,400</b>	<b>\$ 80,954</b>	<b>\$ 81,414</b>
<b><u>Proposed Project Expenditures</u></b>							
Open Space and Trails Program	\$ (50,000)	\$ (133,000)	\$ (35,000)	\$ (50,000)	\$ (35,000)	\$ (70,000)	\$ (35,000)
Trail Bridge Maintenance Project	(50,000)	-	-	-	-	(56,000)	-
Total Expenditures	<b>\$ (100,000)</b>	<b>\$ (133,000)</b>	<b>\$ (35,000)</b>	<b>\$ (50,000)</b>	<b>\$ (35,000)</b>	<b>\$ (126,000)</b>	<b>\$ (35,000)</b>
<b>Estimated End of Year Reserve Balance</b>	<b>\$ 36,290</b>	<b>\$ 18,473</b>	<b>\$ 64,108</b>	<b>\$ 95,049</b>	<b>\$ 141,450</b>	<b>\$ 96,404</b>	<b>\$ 142,818</b>

## General Fund

### 2027 - 2033 Capital Improvement Program Multi-Year Projections

	PROJECTED FY26/27	PROJECTED FY27/28	PROJECTED FY28/29	PROJECTED FY29/30	PROJECTED FY30/31	PROJECTED FY31/32	PROJECTED FY32/33
<b>REVENUES</b>							
Property Tax	\$30,946,750	\$34,441,086	\$35,868,888	\$36,955,987	\$37,535,044	\$37,871,944	\$38,741,809
Other Local Taxes	1,948,000	1,967,480	1,987,155	2,007,026	2,027,097	2,047,368	2,067,841
Tax Increment Financing	338,435	333,316	330,501	327,710	324,946	357,944	359,651
Licenses, Permits & Fees	4,561,256	4,652,482	4,745,531	4,840,442	4,888,846	4,937,735	4,987,112
Intergovernmental	3,812,689	3,850,816	3,889,324	3,928,218	3,967,500	4,007,175	4,047,247
Charges for Services	2,875,602	2,933,114	2,991,777	3,051,612	3,082,128	3,112,950	3,144,079
Fines & Forfeits	66,208	67,532	68,883	70,261	71,666	73,099	74,561
Miscellaneous	2,398,315	2,470,264	2,519,670	2,570,063	2,621,464	2,673,893	2,727,371
Other Financing Sources (incl. capital reserve)	4,044,405	4,613,800	4,298,130	3,112,249	4,139,126	4,817,487	3,392,003
Use of Surplus - Operating Budget	850,000	850,000	850,000	850,000	850,000	850,000	850,000
Use of Surplus - Capital Projects	3,155,615	1,359,738	1,623,750	2,483,524	1,409,661	1,741,827	905,521
SUBTOTAL - current revenues	\$54,997,276	\$57,539,629	\$59,173,608	\$60,197,092	\$60,917,478	\$62,491,421	\$61,297,196
Sale of Bonds	9,485,880	3,459,100	7,944,615	4,331,000	3,088,900	4,320,102	2,556,500
<b>TOTAL REVENUES</b>	<b>\$64,483,156</b>	<b>\$60,998,729</b>	<b>\$67,118,223</b>	<b>\$64,528,092</b>	<b>\$64,006,378</b>	<b>\$66,811,523</b>	<b>\$63,853,696</b>

## General Fund

### 2027 - 2033 Capital Improvement Program Multi-Year Projections

	PROJECTED FY26/27	PROJECTED FY27/28	PROJECTED FY28/29	PROJECTED FY29/30	PROJECTED FY30/31	PROJECTED FY31/32	PROJECTED FY32/33
<b>EXPENDITURES</b>							
<b>ELECTED/APPOINTED OFFICIALS:</b>							
Mayor & City Council	\$288,114	\$296,757	\$305,660	\$311,773	\$318,008	\$324,369	\$330,856
City Manager	938,280	966,428	995,421	1,015,329	1,035,636	1,056,348	1,077,475
City Clerk & Elections	800,921	824,948	849,697	866,691	884,025	901,705	919,739
City Attorney	467,563	481,590	496,038	505,959	516,078	526,399	536,927
Outside Agencies	306,938	306,938	306,938	306,938	306,938	306,938	306,938
Total Elected/Appointed Officials	\$2,801,815	\$2,876,662	\$2,953,753	\$3,006,690	\$3,060,685	\$3,115,760	\$3,171,936
<b>ADMINISTRATIVE SERVICES:</b>							
Assessment	\$474,303	\$488,532	\$503,188	\$513,251	\$523,516	\$533,987	\$544,667
Finance	3,909,136	4,026,410	4,147,203	4,230,147	4,314,750	4,401,045	4,489,066
Human Resources	819,195	843,771	869,084	886,466	904,195	922,279	940,725
Information Technology	2,089,310	2,151,989	2,216,549	2,260,880	2,306,097	2,352,219	2,399,264
Total Administrative Services	\$7,291,944	\$7,510,702	\$7,736,023	\$7,890,744	\$8,048,558	\$8,209,530	\$8,373,720
<b>COMMUNITY SERVICES:</b>							
Facilities	\$1,920,697	\$1,978,318	\$2,037,667	\$2,078,420	\$2,119,989	\$2,162,389	\$2,205,636
Fire & Ambulance	10,048,896	10,350,363	10,660,874	10,874,092	11,091,573	11,313,405	11,539,673
Library	2,031,241	2,092,179	2,154,944	2,198,043	2,242,004	2,286,844	2,332,581
Parks, Recreation & Youth Services	2,292,214	2,360,980	2,431,809	2,480,445	2,530,054	2,580,655	2,632,269
Police	9,100,521	9,373,536	9,654,742	9,847,837	10,044,794	10,245,690	10,450,604
Total Community Services	\$23,472,872	\$24,177,058	\$24,902,370	\$25,400,417	\$25,908,426	\$26,426,594	\$26,955,126
<b>MUNICIPAL DEVELOPMENT SERVICES:</b>							
Airport	\$807,029	\$831,240	\$856,177	\$873,300	\$890,766	\$908,582	\$926,753
Community Development	1,684,456.85	1,734,990.56	1,787,040.27	1,822,781.08	1,859,236.70	1,896,421.43	1,934,349.86
Public Works	5,780,019.07	5,953,419.64	6,132,022.23	6,254,662.68	6,379,755.93	6,507,351.05	6,637,498.07
Total Mun. Development Services	\$8,271,505	\$8,519,650	\$8,775,239	\$8,950,744	\$9,129,759	\$9,312,354	\$9,498,601
<b>CAPITAL PROGRAM:</b>							
Debt Service (incl. repay of interfund loan)	\$4,625,561	\$6,796,232	\$7,062,161	\$7,634,796	\$7,911,816	\$7,524,887	\$7,670,855
Capital Projects (not funded by debt)	8,308,579	7,434,326	7,419,062	6,988,702	6,533,232	7,615,299	5,336,389
Conservation-LUCT	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Special Revenue Fund-Retirement	200,000	200,000	300,000	300,000	300,000	300,000	300,000
Total Capital	\$13,159,140	\$14,455,558	\$14,806,223	\$14,948,498	\$14,770,048	\$15,465,186	\$13,332,244
SUBTOTAL - current expenditures	\$54,997,276	\$57,539,629	\$59,173,608	\$60,197,092	\$60,917,478	\$62,529,424	\$61,331,627
CAPITAL PROJECTS (funded by Debt)	9,485,880	3,459,100	7,944,615	4,331,000	3,088,900	4,320,102	2,556,500
<b>TOTAL EXPENDITURES</b>	\$64,483,156	\$60,998,729	\$67,118,223	\$64,528,092	\$64,006,378	\$66,849,526	\$63,888,127

\*Projected Fund Balance at year-end

\$9,862,750

\$9,807,216

25

\$9,551,835

\$8,480,741

\$8,528,451

\$8,289,836

\$8,934,284

\*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.

Description	Page
<b>Fire</b>	
• Ambulance Replacement Program	27-28
• Central Fire Station Alerting System	29
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<b>Parks &amp; Recreation</b>	
• Ashuelot Green Space Project	39
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## 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
2027					
2028	19A3	2019	Ambulance	\$457,169	\$533,595
			Stryker Power Pro XT	\$44,100	
			Stryker Power Load	\$32,326	
2029					
2030					
2031	19A2	2022	Ambulance	\$481,953	\$560,653
			Stryker Power Pro XT	\$46,200	
			Stryker Power Load	\$32,500	

**2027 - 2033 Capital Improvement Program**  
**Fire**  
**AMBULANCE REPLACEMENT PROGRAM**

**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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design								0
Construction / Implementation								0
Property / Equipment Acquisition		533,595			560,653			1,094,248
Bond Issuance Cost								0
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$533,595</b>	<b>\$0</b>	<b>\$0</b>	<b>\$560,653</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,094,248</b>
<b>FUNDING</b>								
Current Revenue								0
CR - Ambulance		533,595			560,653			1,094,248
Debt Funded								0
Federal / State Grants								0
Other Sources								0
<b>TOTAL FUNDING</b>	<b>\$0</b>	<b>\$533,595</b>	<b>\$0</b>	<b>\$0</b>	<b>\$560,653</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,094,248</b>

**CENTRAL FIRE STATION ALERTING SYSTEM**

**Project Number:** TBD  
**Type:** New  
**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**

Modern fire alert systems offer targeted, zone-specific alerting that minimizes disruption to non-responding personnel. They incorporate ramped tones that reduce cardiac stress on responders and feature pre-announcement capabilities that improve turnout time. Multiple redundancy features ensure reliable operation even in challenging circumstances. Recommend replacing the alerting system in FY28 for a cost of \$104,000.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	104,000	-	-	-	-	-	104,000
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 104,000</b>	<b>\$ -</b>	<b>\$ 104,000</b>				
<b>FUNDING</b>								
Current Revenue	-	104,000	-	-	-	-	-	104,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ 104,000</b>	<b>\$ -</b>	<b>\$ 104,000</b>				

**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
FY27	Zoll Z-Vent Mechanical Vent	2020	7 Years		5	\$30,047	\$150,235	\$150,235
FY28								
FY29	McGrath Video Laryngoscope	2016	5 Years		5	\$3,435	\$17,175	\$56,135
	Butterfly Ultrasound				4	\$4,490	\$17,960	
	Sapphire Infusion Pump	2020			8	\$2,625	\$21,000	
FY30								
FY31	Lucas III	2022	8 Years	Service contract paid through 2027		\$35,700	\$35,700	\$35,700

**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.

12 Lead Defibrillators- Current units were purchased in FY26. Our 5 units are used as an advanced life support tool. Estimated cost \$60,000 service life is 7 years, (5- \$300,000). These units are used daily on cardiac related medical calls and have the ability to provide quality control feedback of cardiac arrest calls, ability to pace heart, shock heart, monitor and take blood pressure, monitors respiratory end tidal volume and respiratory wave form required for intubated patients. These units are used on our four ambulances and one on the front-line engine. Units are on an annual maintenance plan and at times require to be sent out for maintenance, upgrades and warranty work that is unable to be completed on site. Recommend replacement in FY33.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	150,235	-	56,135	-	35,700	-	300,000	542,070
<b>TOTAL EXPENDITURES</b>	<b>\$ 150,235</b>	<b>\$ -</b>	<b>\$ 56,135</b>	<b>\$ -</b>	<b>\$ 35,700</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 542,070</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other - Fund Balance	150,235	-	56,135	-	35,700	-	300,000	542,070
<b>TOTAL FUNDING</b>	<b>\$ 150,235</b>	<b>\$ -</b>	<b>\$ 56,135</b>	<b>\$ -</b>	<b>\$ 35,700</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 542,070</b>

**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
FY27						
FY28						
FY29	19E1	Engine	2016		\$1,500,000	\$1,500,000
FY30						
FY31						
FY32	19L2	Ladder Truck	2018		\$2,000,000	\$2,000,000

**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**

We continue to monitor the status of all systems, apparatus maintenance costs, apparatus operational readiness for our fleet of apparatus and maintain them to the best of our ability with help from fleet services and our service vendors. We now use galvanized frame rails and undercoating systems to help prevent corrosion damage. Annual Ladder Testing, Pump Testing and DOT Inspections continue on all apparatus.

FY29 Engine 1 (2017) projected cost \$1,500,000 for the replacement of the unit. Engine 1 is on a 15-year replacement plan. With supply issues and long build times it would not arrive until sometime in 2032. This apparatus operates from Central Station as one of two engines serving the city. Engine 1 will continue to be the first due pumper in the City until 2028, then it will move to the second due engine until 2032 (15 years).

FY32 Ladder 2 (2018) projected cost \$2,000,000 for the replacement of the unit. Ladder 2 is on a 15-year replacement plan. This apparatus operates from the West Station as the primary engine for District 2. Ladder 2 will continue to be first due in the West until 2034 (16 years).

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	-	1,500,000	-	-	2,000,000	-	3,500,000
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ 3,500,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Fire Apparatus Replacement	-	-	1,500,000	-	-	2,000,000	-	3,500,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ 3,500,000</b>

**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 FY31 at an estimated cost of \$69,000.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	-	-	-	69,000	-	-	69,000
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 69,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 69,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	69,000	-	-	69,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 69,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 69,000</b>

## 2027 - 2033 Capital Improvement Program

### Fire

### MOBILE RADIOS

**Project Number:** TBA  
**Type:** New  
**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 25 mobile radios that are used daily to provide communication on all response apparatus. These units have an expected 10-year service life. Parts for the units are sometimes not available 2-3 years after the model has stopped production. Recommend replacement of all mobile radios FY30.

#### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	-	-	140,625	-	-	-	140,625
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 140,625</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 140,625</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Emergency Comm. Equip	-	-	-	140,625	-	-	-	140,625
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 140,625</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 140,625</b>

**Project Number:** TBA  
**Type:** New  
**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**

This project would support the replacement of the department’s portable radios. 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 as possible. We are currently having a hard time finding parts to repair our current portables. With parts becoming hard to find, we just barely have enough portables so everyone can be assigned one. The department would need to buy more portables if more manpower was added. Recommend replacement over three years FY27 through FY29.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	140,000	140,000	140,000	-	-	-	-	420,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 140,000</b>	<b>\$ 140,000</b>	<b>\$ 140,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 420,000</b>
<b>FUNDING</b>								
Current Revenue	-	140,000	140,000	-	-	-	-	280,000
CR - Emergency Comm. Equip	140,000	-	-	-	-	-	-	140,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 140,000</b>	<b>\$ 140,000</b>	<b>\$ 140,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 420,000</b>

**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. A replacement is scheduled in FY31. Each unit requires annual maintenance and testing of the air quality.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	-	-	-	69,000	-	-	69,000
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 69,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 69,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	69,000	-	-	69,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 69,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 69,000</b>

**Project Number:** TBD  
**Type:** New  
**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**

This project would support the replacement and addition of technical rescue equipment. Most of this original equipment was purchased with grant money. All the life-safety equipment such as ropes, hardware, airbags, SABA with communications, have a service life. With grants being less available, I recommend starting replacement of outdated equipment in FY28. FY30 would include replacement of current thermal imaging cameras. We have been fortunate to support replacement in the past through grant funding. Our current cameras are 5-8 years old. Service life is 7-10 years. FY32 would include replacement of meters used to monitor toxic environments. All meters were replaced in FY25 with grant funding. Service life of meters is 5-7 years. Recommend replacement in FY32.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	65,000	-	60,000	-	50,000	-	175,000
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 175,000</b>
<b>FUNDING</b>								
Current Revenue	-	65,000	-	60,000	-	50,000	-	175,000
Capital Reserves	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 175,000</b>



**2027 - 2033 Capital Improvement Program  
Parks & Recreation  
ASHUELOT GREEN SPACE PROJECT**

**Project Number:** TBD  
**Type:** Multi-phased Project  
**Physical Location:** Ashuelot River Park  
**Operating Budget Impact:** This program has a positive impact to the operating budget; reducing the need include the costs to furnish, install and rehabilitate/replace this infrastructure. ☑  
**Goals / Master Plan / Vision:** **Council Goals:** 2) Enhance Resident Wellbeing, 4) invest Strategically in Infrastructure/Asset Management, 6) Advance Environmental Sustainability **Master Plan Pillars:** Flourishing Environment (promote smart land use/development) and Vibrant Neighborhoods (support built environment encouraging social interaction/connection, community collaboration)



**PROJECT DESCRIPTION**

In the summer of 2025, the Monadnock Conservancy began site work and construction of the Ashuelot Green Space, located on Ashuelot Street and adjacent to the Ashuelot River Park. The 6,200-square-foot building will serve as the organization’s main headquarters. As part of this project, a portion of the Ashuelot Green Space property will be donated to the City and developed as a new City park asset.

Given its ecological setting and educational value, the new development will be designed and utilized as an extension of the current Ashuelot River Park’s pollinator and sculpture gardens, accessible trail networks, literacy walk, the Rachel Marshall Outdoor Learning Laboratory, and comprehensive arboretum.

The Ashuelot Green Space project will include the development and installation of a natural playground, flexible event space, accessible parking, and a looped drive suitable for boat and kayak launching. A public bathroom facility will also be incorporated into the project to support year-round community use. Funding for concept planning, in the amount of \$35,000, has been received as an anonymous donation, supporting the grant application process for this project.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	200,000	-	-	-	-	-	-	200,000
Construction / Implementation	-	1,000,000	-	-	-	-	-	1,000,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 200,000</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ 1,200,000</b>				
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	200,000	300,000	-	-	-	-	-	500,000
Federal / State Grants	-	500,000	-	-	-	-	-	500,000
Other-Fund Balance	-	-	-	-	-	-	-	-
Other-Donations	-	200,000	-	-	-	-	-	200,000
<b>TOTAL FUNDING</b>	<b>\$ 200,000</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ 1,200,000</b>				



**2027 - 2033 Capital Improvement Program  
Parks & Recreation**

**ASHUELOT RIVER DAM REPAIR OR REMOVAL PROJECT**

**Project Number:** 75J0006  
**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. That proposal has now been withdrawn.

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. As part of the project, additional funding is requested in FY27 for to complete an updated assessment of the Dam structure, create an updated list of deficiencies based on the current condition, and develop corrective actions, recommendations, and cost estimates for rehabilitation or removal of the facility. The corresponding construction is anticipated to be performed in FY29.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	144,000	-	-	-	-	-	-	144,000
Construction / Implementation	-	-	1,232,000	-	-	-	-	1,232,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 144,000</b>	<b>\$ -</b>	<b>\$ 1,232,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,376,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	144,000	-	1,232,000	-	-	-	-	1,376,000
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 144,000</b>	<b>\$ -</b>	<b>\$ 1,232,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,376,000</b>



**2027 - 2033 Capital Improvement Program  
Parks & Recreation  
CEMETERY IMPROVEMENTS AND EXPANSION**

**Project Number:** 65J0016A  
**Type:** New Program  
**Physical Location:** City Maintained Cemeteries

**Operating Budget Impact:** This program has a positive impact to the operating budget as the costs will be secured from Trustees in a multi-phase construction timeframe.

**Goals / Master Plan / Vision:** **Council Goals:** 2) Enhance Resident Wellbeing (activate "third spaces" for recreational opportunities, 4) Invest Strategically in Infrastructure (plan for sustainable strategic growth) **Master Plan Pillars:** Flourishing Environment (promote smart land use and development; prioritize environmental protection and sustainability).



**PROGRAM DESCRIPTION**

The City of Keene owns and maintains several municipal cemeteries, including Ash Swamp Cemetery, North Cemetery, Greenlawn Cemetery, Hurricane Cemetery, Monadnock View Cemetery, Washington Cemetery, West Cemetery, and Woodland Cemetery (including its Northeast Division). In 2025, the City hired a consultant to perform an assessment and develop a master plan for the infrastructure, improvements, and expansion of Monadnock View Cemetery. This program has been developed based on the recommendations provided in that master plan and include updated burial options (full burial, cremation, columbarium), necessary burial space designed with a park mindset, and a dedicated cemetery management system for all nine of the city's cemeteries.

- FY27 - Monadnock View Cemetery irrigation, plot development and expansion including trees
- FY28 - Monadnock View Cemetery road and access path pavement replacement and rehabilitation
- FY29 - City-wide cemetery management system purchase and implementation
- FY30 - Cemetery Fence Replacement and Installation: Monadnock View & Woodland
- FY31 - Monadnock View Cemetery columbarium purchase and installation
- FY32 - TBD
- FY33 - TBD

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	150,000	150,000	112,000	125,000	225,000	125,000	125,000	1,012,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 112,000</b>	<b>\$ 125,000</b>	<b>\$ 225,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 1,012,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other-Funding Source (Trust)	150,000	150,000	112,000	125,000	225,000	125,000	125,000	1,012,000
Other-Donations	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 112,000</b>	<b>\$ 125,000</b>	<b>\$ 225,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 1,012,000</b>

## MUNICIPAL PARKS MAINTENANCE PROGRAM

In 2012, the City adopted the Active and Passive Recreation Management Plan, which outlines the need to create a comprehensive capital improvement program for the Parks and Recreation Department as part of the City's capital spending and infrastructure improvements. In 2013, the City hired an engineering consultant, EMG Corporation to perform an assessment, identify deficiencies and associated recommendations for all of the City's Parks and Recreation facilities. The report and associated recommendations provides priorities and recommendations for the City to maintain and improve its Parks and Recreation facilities. The report reflects the present condition and the expected life of various system components. Combined, these two documents provided a prioritization for the rehabilitaiton, replacement and additional infrastructure necessary for the City's Parks Facilities. This program proposes infrastructure improvements and facility expansion to address the deficiencies identified in that report. The Parks facilities are continually assessed and additional infrastructure improvement project scope is developed to ensure the maximum servicable life and benefit of the facilities for the publics use.

Year	Location	Scope of Work	Estimated Cost	Total Cost for Fiscal Year
FY27	Wheelock Park Phase#1	Durling and O'Neal Irrigation	\$158,000	\$163,530
FY28	Wheelock Park Phase#2	Replace Playground Structure	\$300,000	\$310,500
FY29	Fuller Park	Replace Playground Structure	\$300,000	\$332,615
FY30	Wheelock Park	Hockey Rink Improvements & Pavement Crack Seal and Sealcoat	\$138,000	\$158,358
FY31	Wheelock Park	Maintenance Building/Restroom Improvements	\$125,000	\$148,461
FY32	City Wide Park Infrastructure	Facilities Maintenance, Rehabilitation and Infrastructure Improvements	\$165,000	\$202,827
FY33	City Wide Park Infrastructure	Facilities Maintenance, Rehabilitation and Infrastructure Improvements	\$240,000	\$295,021



**2027 - 2033 Capital Improvement Program  
Parks & Recreation  
MUNICIPAL PARKS MAINTENANCE PROGRAM**

**Project Number:** 65M0006  
**Type:** Ongoing Program  
**Physical Location:** Various  
**Operating Budget Impact:** This program has a positive impact to the operating budget; reducing the need to include costs to furnish, install, and rehabilitate/replace these facilities and associated infrastructure. ☐  
**Goals / Master Plan / Vision:** **Council Goals:** 1) Strengthen Organizational Efficiency, 2) Enhance Resident Wellbeing, 4) Invest Strategically in Infrastructure/Asset Management **Master Plan Pillars:** Vibrant Neighborhoods (foster a high quality of life for all residents; support a built environment that encourages social connection; foster community building/collaboration); Adaptable Workforce (prioritize workforce and community health and wellness); Flourishing Environment (expand community and infrastructure development).



**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. While these projects have been completed, the need for routine maintenance on many park features is necessary, with the focus on safety, accessibility, sustainability, and efficiency. The City of Keene identifies itself as having well-maintained parks and trails for all ages to enjoy. Updating the current manual sprinkler head irrigation dsystem and the Wheelock Park softball fields will allow the department to utilize an electronic system, monitored and accessed remotely, like our other City park spaces. Critical recreation asset upgrades make City parks more attractive for those who want to live, work, and play in the city. Replacing aging structures and outdated surfacing improves safety, accessibility, and compliance. These inclusive upgrades position the City to meet both legal standards and community expectations.

FY27 – Wheelock Park: Ballfield Irrigation (Durling & O’Neal)  
 FY28 – Wheelock Park: Replace Playground Structure & Surfacing  
 FY29 – Fuller Park: Replace Playground Structure & Surfacing  
 FY30 – Wheelock Park: Hockey Rink Improvement (crack seal and sealcoat pavement)  
 FY31 – Wheelock Park: Maintenance Building and Restroom Improvements  
 FY 32 – City Wide Park Infrastructure: Facilities Maintenance, Rehabilitation, Improvements - TBD  
 FY 33 – City Wide Park Infrastructure: Facilities Maintenance, Rehabilitation, Improvements - TBD

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	163,530	310,500	332,615	158,358	148,461	202,827	295,021	1,611,313
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 163,530</b>	<b>\$ 310,500</b>	<b>\$ 332,615</b>	<b>\$ 158,358</b>	<b>\$ 148,461</b>	<b>\$ 202,827</b>	<b>\$ 295,021</b>	<b>\$ 1,611,313</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	250,000	-	-	-	-	-	250,000
Other-Fund Balance	163,530	60,500	332,615	158,358	148,461	202,827	295,021	1,361,313
Other-Donations	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 163,530</b>	<b>\$ 310,500</b>	<b>\$ 332,615</b>	<b>\$ 158,358</b>	<b>\$ 148,461</b>	<b>\$ 202,827</b>	<b>\$ 295,021</b>	<b>\$ 1,611,313</b>



**2027 - 2033 Capital Improvement Program**  
**Parks & Recreation**  
**OPEN SPACE & TRAILS PROGRAM**

**Project Number:** 65M0012  
**Type:** Ongoing Program  
**Physical Location:** Various  
**Operating Budget Impact:** This program has a positive impact to the operating budget; reducing the need include costs to furnish, install and rehabilitate/replace these facilities and infrastructure.  
**Goals / Master Plan / Vision:** **Council Goals:** 2) Enhance Resident Wellbeing, 4) Invest Strategically in Infrastructure/Asset Management, 6) Advance Environmental Sustainability  
**Master Plan Pillars:** Flourishing Environment (promote smart land use/development); Connected Mobility (infrastructure design); Adaptable Workforce (prioritize workforce/community health); Vibrant Neighborhoods (support built environment encouraging social interaction/connection, community collaboration)



**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.

For this trail program funds would be sought through the State of NH Recreational Trails Program grant to offset the proposed costs. The scope of work and associated funding within this CIP period includes erosion control measures, stabilization trail improvements, and the potential for an All-Person trail development at Robin Hood Park.

- FY27– Trail Improvements to relocate and rehabilitate Jonathan Daniels Trail in Ashuelot River Park
- FY28 – Trail Improvements in Robin Hood Park and Beech Hill Preserve
- FY29 – Trail Head Maintenance, Trail Kiosk rehabilitation, replacement or refurbishment, as determined necessary
- FY30 - Trail, trail head, and trail infrastructure improvements and expansions in Greater Goose Pond
- FY31 - Trail infrastructure rehabitation, replacement, and furnishing additional trash cans, lighting fixtures, lighting and fencing, way finding signage
- FY32 - Crack seal and seal coat paved trails and supplement gravel trails, where determined required based on condition

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	58,000	133,000	35,000	50,000	35,000	70,000	35,000	416,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 58,000	\$ 133,000	\$ 35,000	\$ 50,000	\$ 35,000	\$ 70,000	\$ 35,000	\$ 416,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Transportation Improvement	58,000	133,000	35,000	50,000	35,000	70,000	35,000	416,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ 58,000	\$ 133,000	\$ 35,000	\$ 50,000	\$ 35,000	\$ 70,000	\$ 35,000	\$ 416,000



## 2027 - 2033 Capital Improvement Program Parks & Recreation

### PARKS & RECREATION EQUIPMENT MAINTENANCE PROGRAM

**Project Number:** TBD

**Type:** New Program

**Physical Location:** Parks & Recreation Facilities City Wide

**Operating Budget Impact:** This program has a positive impact to the operating budget by improving operational efficiency in our park spaces used for community athletic endeavors.

**Goals / Master Plan / Vision:** **Council Goals:** 1) Strengthen Financial Stewardship/Organizational Efficiency, 4) Invest Strategically in Asset Management  
**Master Plan Pillars:** Adaptable Workforce (prioritize workforce wellness), Vibrant Neighborhoods (support a built environment that encourages social connections and high quality of life for all residents). Support infrastructure and facilities: plan for necessary infrastructure utilities and community facilities (like schools, parks) to support future growth.



#### PROGRAM DESCRIPTION

The purpose of the program is to plan for costs associated with the rehabilitation, repair, maintenance, and replacement of Parks and Recreation equipment. The City's current line striping equipment is outdated, and there is a significant loss in labor hours for the necessary striping and maintenance lining of athletic fields. A line painting robot enhances work and materials efficiency, lengthens equipment lifespan, and comes with a service plan, and provides the opportunity to paint 2 City logos. The department has hosted an equipment demonstration and plans to purchase line striping equipment in FY27 as part of this newly established program. In FY28, the department recommends the purchase of a pool cleaning robot, applying the same operational innovation used for robotic field lining to aquatics maintenance. A pool cleaning robot automates debris removal and vacuuming, reduces manual labor while improving cleaning consistency, improves efficiency during seasonal opening and routine maintenance periods, and frees staff to prioritize safety oversight, facility readiness, and guest experience. In addition, operating history suggests that major Parks and Recreation facility equipment requires rehabilitation, maintenance, and overhaul every 3-5 years, for the purpose of budgeting the program which is anticipated and built into the program in FY31.

FY27 Purchase of a Line Painting Robot Turf Tank Pro

FY28 Purchase of a Pool Cleaning Robot

FY31

Parks & Recreation Equipment replacement – phase in/phase out cycle to enhance operational efficiency

#### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	52,000	56,000	-	-	62,000	-	-	170,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 52,000</b>	<b>\$ 56,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 62,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 170,000</b>
<b>FUNDING</b>								
Current Revenue	52,000	56,000	-	-	62,000	-	-	170,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other-Fund Balance	-	-	-	-	-	-	-	-
Other-Donations	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 52,000</b>	<b>\$ 56,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 62,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 170,000</b>



## 2027 - 2033 Capital Improvement Program Parks & Recreation

### PARK FOREST SUSTAINABILITY & RED PINE SCALE REMOVAL

**Project Number:** 65J0026A

**Type:** Multi-phase Project

**Physical Location:** Wheelock Park, Ladies Wildwood Park, Dinsmoor Woods, and Robin Hood Park

**Operating Budget Impact:** This program has a positive impact to the operating budget, reducing the need to include costs to perform the necessary red pine stand removal as well as thoughtful reforestation planning and planting.

**Goals / Master Plan / Vision:**  
**Council Goals:** 4) Invest Strategically in Infrastructure/Asset Management 6) Advance Environmental Sustainability  
**Master Plan Pillars:** Flourishing Environment (promote smart land use and development; prioritize environmental protection and sustainability). Support infrastructure and facilities: plan for necessary infrastructure and community facilities to support future growth.



#### PROGRAM DESCRIPTION

In 2025, the City hired a consultant to perform an assessment of the forestry conditions in Wheelock Park, Ladies Wildwood Park, Dinsmoor Woods, and Robin Hood Park. These areas are densely populated with Red Pine planted after the hurricane of 1938 and have come to the end-of their natural life cycle. Intended to be quick growing and aesthetically pleasing, the trees are susceptible to disease. As part of the assessment and continued investigations, it was identified that red pine scale was not only identified in the neighboring areas of these facilities but also has been located within these City owned and maintained forests. In light of this invasive pest infestation, the City removed a portion of the trees for educational purposes. To facilitate the removal and reforestation efforts in impacted park spaces, the consultant identified clearing limits and associated tree replacements. Given the information provided by the forestry professional consultant, the project will be open for proposals where contractors will be hired to harvest the trees in a 2-year phased process (Dinsmoor Phase 1, Wheelock and Ladies Wildwood Phase 2). The project scope includes both the removal and replacement of trees for these areas. A donation program was established in 2025 - "Branch out for Parks" in order to facilitate the timely planting of alternate/native tree species in our municipal park spaces as well as a generous donation by the Monadnock Conservancy to enhance the health and diversity of the City's forested spaces.

FY27 – Dinsmoor Woods (Maple Ave) Tree Harvesting (Phase One) & Design Work  
 FY28 – Wheelock & Ladies Wildwood Harvesting (Phase 2), Design Work, Community Engagement

#### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	30,000	-	-	-	-	-	-	30,000
Construction / Implementation	105,000	125,000	1,000	1,000	1,000	1,000	1,000	235,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 135,000</b>	<b>\$ 125,000</b>	<b>\$ 1,000</b>	<b>\$ 265,000</b>				
<b>FUNDING</b>								
Current Revenue	125,000	124,000	-	-	-	-	-	249,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other-Fund Balance	-	-	-	-	-	-	-	-
Other-Donations	10,000	1,000	1,000	1,000	1,000	1,000	1,000	16,000
<b>TOTAL FUNDING</b>	<b>\$ 135,000</b>	<b>\$ 125,000</b>	<b>\$ 1,000</b>	<b>\$ 265,000</b>				



## 2027 - 2033 Capital Improvement Program Parks & Recreation

### ROBIN HOOD PARK IMPROVEMENT PROJECT

**Project Number:** 65J0018  
**Type:** Multiphase Project  
**Physical Location:** Robin Hood Park  
**Operating Budget Impact:** This program has a positive impact to the operating budget; reducing the need include the costs to furnish, install and rehabilitate/replace this infrastructure. ☑



**Goals / Master Plan / Vision:**

**Council Goals:** 1) Strengthen Financial Stewardship, 2) Enhance Resident Wellbeing, 4) Invest Strategically in Infrastructure/ Asset Management, 6) Advance Environmental Sustainability, 7) Improve Public Engagement  
**Master Plan Pillars:** Vibrant Neighborhoods (support a built environment that encourages social connections and interactions, promote/provide high quality of life for all residents); Flourishing Environment (expand community and infrastructure development); Adaptable Workforce (prioritize workforce and community health and wellness).

#### 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 including trails, glacial 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. Phase 1 of the project will include essential accessibility, safety, and systems efficiencies. Phase 2 of the project will include additional community engagement surrounding the comprehensive park space reovation for safety, accessibility, and sustainability. This project is supported by a Land Water Conservation Fund grant (\$500,000) and has also been submitted for Congressional Earmark Funding through the COmmunity Project Fund application process.

FY27 – Pool Rehabilitation including Accessiblity Planning

FY28 – Playground Structure, Public Bathrooms, Program Building, Multi-sport court, Safety lighting, Parking/Traffic Flow improvements

#### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	350,000	-	-	-	-	-	-	350,000
Construction / Implementation	2,342,000	1,175,000	-	-	-	-	-	3,517,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,692,000</b>	<b>\$ 1,175,000</b>	<b>\$ -</b>	<b>\$ 3,867,000</b>				
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 2,692,000</b>	<b>\$ 1,175,000</b>	<b>\$ -</b>	<b>\$ 3,867,000</b>				

**2027 - 2033 Capital Improvement Program  
Parks & Recreation  
TRAIL BRIDGE MAINTENANCE PROGRAM**

**Project Number:** 65J0022  
**Type:** Ongoing Program  
**Physical Location:** Various  
**Operating Budget Impact:** This program has a positive impact to the operating budget; reducing the need include the costs to furnish, install and rehabilitate/replace this infrastructure. ☐  
**Goals / Master Plan / Vision:** **Council Goals:** 4) Invest Strategically in Infrastructure/Asset Management **Master Plan Pillars:** Connected Mobility (prioritize vulnerable road users in infrastructure design, operations, maintenance); Vibrant Neighborhoods (ensure safe and efficient movement around the City).



**PROJECT DESCRIPTION**

The City of Keene owns and maintains an inventory of ten pedestrian bridges that 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 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

The scope of work and associated funding within this Capital Improvement Program (CIP) period includes the following:

FY27 - Rehabilitation of the Ashuelot River Railroad Bridge off of Winchester St. This will include new decking and railings.  
 FY32 - With the completion of the proposed FY27 work, all of the currently identified deficiencies will have been addressed. In order to maintain the condition of these rehabilitated bridges without incurring significant costs, routine maintenance and minor repairs are scheduled for FY32. We recommend this schedule of routine maintenance be repeated every 4-5 years.

By addressing these minor deficiencies on a regular basis, the City will avoid much more costly repairs or replacements in the future.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	18,000	-	-	-	-	-	-	18,000
Construction / Implementation	112,000	-	-	-	-	56,000	-	168,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 130,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 56,000</b>	<b>\$ -</b>	<b>\$ 186,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Transportation Improvement	50,000	-	-	-	-	56,000	-	106,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	80,000	-	-	-	-	-	-	80,000
Other Sources - Fund Balance	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 130,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 56,000</b>	<b>\$ -</b>	<b>\$ 186,000</b>



**2027 - 2033 Capital Improvement Program  
Parks & Recreation**

**TRANSPORTATION HERITAGE TRAIL PROGRAM**

**Project Number:** 65M0008  
**Type:** Ongoing Program  
**Physical Location:** Cheshire Rail Trail  
**Operating Budget Impact:** This program has a positive impact to the operating budget; reducing the need to include the costs to upgrade the trail system in the operating budget.  
**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 pending award and is anticipated to be constructed between the fall/winter 2025 and summer 2026.

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 Bailey 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.

NHDOT, as part of the draft Ten Year Plan, dated August 14, 2025, NHDOT has planned to allocate 80% federal funding for the design and construction of this Phase 2 of the THT project. Engineering Services are anticipated to begin in FY27, with construction currently scheduled for FY31 in the draft NHDOT Ten Year Plan. No right of way acquisitions are anticipated to be required for this project. A portion of the City’s 20% participating match for the project is currently being fundraised by Pathways for Keene with a goal to provide approximately half of the City’s share of the funding for the project.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	357,461	-	-	-	-	-	-	357,461
Construction / Implementation	-	-	-	-	2,756,909	-	-	2,756,909
Property / Equipment Acquisition	1,138	-	-	-	-	-	-	1,138
<b>TOTAL EXPENDITURES</b>	<b>\$ 358,599</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,756,909</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,115,508</b>
<b>FUNDING</b>								
Current Revenue	71,720	-	-	-	-	-	-	71,720
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	300,000	-	-	300,000
Federal / State Grants	286,879	-	-	-	2,205,527	-	-	2,492,406
Other Sources : Donation	-	-	-	-	251,382	-	-	251,382
<b>TOTAL FUNDING</b>	<b>\$ 358,599</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,756,909</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,115,508</b>

## 2027 - 2033 Capital Improvement Program

### Police

## BODY-WORN & IN-CAR CAMERA SYSTEMS REPLACEMENT PROJECT

**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

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	-	97,900	97,900	97,900	97,900	97,900	489,500
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ 97,900	\$ 97,900	\$ 97,900	\$ 97,900	\$ 97,900	\$ 489,500
<b>FUNDING</b>								
Current Revenue	-	-	97,900	97,900	97,900	97,900	97,900	489,500
CR - Emergency Communication	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ 97,900	\$ 97,900	\$ 97,900	\$ 97,900	\$ 97,900	\$ 489,500

**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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	41,300	-	-	-	-	-	-	41,300
<b>TOTAL EXPENDITURES</b>	<b>\$ 41,300</b>	<b>\$ -</b>	<b>\$ 41,300</b>					
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Emergency Communication	28,300	-	-	-	-	-	-	28,300
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources (Donations)	13,000	-	-	-	-	-	-	13,000
<b>TOTAL FUNDING</b>	<b>\$ 41,300</b>	<b>\$ -</b>	<b>\$ 41,300</b>					

## 2027 - 2033 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

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	-	86,328	88,920	96,672	-	-	271,920
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ 86,328	\$ 88,920	\$ 96,672	\$ -	\$ -	\$ 271,920
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Emergency Communication	-	-	86,328	88,920	96,672	-	-	271,920
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ 86,328	\$ 88,920	\$ 96,672	\$ -	\$ -	\$ 271,920

**INTERNAL SUPPORT (GENERAL FUND)**

Services 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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## 2027 - 2033 Capital Improvement Program

### Assessing REVALUATION PROGRAM

**Project Number:** 10M002  
**Type:** Ongoing Program  
**Physical Location:** Citywide  
**Operating Budget Impact:** N/A  
  
**Council Goals:** Municipal Governance & Financial Stability  
  
**Master Plan:**



#### 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 2026, which means that it will be required again in 2031. The project will begin in 2030 and will be completed by the fall of 2031. The new assessments will be used to determine the final 2031 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

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	156,000	-	-	-	156,000
Property /Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ 156,000	\$ -	\$ -	\$ -	\$ 156,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Reappraisal	-	-	-	156,000	-	-	-	156,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ -	\$ 156,000	\$ -	\$ -	\$ -	\$ 156,000

**10 CENTRAL SQUARE KITCHEN FLOOR REPAIR**

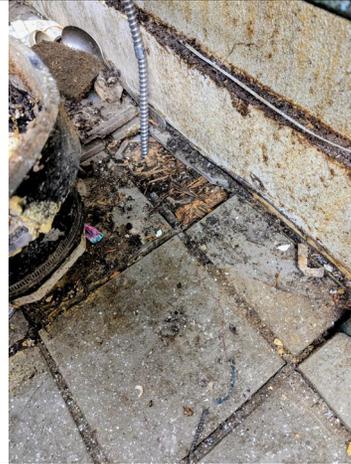
**Project Number:**

**Type:** New

**Physical Location:** 10 Central Square

**Operating Budget Impact:** The project reduces the operating costs for necessary facility maintenance.

**Goals / Master Plan / Vision:** Master Plan: Flourishing Environment  
 Council Goal: Strengthen Infrastructure


**PROGRAM DESCRIPTION**

This project will address needed structural repairs to the flooring system in the kitchen area at 10 Central square. This space has had many tenants over the years and flooring has been in poor condition and needs to be repaired. All kitchen equipment will need to be removed from area. This area will require removal of existing flooring and subfloor. In addition, new 2x10 floor joists will be "sistered" to the existing floor. The floor will be leveled, followed by the installation of two layers of 3/4" subfloor. New commercial flooring will be installed. All existing plumbing will be brought up to current standards. All equipment will be reinstalled.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	57,000	-	-	-	-	-	-	57,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 57,000</b>	<b>\$ -</b>	<b>\$ 57,000</b>					
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other-Fund Balance	57,000	-	-	-	-	-	-	57,000
<b>TOTAL FUNDING</b>	<b>\$ 57,000</b>	<b>\$ -</b>	<b>\$ 57,000</b>					

**2027 - 2033 Capital Improvement Program**  
**Facilities**  
**CITYWIDE SECURITY UPGRADES PROGRAM**

**Project Number:** 65M0004B  
**Type:** Ongoing Program  
**Physical Location:** Various  
**Operating Budget Impact:** The program reduces the operating costs for the necessary routine maintenance.

**Goals / Master Plan / Vision:** Master Plan: Flourishing Environment  
 Council Goal: Strengthen Infrastructure



**PROGRAM 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.

- FY27: Parks and Recreation Center upgrades to security cameras and tie into building lock system
- FY28: Keene Police department upgrade building lock system parts are becoming obsolete
- FY29: DPW installation of security cameras and exterior doors building lock system
- FY30: Library upgrades to security cameras and exterior doors building lock system
- FY33: Camera and Lock system license and software updates, maintenance, and upgrades City wide

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	50,000	75,000	50,000	75,000	-	-	50,000	300,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 50,000</b>	<b>\$ 75,000</b>	<b>\$ 50,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 300,000</b>
<b>FUNDING</b>								
Current Revenue	50,000	75,000	50,000	75,000	-	-	50,000	300,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other-Fund Balance	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 50,000</b>	<b>\$ 75,000</b>	<b>\$ 50,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 300,000</b>

## 2027 - 2033 Capital Improvement Program Facilities

### EMERGENCY GENERATOR REPLACEMENTS

**Project Number:**

**Type:** New

**Physical Location:** Various

**Operating Budget Impact:** The program reduces the operating costs for the necessary routine maintenance.

**Goals / Master Plan / Vision:** Master Plan: Flourishing Environment  
Council Goal: Strengthen Infrastructure



#### PROGRAM DESCRIPTION

Current generators located in crucial life safety facilities are nearing the end of life (EOL). While we have performed all the proper service, maintenance and testing of these Emergency Power Generators we are finding that they are becoming less reliable and parts are becoming harder to locate.

Key points about EOL of emergency generators:

Safety concerns:

As a generator ages, components can wear out, increasing the risk of malfunctions, electrical issues, or even fires.

Reduced performance:

An EOL generator might not be able to provide the same power output as when it was new, potentially failing to power critical appliances during an outage.

Maintenance costs:

Repairing an old generator can become increasingly expensive, sometimes exceeding the cost of a new one. It is recommended that we look to standardize our generators throughout the city. This will allow for having one contact for service and repairs. Below pricing will include a service contract for each piece of equipment. Service contract will include preventative maintenance and yearly transfer switch testing, load bank testing in addition to guaranteed 24 hour service.

FY31: Design-work with electrical engineer to properly size generators for PD, DPW,CFS. Design to add to 30,000 gallon propane tank vs Diesel at Municipal complex

FY31: Police department emergency generator replacement with new transfer switch.

FY32: Department of Public Works Emergency Generator replacement with new transfer switch.

FY33: Central Fire Station Emergency Generator replacement with 2 new transfer switches, Including updates to automated lighting system.

#### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	36,000	-	-	36,000
Construction / Implementation	-	-	-	-	260,000	235,000	245,000	740,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 296,000</b>	<b>\$ 235,000</b>	<b>\$ 245,000</b>	<b>\$ 776,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	59,200	47,000	49,000	155,200
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	236,800	188,000	196,000	620,800
Other-Fund Balance	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 296,000</b>	<b>\$ 235,000</b>	<b>\$ 245,000</b>	<b>\$ 776,000</b>

**Project Number:**

**Type:** New

**Physical Location:** City Hall 3rd Floor and Revenue

**Operating Budget Impact:** The project reduces the operating costs for necessary facility maintenance.

**Goals / Master Plan / Vision:** Master Plan: Flourishing Environment  
Council Goal: Strengthen Infrastructure


**PROGRAM DESCRIPTION**

This project will reorganize the third-floor Finance Department to make better use of the existing space. The current cubicles are outdated and deteriorating, and the overall layout no longer supports the department’s workflow needs. The redesigned floor plan will create a more efficient and functional workspace.

Additionally, the Revenue Collections area will be updated to address critical safety, privacy, and security concerns. At present, there is no emergency egress, and customer privacy is lacking due to noise and limited separation between staff and visitors. The renovation will include the installation of an emergency exit, improved sound control, and privacy enhancements to create a safer and more confidential environment.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	65,000	-	-	-	-	-	-	65,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ 65,000</b>					
<b>FUNDING</b>								
Current Revenue	65,000	-	-	-	-	-	-	65,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other-Fund Balance	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ 65,000</b>					

## 2027 - 2033 Capital Improvement Program

### Facilities

### HVAC AND ENERGY CONSERVATION

**Project Number:**

**Type:** New

**Physical Location:** Various

**Operating Budget Impact:** The program reduces the operating costs for the necessary routine maintenance.

**Goals / Master Plan / Vision:** Master Plan: Flourishing Environment  
 Council Goal: Strengthen Infrastructure



#### PROGRAM DESCRIPTION

The 2013 facilities survey conducted by EMG Corporation established a valuable management tool for maintaining and improving the City's principal building systems. Since then, the Facilities Department has continued to assess facilities and equipment to ensure they remain safe, efficient, and sustainable. The department is committed to incorporating energy-efficient solutions into all maintenance and replacement projects. As systems reach the end of their service life, energy-conscious upgrades will be prioritized. In partnership with Eversource, a Level 2 Energy Audit will be completed to identify efficiency needs and potential incentives that align with the City of Keene's Green Initiative.

- FY 27: Upgrade electrical system City Hall. Current electrical service and distribution system is inadequate for current and future needs
- FY 28: Facilities assessment report: City Hall, Keene public Library, Municipal complex, and Recreation Center
- FY 29: Level 2 energy audit in conjunction with Eversource to include City Hall, Municipal complex and Central Fire station
- FY 29: Design City Hall window replacements / upgrades storefront glass
- FY 30: Window replacement City Hall
- FY 30: Design HVAC upgrades / Chiller replacement / Cooling system upgrades phase 1 City Hall
- FY 31: Chiller / cooling system and HVAC replacement / upgrade City Hall, cooling system upgraded 2011, Wall cabinet units 50 + years old
- FY 32: Design Municipal complex Marlboro street. This will encompass Police and Public works facilities including HVAC and building envelope.
- FY 32: Upgrades to HVAC DPW/ KPD. DPW garage heating and Make up air system, DPW Geothermal system, KPD rooftop Heat pumps(2)
- FY 33: Design Central Fire Station HVAC upgrades installed 2011
- FY 34 Update HVAC Central Fire Station

#### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	20,000	75,000	50,000	15,000	20,000	20,000	20,000	220,000
Construction / Implementation	159,000	-	-	1,175,000	600,000	525,000	-	2,459,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 179,000</b>	<b>\$ 75,000</b>	<b>\$ 50,000</b>	<b>\$ 1,190,000</b>	<b>\$ 620,000</b>	<b>\$ 545,000</b>	<b>\$ 20,000</b>	<b>\$ 2,679,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other-Fund Balance	179,000	75,000	50,000	1,190,000	620,000	545,000	20,000	2,679,000
<b>TOTAL FUNDING</b>	<b>\$ 179,000</b>	<b>\$ 75,000</b>	<b>\$ 50,000</b>	<b>\$ 1,190,000</b>	<b>\$ 620,000</b>	<b>\$ 545,000</b>	<b>\$ 20,000</b>	<b>\$ 2,679,000</b>

**2027 - 2033 Capital Improvement Program**  
**Facilities**  
**HVAC EQUIPMENT - RECORDS STORAGE**

**Project Number:**

**Type:** New

**Physical Location:** Clerk's Storage Room

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

**Goals / Master Plan / Vision:** Master Plan: Flourishing Environment  
 Council Goal: Strengthen Infrastructure



**PROGRAM DESCRIPTION**

The facilities survey conducted by EMG Corporation in 2013 provided an organized management tool to help maintain and address key building systems. Since then, ongoing reviews and evaluations of facilities and equipment have continued to ensure efficient operation. The division remains committed to sustainability and actively seeks energy-conserving options when maintaining City facilities. Proper maintenance is essential to support long-term energy efficiency. As equipment reaches the end of its useful life, energy-efficient replacements will be prioritized. The current equipment has reached the end of its service life; originally installed at ground level due to roof conditions, it is now recommended that the replacement units be relocated to the roof to prevent salt damage. It also would allow for several additional parking spaces for the Keene Police department and should be completed prior to starting that project.

Equipment to be replaced :

- 1 Ea. Lennox 20 ton AC unit with Gas heat, upgrade to roof top Heat pump w / gas back up heat
- 1 Ea. Data Air 3 ton AC unit with electric strip heat, upgrade to Heat pump with humidity control
- 1 Ea. Building Management System Tie system into existing systems (currently stand alone systems)

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	9,500	-	-	-	-	9,500
Construction / Implementation	-	-	-	250,000	-	-	-	250,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ 9,500	\$ 250,000	\$ -	\$ -	\$ -	\$ 259,500
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other-Fund Balance	-	-	9,500	250,000	-	-	-	259,500
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ 9,500	\$ 250,000	\$ -	\$ -	\$ -	\$ 259,500

**2027 - 2033 Capital Improvement Program**  
**Facilities**  
**LIBRARY LIGHTING**

**Project Number:**

**Type:** New

**Physical Location:** Library

**Operating Budget Impact:** The project reduces the operating costs for necessary facility maintenance.

**Goals / Master Plan / Vision:** Master Plan: Flourishing Environment  
 Council Goal: Strengthen Infrastructure



**PROGRAM DESCRIPTION**

In 2017, the Keene Public Library underwent a major renovation connecting Heberton Hall with the main Library building. Due to budget limitations at the time, the lighting system was not updated. When the book stacks were reinstalled in the first-floor collection area, the new layout naturally differed from the original lighting configuration, resulting in some darker areas within the central stacks. Although alternative lighting options have been tested, the most effective solution to enhance visibility and improve the user experience is to replace the fixtures with lighting that directs illumination downward rather than reflecting off the ceiling tiles. The current system provides sufficient light for the upper shelves but leaves lower areas dim. Additionally, new fixtures are planned for the second-floor meeting rooms to create a brighter, more welcoming environment for all library users.

**SCHEDULE & FINANCIAL PLAN**

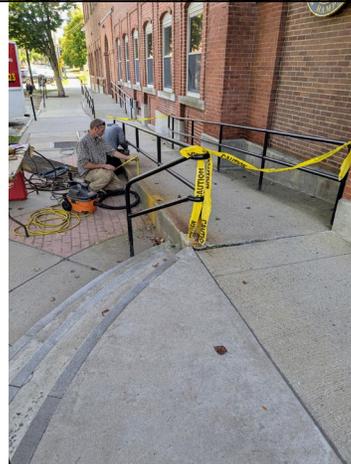
	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	25,000	-	-	-	-	-	-	25,000
Construction / Implementation	150,000	-	-	-	-	-	-	150,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 175,000</b>	<b>\$ -</b>	<b>\$ 175,000</b>					
<b>FUNDING</b>								
Current Revenue	87,500	-	-	-	-	-	-	87,500
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Other Funding Source (Donation)	87,500	-	-	-	-	-	-	87,500
Other-Fund Balance	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 175,000</b>	<b>\$ -</b>	<b>\$ 175,000</b>					

**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.

<b>Year</b>	<b>Location</b>	<b>Scope of Work</b>	<b>Estimated Cost</b>	<b>Total Cost for Fiscal Year</b>
2027	Multiple facilities	Upgrade HVAC automation system (end of life 2026)from existing Niagara N4 to N5 with licensing	\$32,500	<b>\$100,000</b>
	City Hall	Mini split Heat pump for Council chambers 48,000 btu	\$37,500	
		Held in reserve for new priorities	\$30,000	
2028	City Hall	Repoint brickwork	\$62,000	<b>\$100,000</b>
	Public Works building	Replace hot water tank / pumps	\$38,000	
2029	Central Fire Station	Repoint brickwork	\$30,000	<b>\$100,000</b>
	Public Works building	Resurface / seal Vehicle storage area floor	\$70,000	
2030	Central Fire Station	Reseal / stain apparatus floor	\$40,000	<b>\$100,000</b>
	City Hall	Re carpet council chambers / paint	\$60,000	
2031		Held in reserve for new priorities	\$100,000	<b>\$125,000</b>
2032	Library	Paint Exterior trim wood repair as needed	\$75,000	<b>\$125,000</b>
	Public Works building	Repaint Exterior of building	\$35,000	
		Held in reserve for new priorities	\$15,000	
2033	Public works building	Replace OH doors to Vehicle storage area	\$75,000	<b>\$125,000</b>
	City Hall	Flooring replacement	\$50,000	

**Project Number:** 65M0004A  
**Type:** Ongoing Program  
**Physical Location:** Various  
**Operating Budget Impact:** The program reduces the operating costs for the necessary routine facility rehabilitation and maintenance.  
**Goals / Master Plan / Vision:** Master Plan: Flourishing Environment  
 Council Goal: Strengthen Infrastructure


**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.

FY27: The city of Keene will need to upgrade their Niagara Building Automation System from the current N4 system to the New N5 system. The Current N4 system will reach end of life and no longer be supported beginning in 2026. The Facilities department recently upgraded our Honeywell system to the N4 system for security upgrades. In addition, we would bring the Building automation system at Central Fire into the Niagara system from the current Johnson controls system.

FY27: Add Mini Split Heat pump to council chambers to allow for energy conservation and to allow for heating and cooling during the transitional seasons. Using an ultra-high efficiency system to heat and cool this space for after-hour meetings will allow us to only heat and cool council chambers for meetings in not all of City Hall.

FY28: Repoint brickwork at City Hall. This may be included as part of City Hall structural repairs 65J0002 if funds allow. If this is the case the funding will be held for new priorities and other projects will be brought forward from current priority list.

FY28: Replace water expansion tanks and replace hot water recirculation pumps. These are at end of life and should be replaced prior to failure.

FY29: Central Fire Station as a preventive measure we will perform some minor repointing of brickwork.

FY29: Public Works vehicle storage area floor. Clean, repair as needed and reseal..

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Construction / Implementation	100,000	100,000	100,000	100,000	125,000	125,000	125,000	775,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 775,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other-Fund Balance	100,000	100,000	100,000	100,000	125,000	125,000	125,000	775,000
<b>TOTAL FUNDING</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 775,000</b>

**2027 - 2033 Capital Improvement Program**  
**Facilities**  
**MUNICIPAL BUILDING ROOFS PROGRAM**

**Project Number:** 65M0010A  
**Type:** Ongoing Program  
**Physical Location:** Various  
**Operating Budget Impact:** The program reduces the operating costs for the necessary routine maintenance.  
**Goals / Master Plan / Vision:** Master Plan: Flourishing Environment  
 Council Goal: Strengthen Infrastructure



**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.

- FY27: Recreation Center multiple roofing areas of varying ages from 1990-1994; Multipurpose room, storage room, classrooms
- FY28: Airport terminal building installed 1993 (100 MPH adhered roofing system required)
- FY29: Keene Public Library installed 1990 area over main Library
- FY30: Keene Public Library Cupola and copper porch repairs
- FY31: City Hall 2nd floor Requires removal of Solar array / end of life, new array to be explored
- FY32: Central Fire Station installed 2011
- FY33: Small roofs Public works foyer, low roof garage and PD Sallyport .

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	10,000	10,000	12,000	12,000	15,000	15,000	10,000	84,000
Construction / Implementation	217,875	392,250	397,500	97,250	397,500	485,500	67,500	2,055,375
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 227,875</b>	<b>\$ 402,250</b>	<b>\$ 409,500</b>	<b>\$ 109,250</b>	<b>\$ 412,500</b>	<b>\$ 500,500</b>	<b>\$ 77,500</b>	<b>\$ 2,139,375</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other-Fund Balance	227,875	402,250	409,500	109,250	412,500	500,500	77,500	2,139,375
<b>TOTAL FUNDING</b>	<b>\$ 227,875</b>	<b>\$ 402,250</b>	<b>\$ 409,500</b>	<b>\$ 109,250</b>	<b>\$ 412,500</b>	<b>\$ 500,500</b>	<b>\$ 77,500</b>	<b>\$ 2,139,375</b>

## 2027 - 2033 Capital Improvement Program

### Facilities

### PAVING PARKING LOTS PROGRAM

**Project Number:** 65M0004C  
**Type:** Ongoing Program  
**Physical Location:** Various  
**Operating Budget Impact:** The program reduces the operating costs for the necessary routine pavement and facility rehabilitation and maintenance.  
**Goals / Master Plan / Vision:** Master Plan: Flourishing Environment  
 Council Goal: Strengthen Infrastructure



#### 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 drainage repairs will be addressed with the Stormwater Point Repair program. Existing light poles and lighting will be replaced in FY31 and add infrastructure for dual EV charging stations at each of the lots is programmed for FY32 but will be re-evaluated for the 2029-2035 CIP.

FY 27: Rehabilitation of the Dillant-Hopkins Airport terminal building parking lot .

FY 28: Rehabilitation of the Brian A. Mattson Recreation Center parking lot .

FY 29: Keene Police Department parking lot.

FY 30: Keene Public Library parking area, to include repairs to walkways and railings.

FY 31: Rehabilitate or replace existing light posts, light fixtures, and ancillary site infrastructure, as determined necessary.

FY 32: Install dual EV car charging stations at the DPW , Dillant-Hopkins Airport terminal building Keene Ice/KPD and Brian A. Mattson Recreation parking lots

FY 33: Crack seal and seal coat the DPW , Dillant-Hopkins Airport terminal building Keene Ice/KPD and Brian A. Mattson Recreation parking lots.

#### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	379,300	382,600	456,000	326,400	68,000	184,100	88,000	1,884,400
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 379,300</b>	<b>\$ 382,600</b>	<b>\$ 456,000</b>	<b>\$ 326,400</b>	<b>\$ 68,000</b>	<b>\$ 184,100</b>	<b>\$ 75,000</b>	<b>\$ 1,884,400</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other-Fund Balance	379,300	382,600	456,000	326,400	68,000	184,100	88,000	1,884,400
<b>TOTAL FUNDING</b>	<b>\$ 379,300</b>	<b>\$ 382,600</b>	<b>\$ 456,000</b>	<b>\$ 326,400</b>	<b>\$ 68,000</b>	<b>\$ 184,100</b>	<b>\$ 88,000</b>	<b>\$ 1,884,400</b>

**2027 - 2033 Capital Improvement Program**  
**Facilities**  
**WEST KEENE FIRE STATION PROJECT**

**Project Number:** 65J0010  
**Type:** Ongoing Program  
**Physical Location:** Various  
**Operating Budget Impact:** The program reduces the operating costs for the necessary routine maintenance.  
**Goals / Master Plan / Vision:** Master Plan: Flourishing Environment  
 Council Goal: Strengthen Infrastructure



**PROGRAM 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.

However, since that time, the City has worked to acquire 1.25 acres from Cheshire Medical Center on Maple Ave for the purpose of relocating the station to a more efficient location. This will enable the City to build a new facility while staying operational in Hastings Ave until the project is complete. The next step 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 (FY30) of this project is a placeholder contingent upon grant funding.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	750,000	-	-	-	-	-	750,000
Construction / Implementation	-	-	-	-	-	-	5,509,975	5,509,975
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 5,509,975	\$ 6,259,975
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	5,509,975	5,509,975
Federal / State Grants	-	-	-	-	-	-	-	-
Other-Funding Source	-	750,000	-	-	-	-	-	750,000
<b>TOTAL FUNDING</b>	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 5,509,975	\$ 6,259,975



**2027 - 2033 Capital Improvement Program  
Information Technology**

**FIVE & TEN YEAR AERIAL IMAGERY AND MAP DATA UPDATES**

**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**

Up-to-date base maps are the most necessary component and foundation of an accurate GIS. Keene's last digital base map and aerial photography update gap was close to 15 years, creating confusion among users as to what was actually on the ground when overlaying data and conducting analysis. In 2015 the City completed a full orthogrammetric project and set the stage for a comprehensive schedule that will be outlined here. Municipalities commonly do full updates on a 10-year or less cycle with 5-year imagery updates in between. In order to keep the City's GIS an effective up-to-date tool and source of record, this CIP strives to keep a regular schedule of imagery and full orthogrammetric mapping.

The 5-year (FY30) project is an imagery update, and not a full ortho rectification and interpretation project, as it includes only four specific feature groups - buildings, decks, pools and driveways. City staff will be able to utilize the imagery collected to observe and update changes to data in-house as well as be incorporated in the public Parcel Mapping Application, a one stop tool for economic development in the City. This project will help the assessing department complete their 2021 re-valuation project of the entire city by allowing them to pre-evaluate properties across the city based on up-to-date imagery and lot features previously mentioned. The State of New Hampshire is considering a statewide flyover schedule. The GIS Technician has provided feedback and participated in the planning forums for this initiative. The City will consider all flyover options for interim updated imagery on the 5-year cycles as the state makes that information available and will attempt to leverage those opportunities as they present themselves. The state project does not however, contain the project components that would provide full orthoimagery and planimetric updates for our 10-year full photogrammetric update though the product may work for the 5-year (FY30) project.

For the 10-year (FY35) project, accurate digital data derived from ortho-imagery will be gathered including: buildings, roads, topography, utilities, water bodies, other natural and man-made features, and LiDAR. Keene's GIS supports a wide array of City departments through it's data interfaces such as ArcGIS and the Cartegraph system which depend on this data. The City Council, Planning Board, and other citizen decision makers benefit from accurate imagery and basemaps along with public utilities, regional, state and federal agencies, construction, development, and real estate industries in addition to the general public.

**SCHEDULE & FINANCIAL PLAN**

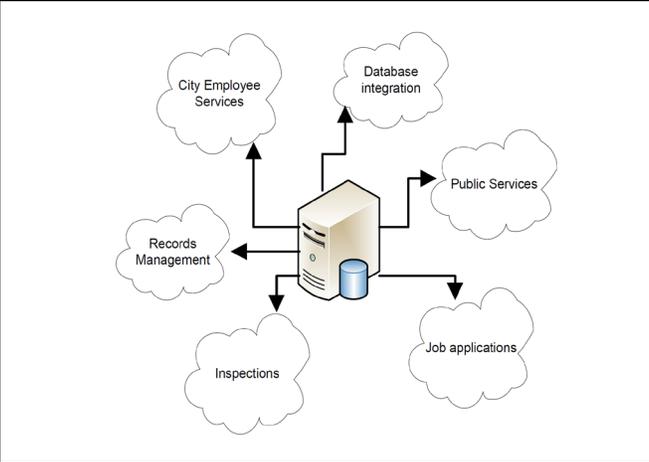
	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	65,000	-	-	-	65,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other - Fund Balance	-	-	-	65,000	-	-	-	65,000
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000



**2027 - 2033 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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	25,000	-	-	-	-	25,000	50,000
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ 50,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - IT Systems & Infrastructure	-	25,000	-	-	-	-	25,000	50,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ 50,000</b>

## SCHEDULE OF NETWORK EQUIPMENT REPLACEMENT

Building	Type	End of life (sale)	End of Maintenance	End of Support	Replacement Cost	FY Subtotal
City Hall	Switch	Oct-20	Oct-22	Oct-26	\$7,000	
City Hall	Switch	Oct-20	Oct-22	Oct-26	\$7,000	
City Hall	Switch	Oct-20	Oct-22	Oct-26	\$7,000	
City Hall	Switch	Oct-20	Oct-22	Oct-26	\$7,000	
Police Department	Switch	Oct-20	Oct-22	Oct-26	\$7,000	<b>FY27</b>
Fire Central Station	Switch	Oct-20	Oct-22	Oct-26	\$6,500	<b>\$71,500</b>
Water Treatment	Switch	Oct-20	Oct-22	Oct-26	\$6,500	
Waste Water	Switch	Oct-20	Oct-22	Oct-26	\$6,500	
Waste Water	Switch	Oct-20	Oct-22	Oct-26	\$4,000	
City Hall	Switch	Oct-20	Oct-22	Oct-26	\$6,500	
City Hall	Switch	Oct-20	Oct-22	Oct-26	\$6,500	
Heberton Hall	Switch	Oct-20	Oct-22	Oct-27	\$6,500	
Heberton Hall	Switch	Oct-20	Oct-22	Oct-27	\$6,500	<b>FY28</b>
Waste Water	Switch	Oct-22	Oct-22	Oct-27	\$4,000	<b>\$21,000</b>
Waste Water	Switch	Oct-22	Oct-22	Oct-27	\$4,000	
						<b>FY29</b>
Wastewater	switch	N/A			\$6,500	<b>\$6,500</b>
						<b>FY30</b>
						<b>\$0</b>
City Hall	Firewall	N/A			\$9,000	<b>FY31</b>
Police Department	Firewall	N/A			\$9,000	<b>\$18,000</b>
Police Department	Switch	N/A			\$7,000	
Police Department	Switch	N/A			\$7,000	
Police Department	Switch	N/A			\$7,000	<b>FY32</b>
Police Department	Switch	N/A			\$7,000	<b>\$59,500</b>
Police Department	Switch	N/A			\$7,000	
Martell Court	Switch	N/A			\$4,000	
Waste Water	Switch	N/A			\$6,500	
City Hall	Switch	N/A			\$7,000	
City Hall	Switch	N/A			\$7,000	
Fire Central Station	Switch	N/A			\$6,500	
Fire Station Two	Switch	N/A			\$5,100	
Public Works	Switch	N/A			\$7,000	
Public Works	Switch	N/A			\$6,500	<b>FY 33</b>
Parks and Rec	Switch	N/A			\$6,500	<b>\$79,400</b>
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	

**2027 - 2033 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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	71,500	21,000	6,500	-	18,000	59,500	79,400	255,900
<b>TOTAL EXPENDITURES</b>	<b>\$ 71,500</b>	<b>\$ 21,000</b>	<b>\$ 6,500</b>	<b>\$ -</b>	<b>\$ 18,000</b>	<b>\$ 59,500</b>	<b>\$ 79,400</b>	<b>\$ 255,900</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - IT Systems & Infrastructure	71,500	21,000	6,500	-	18,000	59,500	79,400	255,900
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 71,500</b>	<b>\$ 21,000</b>	<b>\$ 6,500</b>	<b>\$ -</b>	<b>\$ 18,000</b>	<b>\$ 59,500</b>	<b>\$ 79,400</b>	<b>\$ 255,900</b>

## 2027 - 2033 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

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	30,000	-	-	-	-	30,000
Property / Equipment Acquisition	-	-	180,000	-	-	-	-	180,000
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 210,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 210,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other-Fund Balance	-	-	210,000	-	-	-	-	210,000
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 210,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 210,000</b>

## SERVER REPLACEMENT SCHEDULE/COSTS

Server Function	Fiscal Year	Replacement Cost
Server OS Licensing	FY27	\$58,000
Virtual Server Host	FY28	\$13,000
Datacenter 1 UPS	FY29	\$16,000
Virtual Server Host	FY30	\$13,000
Virtual Server Host	FY30	\$13,000
Virtual Server Host	FY30	\$13,000
Datacenter 2 UPS	FY32	\$16,000
Virtual Server Host	FY33	\$13,000
		<b>\$155,000</b>

**2027 - 2033 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.

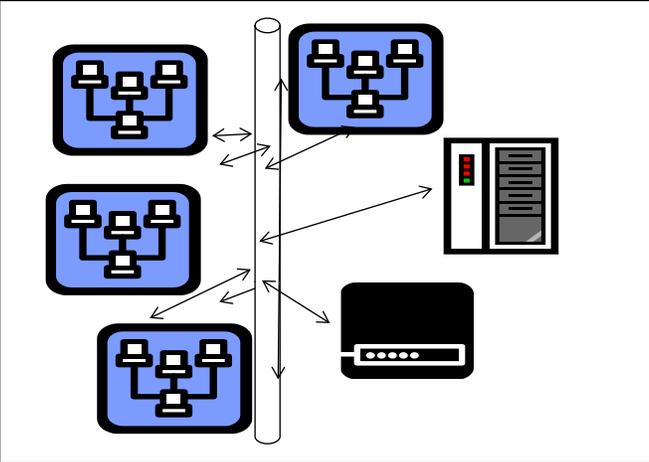
**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	58,000	13,000	16,000	39,000	-	16,000	13,000	155,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 58,000</b>	<b>\$ 13,000</b>	<b>\$ 16,000</b>	<b>\$ 39,000</b>	<b>\$ -</b>	<b>\$ 16,000</b>	<b>\$ 13,000</b>	<b>\$ 155,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - IT Systems & Infrastructure	58,000	13,000	16,000	39,000	-	16,000	13,000	155,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 58,000</b>	<b>\$ 13,000</b>	<b>\$ 16,000</b>	<b>\$ 39,000</b>	<b>\$ -</b>	<b>\$ 16,000</b>	<b>\$ 13,000</b>	<b>\$ 155,000</b>

**2027 - 2033 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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	5,000	-	-	-	-	5,000	10,000
Property / Equipment Acquisition	-	165,000	-	-	-	-	165,000	330,000
<b>TOTAL EXPENDITURES</b>	\$ -	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ 340,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - IT Systems & Infrastructure	-	170,000	-	-	-	-	170,000	340,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ 340,000

## 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, Keene airport provides access for any corporate aircraft visiting our region. The airport is a critical piece of transportation infrastructure for the 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 of 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. This funding allows the City to leverage significant outside investment to maintain airport infrastructure with minimal local cost. 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. The airport helps connect the Monadnock Region to national and global markets. 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.

**BEACON REPLACEMENT PROJECT**

**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:** Connected Mobility



**PROJECT DESCRIPTION**

The airport maintains 12 hazard beacons around the airport, the purpose of these beacons is to mark obstructions and hilltops for aircraft arriving to and departing the airport. This project will replace aging beacons with newer, updated fixtures to increase reliability and reduce maintenance. Federal/state cost-sharing is available for this and the City will have a 5% match for funding.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	555,556	-	-	-	555,556
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 555,556</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 555,556</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	2,778	-	-	-	2,778
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	552,778	-	-	-	552,778
Other - Fund Balance	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 555,556</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 555,556</b>

**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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	22,500	-	-	-	-	-	-	22,500
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 22,500</b>	<b>\$ -</b>	<b>\$ 22,500</b>					
<b>FUNDING</b>								
Current Revenue	22,500	-	-	-	-	-	-	22,500
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 22,500</b>	<b>\$ -</b>	<b>\$ 22,500</b>					

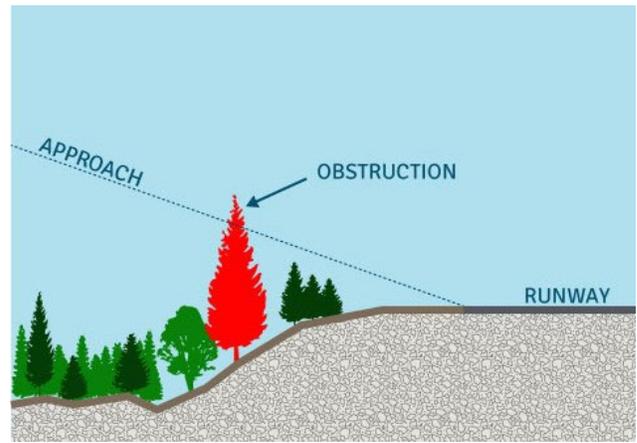


## 2027 - 2033 Capital Improvement Program

### Airport

### AIRPORT OBSTRUCTION MANAGEMENT PROGRAM

**Project Number:** TBD  
**Type:** Ongoing Program  
**Physical Location:** Keene Dillant-Hopkins Airport  
**Operating Budget Impact:** None  
  
**Goals / Master Plan / Vision:** Connected Mobility, Flourishing Environment



#### 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

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	166,666	-	-	-	-	-	-	166,666
Construction / Implementation	-	-	333,334	-	-	-	-	333,334
Property / Equipment Acquisition	-	666,666	-	-	-	-	-	666,666
<b>TOTAL EXPENDITURES</b>	<b>\$ 166,666</b>	<b>\$ 666,666</b>	<b>\$ 333,334</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,166,666</b>
<b>FUNDING</b>								
Current Revenue	8,333	33,333	16,667	-	-	-	-	58,333
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	158,333	633,333	316,667	-	-	-	-	1,108,333
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 166,666</b>	<b>\$ 666,666</b>	<b>\$ 333,334</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,166,666</b>



## 2027 - 2033 Capital Improvement Program

### Airport

### 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:** Connected Mobility



#### PROGRAM DESCRIPTION

**MAINTENANCE**

Nearly all pavement at the airport was constructed with the assistance of federal and state grant programs that historically provide up to 95% of the cost of construction. As part of these grant programs, the City is obligated to maintain the pavement to assure maximum pavement life, reliability and safety. This is accomplished through regular pavement maintenance which includes the routine repair of defective, deteriorated, or otherwise failing pavement on aircraft movement areas.

**MARKING**

Pavement markings communicate important information to aircrews 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 safe airport operations and is recommended that this maintenance be performed 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.

#### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	166,666	-	-	-	-	-	-	166,666
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 166,666</b>	<b>\$ -</b>	<b>\$ 166,666</b>					
<b>FUNDING</b>								
Current Revenue	8,333	-	-	-	-	-	-	8,333
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	158,333	-	-	-	-	-	-	158,333
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 166,666</b>	<b>\$ -</b>	<b>\$ 166,666</b>					

**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:** Connected Mobility, Thriving Economy


**PROGRAM DESCRIPTION**

Maintaining an airport in New England requires that we have a plan to provide safe operating environment in all weather conditions. To do this we need to maintain personnel and equipment to do 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 over 30 years old when replaced. This equipment will be replaced with new equipment with updated technology and design that will provide decades of reliable service allowing the airport staff to deliver the safest landing conditions possible throughout the winter season.

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

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	1,555,556	-	-	-	-	-	-	1,555,556
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,555,556</b>	<b>\$ -</b>	<b>\$ 1,555,556</b>					
<b>FUNDING</b>								
Current Revenue	77,778	-	-	-	-	-	-	77,778
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	1,477,778	-	-	-	-	-	-	1,477,778
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 1,555,556</b>	<b>\$ -</b>	<b>\$ 1,555,556</b>					

**2027 - 2033 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:** Connected Mobility, Thriving Economy



**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 aircrews and the fixed-base operator (FBO). This has been problematic and is becoming moreso as we see the size of aircraft using our facility increase with more corporate activity.

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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	3,661,112	-	-	-	3,661,112
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ 3,661,112	\$ -	\$ -	\$ -	\$ 3,661,112
<b>FUNDING</b>								
Current Revenue	-	-	-	183,056	-	-	-	183,056
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	3,478,056	-	-	-	3,478,056
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ -	\$ 3,661,112	\$ -	\$ -	\$ -	\$ 3,661,112



2025 - 2031 Capital Improvement Program

Airport

WILDLIFE PERIMETER FENCE PROJECT

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



**Goals / Master Plan / Vision:** Connected Mobility, Thriving Economy

**PROJECT DESCRIPTION**

This project will install approximately 17,000 linear feet of wildlife perimeter fencing to reduce wildlife incursions onto the airfield and improve aviation safety. The project will enhance airport security, reduce the risk of wildlife strikes, and support continued safe aircraft operations. Construction will complete the next phase of the airport’s wildlife hazard mitigation program and help maintain compliance with Federal Aviation Administration safety standards. The project is eligible for approximately ninety five percent federal and state funding.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	4,156,718	-	-	-	-	-	-	4,156,718
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,156,718</b>	<b>\$ -</b>	<b>\$ 4,156,718</b>					
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	3,983,843	-	-	-	-	-	-	3,983,843
Other-Fund Balance	172,875	-	-	-	-	-	-	172,875
<b>TOTAL FUNDING</b>	<b>\$ 4,156,718</b>	<b>\$ -</b>	<b>\$ 4,156,718</b>					

## 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, roughly 15,000 linear feet of guard rail, 7 traffic control signals, 4 flashing traffic signals and 10 multi-use and pedestrian bridges with over 10 miles of multi-use trails within the City. 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, bicycles, multi-passenger vehicles, tractor-trailer trucks, electric vehicles, and, in the near future, autonomous vehicles.

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 within 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.

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 both the updated aerial photograph and the street and sidewalk condition survey, both completed in 2025.

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 floodwater 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 merge with natural streams to move stormwater through the City. Today this system contains over 6,000 structures, over 85 miles of drainage culverts, 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 occur 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 flooding issue.

The City has continued, as part of this CIP, to develop 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 have also been created with the intent to promote the retention and expansion of existing businesses, to encourage and attract new business development, to enhance the overall quality of life, and the 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 the West Street Corridor Improvement Project.



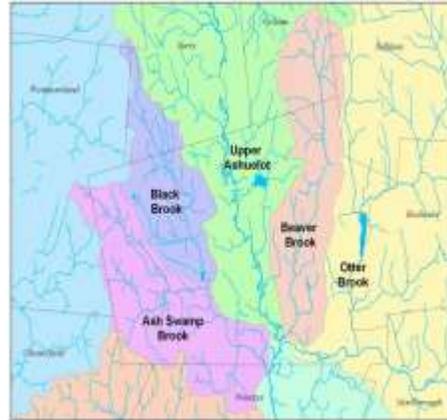
## 2027 - 2033 Capital Improvement Program

### 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 final scope of the mitigation projects

**Goals / Master Plan / Vision:** Goal 4: Infrastructure



### PROJECT DESCRIPTION

Beaver Brook flows along the east side of the City through residential neighborhoods before emptying into the Ashuelot River near the intersection of Main Street and Route 101. The brook has a history of overflowing and causing significant flood damage, notably in 2005, 2012, and 2013. The City also faces increasing impacts from climate change, including more frequent and intense rain events.

This project will conduct a hydrologic and hydraulic analysis of the Beaver Brook watershed for design storm events, including the 10-, 25-, 50-, 100-, and 500-year storms, using the latest rainfall data. The analysis will inform the development of a flood management master plan for Beaver Brook. Potential strategies may include the creation of floodwater storage areas, identification and removal of obstructions, and upgrades or relocation of properties to reduce flood risk. This work will also support high-priority projects identified in the City's 2013 Hazard Mitigation Plan.

In 2016, City staff met with the U.S. Army Corps of Engineers (USACE) to explore a collaborative approach. Under this arrangement, the USACE will conduct the analysis, with the City responsible for a 50% match in consulting fees beyond the first \$100,000. While this partnership provides the City with a more detailed analysis and recommendations for future mitigation projects, it also limits the City's control over project progress and scheduling. The timeline for completion and the specific recommendations from the USACE remain uncertain.

Funds are requested in FY28 and FY29 to begin implementing the recommended projects once the analysis is completed.

### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	500,000	500,000	-	-	-	1,000,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	500,000	500,000	-	-	-	1,000,000
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>

**BRIDGE REHABILITATION AND REPLACEMENT PROGRAM**

The City is responsible for 43 bridges, including 33 vehicular bridges and 10 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 <sup>(1)</sup>:

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

In 2025, The NHDOT inspections of red-listed bridges identified three structures (George St., Beaver St., and Spring St.) that had deteriorated to the point where one or more structural members was rated a 2 ("Critical") condition. As a result of these worsening conditions, the Beaver Street and Spring Street bridges were restricted to a maximum vehicle weight of 10 Tons as of December 1, 2025.

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.

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 approximately \$520,500 for this project. Funding for this bridge is included in the Lower Winchester Street Project Request.	Refer to Lower Winchester Street Project Request	
Beaver Street	Beaver Brook	The estimated replacement cost for Beaver Street bridge is based on the bid price for the replacement of the George St. Bridge, with inflation of 3.5% per year until the expected construction in 2031	2031	\$3,289,900
Maple Avenue	Black Brook	The replacement cost for Maple Avenue bridge is based on the NHDOT Draft Ten Year Plan dated August 14, 2025. However, the City has submitted a request to NHDOT to substitute funding to replace the Beaver Street Bridge in lieu of Maple Ave.	2033	\$2,938,200
Church Street	Beaver Brook	The estimated replacement cost for Church Street bridge is based on the bid price for the replacement of the George St. Bridge, with inflation of 3.5% per year until the expected construction in 2035	2036	\$4,002,600

**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 2026.
- 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 2030.



**2027 - 2033 Capital Improvement Program  
Public Works  
BRIDGE REPAIR & REPLACEMENT PROGRAM**

**Project Number:** 75M020  
**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 from the 2027 -2036 NHDOT Ten Year Plan with 20% local funding. 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 previously notified the City that the Maple Avenue bridge over Black Brook will be funded for construction in 2031 as part of the upcoming State's Ten Year Plan update. In 2025, The NHDOT inspections of red-listed bridges identified three structures (George St., Beaver St., and Spring St.) that had deteriorated to the point where one or more structural members was rated a 2 ("Critical") condition. As a result of these worsening conditions, the Beaver Street and Spring Street bridges were restricted to a maximum vehicle weight of 10 Tons as of December 1, 2025. As a result of this determination, in the fall of 2025, the Public Works Department submitted a request to the NHDOT to substitute funding for Beaver Street in lieu of Maple Avenue. The funding listed below assumes that our request will be approved. Design funds are budgeted in FY29 for the Beaver St. Bridge. Right-of-way or easement acquisition is planned for FY30 and Construction is planned in FY31. Funding is requested to begin design of the Maple Ave bridge replacement in 2031. Currently, only one bridge replacement is funded through the NHDOT Ten Year Plan. We recommend planning for an additional bridge project so the City is in position to utilize unanticipated funding from the State, should it become available.

Requested contributions to the Bridge Capital Reserve of \$175,000 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).

Replacement of the Winchester Street Bridge over Ash Swamp Brook is currently in final design. The project is scheduled for construction as part of the Lower Winchester Street reconstruction in FY30. Funding for this bridge is described on the Lower Winchester Street project request page and is not included in the financial plan below.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	493,485	-	310,058	-	-	803,543
Construction / Implementation	-	-	-	-	2,631,920	-	2,357,989	4,989,909
Property / Equipment Acquisition	-	-	-	164,495	-	146,910	-	311,405
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 493,485</b>	<b>\$ 164,495</b>	<b>\$ 2,941,978</b>	<b>\$ 146,910</b>	<b>\$ 2,357,989</b>	<b>\$ 6,104,856</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Bridges	-	-	98,697	32,899	588,396	29,382	471,598	1,220,971
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	394,788	131,596	2,353,582	117,528	1,886,391	4,883,885
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 493,485</b>	<b>\$ 164,495</b>	<b>\$ 2,941,978</b>	<b>\$ 146,910</b>	<b>\$ 2,357,989</b>	<b>\$ 6,104,856</b>



**2027 - 2033 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.

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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	50,000	-	-	-	50,000
Construction / Implementation	-	-	-	-	255,000	-	-	255,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 255,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 305,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Bridges	-	-	-	50,000	255,000	-	-	305,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 255,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 305,000</b>

**DAM MAINTENANCE PROGRAM**

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

Year	Location	Objective and Scope of Work	2025 Estimated Cost <sup>(1)</sup>	Inflation Adjustment	Implementation Year Expenditures <sup>(2)</sup>
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.	\$162,000	\$11,538	\$173,500
2030	Three Mile Dam	Contract for dam maintenance based on identified deficiencies as part of the dam inspection program.	\$175,000	\$25,817	\$200,800
2032	Robin Hood Dam	Scope TBD based on continued inspections and identified deficiencies.	\$150,000	\$34,388	\$184,400

Notes:

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

(2) Costs include an assumed inflation rate of 3.5% between estimate year and construction year.



**2027 - 2033 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. The accompanying narrative provides more details on the proposed scope for each of these projects.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	173,500	-	200,800	-	184,400	-	558,700
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ 173,500	\$ -	\$ 200,800	\$ -	\$ 184,400	\$ -	\$ 558,700
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other - Fund Balance	-	173,500	-	200,800	-	184,400	-	558,700
<b>TOTAL FUNDING</b>	\$ -	\$ 173,500	\$ -	\$ 200,800	\$ -	\$ 184,400	\$ -	\$ 558,700

**DOWNTOWN INFRASTRUCTURE IMPROVEMENT AND RECONSTRUCTION PROJECT**  
**CONSOLIDATED FUNDING OVERVIEW**

The proposed Downtown Infrastructure Improvements and Reconstruction project will combine funding from multiple sources, including the General Fund, as well as the Water and Sewer Funds. The table below summarizes the sources of funds and the fiscal years in which funding is requested.

The project is planned to occur in two separate construction phases. Costs incorporated into FY27 reflect additional funding needed for construction, based on the City consultant’s final design cost estimate.

Description	Fund	Current Available Funds <sup>(1)</sup>	FY27	Subtotal by Program
Street/Sidewalk/Other Improvements	General	\$2,170,170	\$3,932,830	<b>\$6,103,000</b>
Road Preservation & Rehab	General <sup>(2)</sup>	\$1,402,000	\$1,400,800	<b>\$2,802,800</b>
Traffic Signal Replacement	General	\$474,200	\$325,000	<b>\$799,200</b>
Stormwater Resiliency Program	General	\$2,977,942	\$2,476,058	<b>\$5,454,000</b>
Sewer Improvements	Sewer	\$1,802,492	\$1,305,600	<b>\$3,108,092</b>
Water Distribution Improvements	Water	\$4,994,684	\$590,800	<b>\$5,585,484</b>
<b>Subtotal by Annual Funding</b>		<b>\$13,821,488</b>	<b>\$10,031,088</b>	
<b>Project Grand Total</b>				<b>\$23,852,576</b>

Notes:

1) Current Available Funds includes prior City appropriations, grants and anticipated Principle Forgiveness, less expenses incurred or encumbered through 12/12/2025.

2) Available funds include FY26 Road Rehab Program funds (subject to Council approval) and FY27 funds include Road Rehab Program funds.

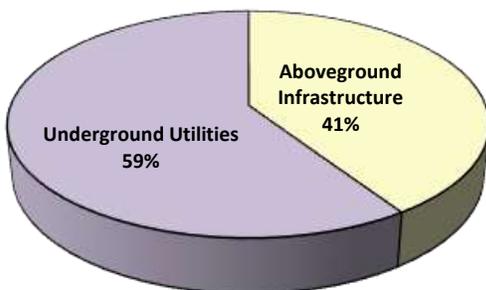
**Subtotal by Location**

<b>Aboveground Infrastructure</b>	<b>\$9,705,000</b>
<b>Underground Utilities</b>	<b>\$14,147,576</b>

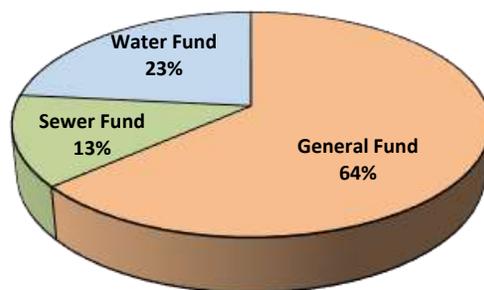
**Subtotal by Fund**

<b>General Fund</b>	<b>\$15,159,000</b>
<b>Sewer Fund</b>	<b>\$3,108,092</b>
<b>Water Fund</b>	<b>\$5,585,484</b>

**Subtotal by Location**



**Subtotal by Fund**





**2027 - 2033 Capital Improvement Program  
Public Works  
DOWNTOWN INFRASTRUCTURE IMPROVEMENT  
& RECONSTRUCTION PROJECT**

**Project Number:** 75J0034  
**Type:** Multiphase Project  
**Physical Location:** Central Square, Main, Church, Gilbo, Lamson  
**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 3: support diverse needs of all Keene residents; CMP: healthy community; quality-built environment; vibrant downtown  
 Goal 4: Infrastructure



**PROJECT DESCRIPTION**

The downtown area serves as the economic engine of the community and embodies the spirit and identity of Keene. Continued investment is essential to support businesses, maintain vibrancy, and ensure the area remains relevant. Much of the infrastructure—including telecommunications, electrical, water, sewer, and stormwater systems—dates back over 120 years. The last major downtown revitalization occurred in 1988, which has supported the area for the past 30 years. The concept of downtown has expanded over time to include Railroad Street to 93rd Street, south to the Main / Marlboro / Winchester Streets intersection, down Roxbury Street to Roxbury Plaza, and extending along Gilbo Avenue to School Street. Project planning considers the features that give downtown its unique character while expanding improvements to the surrounding area.

In 2023, the City Council selected a design alternative that includes:

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

In addition to infrastructure replacement, the project will include improvements to open spaces and streetscape treatments along Main Street and extend downtown design concepts to adjacent areas. Construction is planned in two phases:

- Construction in 2026 is planned for Central Square and Main St. to Railroad St.
- Construction in 2027 is planned to include Main Street from Central Square to Cypress Street and Railroad Square
- Construction in 2028 is planned to include Main Street from Cypress Street to Water Street .

Construction is initially scheduled to start in June 2026 and continue through December 2028, with landscaping, pavement striping and resotartion being completed in the spring and summer 2029. The estimated project costs have been updated based on the January 2026 average bid prices.

In FY28 and beyond, funds collected from the Wells St. TIF District will be used to pay the interest and principal on this project's debt funding.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	3,932,830	-	-	-	-	-	-	3,932,830
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,932,830</b>	<b>\$ -</b>	<b>\$ 3,932,830</b>					
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Downtown Infrastructure	-	-	-	-	-	-	-	-
Debt Funded	3,932,830	-	-	-	-	-	-	3,932,830
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 3,932,830</b>	<b>\$ -</b>	<b>\$ 3,932,830</b>					

**2027 - 2033 Capital Improvement Program**  
**Public Works**  
**DOWNTOWN RESTROOM PROJECT**

**Project Number:** TBD  
**Type:** New Project/Stand Alone  
**Physical Location:** Gilbo Avenue  
**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 Blu

**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 Blu, who provide self-contained and self-cleaning units. Units can cost between \$250,000 and over \$500,000 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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	40,000	-	-	-	-	-	40,000
Construction / Implementation	-	402,000	-	-	-	-	-	402,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 442,000</b>	<b>\$ -</b>	<b>\$ 442,000</b>				
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	442,000	-	-	-	-	-	442,000
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ 442,000</b>	<b>\$ -</b>	<b>\$ 442,000</b>				



**2027 - 2033 Capital Improvement Program**  
**Public Works**  
**GILBO AVE SOLAR PAVILLION PROJECT**

**Project Number:** TBD  
**Type:** New - Phased Project  
**Physical Location:** Gilbo Ave. just West of the bus station)  
**Operating Budget Impact:** Operations and maintenance costs for repairs, maintenance, and repair costs.  
  
**Goals / Master Plan / Vision:** Goal 4: Infrastructure



**PROJECT DESCRIPTION**

The Gilbo Avenue Solar Pavilion is anticipated to include a 30-foot by 230-foot hybrid timber-framed covered structure with a rooftop photovoltaic (PV) solar array. The proposed improvements will act as an extension of downtown Keene, the pavilion will provide covered parking, space for events such as concerts and performances, and a dedicated area for the farmers market, which has historically operated at this location on Saturdays from late April through October.

The electricity generated from the rooftop solar array will help to offset the downtown lighting and electric use costs, supporting the City’s sustainability and energy efficiency goals. This project aligns with the Downtown Infrastructure Project and the City’s master plan to support and encourage economic growth and development.

Funding for the project will be partially provided by the Northern Border Regional Commission (NBRC) Timber for Transit Program. The City applied for the grant in October 2024 and received a Notice to Proceed (NTP) on May 16, 2025. The award covers \$1,756,800, representing 80% of the project costs, currently estimated at \$2,196,000. Requests for qualifications were advertised by the City in the fall of 2025, and the contract is pending award for preliminary design.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	340,000	-	-	-	-	-	-	340,000
Construction / Implementation	1,856,000	-	-	-	-	-	-	1,856,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,196,000</b>	<b>\$ -</b>	<b>\$ 2,196,000</b>					
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	439,200	-	-	-	-	-	-	439,200
Federal / State Grants	1,756,800	-	-	-	-	-	-	1,756,800
Other-Fund Balance	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 2,196,000</b>	<b>\$ -</b>	<b>\$ 2,196,000</b>					



**2027 - 2033 Capital Improvement Program  
Public Works**

**JORDAN ROAD SALAMANDER CROSSING PROJECT**

**Project Number:** TBD  
**Type:** New Project  
**Physical Location:** Jordan Rd., just North of Peg Shop Rd.  
**Operating Budget Impact:** N/A



**Goals / Master Plan / Vision:** Goal 6: Advance Environmental Sustainability and Resilience

**PROJECT DESCRIPTION**

For over the past eight years, the Harris Center for Conservation Education and City of Keene Public Works staff have coordinated the annual spring closure of Jordan Road to support the Jefferson Salamander migration. Each year, volunteers help document the migration and assist amphibians crossing Jordan Road and North Lincoln Street, which are occasionally closed to through traffic during spring raining daylight hours. This project includes furnishing and installing a culvert that will act as a tunnel crossing for the Jefferson Salamanders as well as other wildlife attempting to cross the road. The crossing will be one of the first of its kind in both the City and state.

In June 2024, with support from City Council, the Harris Center and NHDES, the City submitted a grant application to fund Design, permitting, and construction of the crossing. In April of 2025, the City was notified that it had been selected for the grant award. Funding was appropriated in November 2025 through the National Fish and Wildlife Foundation Grant Agreement to New Hampshire Fish and Game, which will distribute the award to the City. The grant in the amount of \$375,000 in federal funding administered through NH Fish & Game will reimburse the City for 90% of project costs, requiring a 10% local match to be shared by the City and the Harris Center that is planned to be an in kind match.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	45,000	-	-	-	-	-	-	45,000
Construction / Implementation	335,000	-	-	-	-	-	-	335,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 380,000</b>	<b>\$ -</b>	<b>\$ 380,000</b>					
<b>FUNDING</b>								
Current Revenue	33,000	-	-	-	-	-	-	33,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	342,000	-	-	-	-	-	-	342,000
Other-Donation	5,000	-	-	-	-	-	-	5,000
<b>TOTAL FUNDING</b>	<b>\$ 380,000</b>	<b>\$ -</b>	<b>\$ 380,000</b>					



**2027 - 2033 Capital Improvement Program**  
**Public Works**  
**LIQUID BRINE PRE-TREATMENT SYSTEM**

**Project Number:** TBD  
**Type:** One-time Project  
**Physical Location:** 580 Main Street  
**Operating Budget Impact:** The project will result in a modest reduction in the cost of winter operations over time.  
**Goals / Master Plan / Vision:** Goal 4: Infrastructure  
 Goal 6: Environmental Sustainability



**PROJECT DESCRIPTION**

Recent groundwater monitoring conducted at the City’s drinking water supply wells has identified a gradual upward trend in chloride (road salt) concentrations. Similar increases have been documented across New Hampshire and the broader Northeast, where winter maintenance practices are recognized as the primary source of chloride loading to groundwater and surface water. Elevated chloride levels can impair drinking water quality, accelerate infrastructure corrosion, and reduce the long-term resilience of municipal water supplies.

To help protect the City’s groundwater resources while maintaining safe winter travel, the Public Works Department is proposing to implement a Liquid Brine Pre-Treatment System as part of our winter maintenance operations. Liquid brine—typically a 23% sodium chloride solution—is applied to roadways in advance of winter storms to prevent snow and ice from bonding to the pavement surface. This anti-icing method allows plow crews to maintain higher levels of service using substantially less granular salt.

Brine pre-treatment is recognized by FHWA, APWA, and state DOTs as a best management practice for reducing chloride usage without compromising roadway safety. Municipal agencies that have adopted brine routinely report 30–40% reductions in granular salt use, alongside improved plowing efficiency and safer pavement conditions during the early stages of a storm. Brine pre-treatment will help:

- Reduce chloride loading to sensitive groundwater zones and municipal water supply wells;
- Protect drinking water quality and reduce long-term treatment risks;
- Lower overall salt consumption and create modest budget savings over time; and
- Improve roadway performance during the initial hours of snow and ice events.

The proposed investment will provide 8 truck-mounted spray systems, 5 sidewalk tractor spray systems, brine storage tanks, and the brine production equipment needed to integrate brine pre-treatment into routine storm response operations citywide. Once deployed, ongoing costs to operate the system would be managed through the annual operating budget. Prior to the next CIP update, Public Works staff will be conducting additional analysis to quantify the potential economic benefits and return on investment. Although this proposal is primarily intended to address water quality concerns, the Department expects the project to have a reasonable ROI and a 6-8 year simple payback.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	273,200	-	-	-	-	273,200
Property / Equipment Acquisition	-	-	305,200	-	-	-	-	305,200
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 578,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 578,400</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	578,400	-	-	-	-	578,400
Federal / State Grants	-	-	-	-	-	-	-	-
Other-Fund Balance	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 578,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 578,400</b>

**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 FY2025-2034 Ten Year Plan dated August 16, 2025. Preliminary engineering was completed in the spring of 2025, right-of-way acquisition is expected to begin in 2026, and construction is planned for FY26 and FY27. This project requires a 20% cost match from the City.

Description	Fund	Prior Years CIP	FY27 & FY28	FY29	Subtotal by Phase/Program	NHDOT Share	City Share	
Design Engineering	General	\$982,929	\$326,250		\$1,309,179	\$1,047,343	\$261,836	
Right-of-Way	General	\$500,000	\$391,500		\$891,500	\$713,200	\$178,300	
Construction	General	\$5,918,640		\$10,316,075	\$18,734,715	\$14,987,772	\$3,746,943	
Construction (bridge)	General	\$2,500,000						
<b>Subtotal - NHDOT Funded Project</b>		<b>\$9,901,569</b>	<b>\$717,750</b>	<b>\$10,316,075</b>	<b>\$20,935,394</b>	<b>\$16,748,315</b>	<b>\$4,187,079</b>	
Sewer Improvements	Sewer	\$416,300		\$205,700	\$622,000	\$0	\$622,000	
Water Distr. Imp.	Water	\$998,800		\$176,200	\$1,175,000	\$0	\$1,175,000	
<b>Subtotal by Annual Funding</b>		<b>\$11,316,669</b>	<b>\$717,750</b>	<b>\$10,697,975</b>		<b>\$16,748,315</b>	<b>\$5,984,079</b>	
<b>Project Grand Total</b>								<b>\$22,732,394</b>

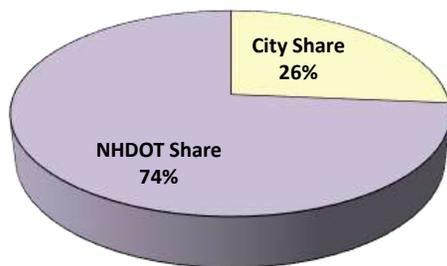
**Subtotal by Funding Source**

<b>City Share</b>	<b>\$5,984,079</b>
<b>NHDOT Share</b>	<b>\$16,748,315</b>

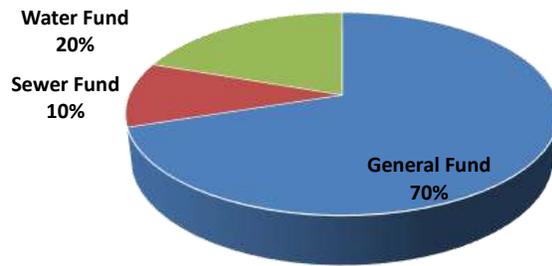
**Subtotal by Fund (City Share Only)**

<b>General Fund</b>	<b>\$4,187,079</b>
<b>Sewer Fund</b>	<b>\$622,000</b>
<b>Water Fund</b>	<b>\$1,175,000</b>

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

Winchester Street serves as one of the City's primary gateway corridors, extending from the Swanzev town line to the NH Route 101 roundabout. This corridor supports a mix of commercial, residential, and industrial uses and has not undergone major upgrades in more than 30 years. Some last significant improvement occurred in 2010, when adjustments were made at the intersection of Matthews Road and Winchester Street to enhance turning movements.

This project includes the full reconstruction of Winchester Street, with improvements to eight intersections along the corridor. Planned upgrades include lane reconfiguration to improve traffic flow, construction of new sidewalks, installation of bicycle facilities, and landscaping enhancements to highlight the business district and create a more welcoming entrance to the City.

The Winchester Street Bridge over Ash Swamp Brook will also be replaced as part of this project. Funding for the bridge replacement will be provided through the Municipally Owned Bridge Rehabilitation and Replacement (MOBRR) program, which covers 80% of the cost. The City's Bridge Capital Reserve Fund will provide the 20% local share of the estimated \$2.5 million bridge replacement.

During preliminary discussions, the New Hampshire Department of Transportation (NHDOT) and the Southwest Region Planning Commission (SWRPC) requested that the project limits be extended to include pedestrian improvements within the Town of Swanzev. If the Town elects to proceed with those improvements, the City will incorporate them into the overall project, with Swanzev responsible for the 20% local match for improvements within its jurisdiction.

The project scope also includes the removal and replacement of existing water and sewer infrastructure within the project limits, ensuring coordinated upgrades to underground utilities alongside roadway reconstruction.

### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY30	FY31	TOTAL
<b>EXPENDITURES</b>								
Design	326,250	-	-	-	-	-	-	326,250
Construction / Implementation	-	-	10,316,075	-	-	-	-	10,316,075
Property / Equipment Acquisition	391,500	-	-	-	-	-	-	391,500
<b>TOTAL EXPENDITURES</b>	<b>\$ 717,750</b>	<b>\$ -</b>	<b>\$ 10,316,075</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,033,825</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve - Bridges	-	-	-	-	-	-	-	-
Debt Funded	143,550	-	2,063,215	-	-	-	-	2,206,765
Federal / State Grants	574,200	-	8,252,860	-	-	-	-	8,827,060
Other-Fund Balance	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 717,750</b>	<b>\$ -</b>	<b>\$ 10,316,075</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,033,825</b>







**2027 - 2033 Capital Improvement Program  
Public Works**

**ROADWAY PRESERVATION & REHABILITATION PROGRAM**

**Project Number:** 75M002  
**Type:** Ongoing Program  
**Physical Location:** City Roadways  
**Operating Budget Impact:** This program has a positive impact to the operating budget; reducing the need include the costs to rehabilitate the road infrastructure.  
**Goals / Master Plan / Vision:** Goal 4: Infrastructure



**PROGRAM DESCRIPTION**

The City manages an extensive roadway network totaling approximately 123 miles, of which about 121 miles are paved. These roads exhibit varying levels of wear and deterioration. To effectively manage these assets, the Public Works Department conducts periodic inspections of the network. Each road segment is evaluated based on distress and ride quality, then assigned a condition score ranging from 0 to 100.

In accordance with the 2017 Pavement Asset Management Plan, the Road Program is structured to maintain a tiered level of service across roadway classifications:

- Arterial Streets (e.g., Main Street, West Street, Washington Street): average network score of 80; minimum segment score of 60.
- Collector Streets (e.g., Baker Street, Eastern Avenue, Hastings Avenue): average network score of 70; minimum segment score of 40.
- Local Streets (e.g., Adams Street, Carpenter Street, Pako Avenue): average network score of 60; minimum segment score of 20.

The FY27–FY33 Road Program emphasizes strategic investment in roadway rehabilitation, combining traditional major rehabilitation techniques (e.g., mill/shim/overlay) with cost-effective minor rehabilitation methods such as in-place recycling and ultra-thin wearing surfaces. Complete roadway reconstruction within this period is limited to major infrastructure projects identified elsewhere in the CIP (e.g., Downtown, Lower Winchester Street, and the West Street Corridor).

Building on the pavement preservation strategy introduced in FY19, this program uses data from the FY25 Road Assessment Report to refine priorities for repair and rehabilitation. The preservation approach focuses on applying low-cost treatments to roads in good condition to extend their service life and reduce long-term maintenance costs. Examples of successful past projects include slurry-applied sealant on Washington Street and spray-applied sealant in the Winter/Summer/Middle/Center Street neighborhood.

The proposed scope of work for 2028-2033 has been updated to reflect the Department's recommendation to reallocate FY26 and FY27 funds from this program to offset a portion of the Downtown Infrastructure Project cost.

In FY29 and FY33, funding is requested to perform a comprehensive road condition survey. These four-year updates will ensure that the City's roadway

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	50,000	-	-	-	-	50,000
Construction / Implementation	1,400,800	1,663,800	1,577,100	1,764,400	1,656,400	1,710,300	1,710,300	11,483,100
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,400,800</b>	<b>\$ 1,663,800</b>	<b>\$ 1,627,100</b>	<b>\$ 1,764,400</b>	<b>\$ 1,656,400</b>	<b>\$ 1,710,300</b>	<b>\$ 1,710,300</b>	<b>\$ 11,533,100</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	1,663,800	1,627,100	1,764,400	1,656,400	1,710,300	1,710,300	10,132,300
Federal / State Grants	-	-	-	-	-	-	-	-
Other-Fund Balance	1,400,800	-	-	-	-	-	-	1,400,800
<b>TOTAL FUNDING</b>	<b>\$ 1,400,800</b>	<b>\$ 1,663,800</b>	<b>\$ 1,627,100</b>	<b>\$ 1,764,400</b>	<b>\$ 1,656,400</b>	<b>\$ 1,710,300</b>	<b>\$ 1,710,300</b>	<b>\$ 11,533,100</b>

## SIDEWALK ASSET MANAGEMENT PROGRAM

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

Year	Location	Linear Feet of Reconstruction	2025 Estimated Cost (1)	Inflation Adjustment	Implementation Year Cost (2)	Total Design Cost	Total Construction Cost	Year Total
2027	Main, middle	225	\$ 33,125	\$ 1,754	\$ 34,900	\$ 2,732	\$ 300,520	\$ 303,300
	Main, middle	500	\$ 103,056	\$ 5,458	\$ 108,500			
	Main, middle	598	\$ 123,254	\$ 6,527	\$ 129,800			
2028	McKinley	480	\$ 70,667	\$ 6,347	\$ 77,000	\$ 2,548	\$ 280,280	\$ 282,900
	McKinley	720	\$ 106,000	\$ 9,520	\$ 115,500			
	School	388	\$ 57,122	\$ 5,130	\$ 62,300			
2029	Melody	394	\$ 58,006	\$ 7,422	\$ 65,400	\$ 2,660	\$ 292,600	\$ 295,300
	Park	280	\$ 41,222	\$ 5,275	\$ 46,500			
	Franklin	928	\$ 136,622	\$ 17,481	\$ 154,100			
2030	Elm	920	\$ 135,444	\$ 22,678	\$ 158,100	\$ 2,653	\$ 291,830	\$ 294,500
	Elm	624	\$ 91,867	\$ 15,381	\$ 107,200			
				\$ -	\$ -			
2031	Main, lower	488	\$ 71,844	\$ 14,965	\$ 86,800	\$ 2,928	\$ 322,080	\$ 325,100
	Main, lower	1,158	\$ 170,483	\$ 35,510	\$ 206,000			
				\$ -	\$ -			
2032	T.B.D.	1500	\$ 235,000	\$ 58,887	\$ 293,900	\$ 2,939	\$ 323,290	\$ 326,300
				\$ -	\$ -			
				\$ -	\$ -			
2033	T.B.D.	1,500	\$ 235,000	\$ 69,173	\$ 304,200	\$ 3,042	\$ 334,620	\$ 337,700
				\$ -	\$ -			
				\$ -	\$ -			

Total Length (Linear Feet): 10,703

Total Length (Miles): 2.0

Notes:

- (1) Costs include funding for design, construction contingencies, and construction oversight as applicable.
- (2) Costs include an assumed inflation rate of 3.5% between estimate year and construction year.



**2027 - 2033 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 supports the City’s ongoing commitment to improving the condition, safety, and accessibility of its sidewalk network. Through the adoption of the Sidewalk Asset Management Plan (2021), the City identified the replacement of approximately 23 miles of asphalt sidewalks as the most pressing infrastructure need. Over the coming years, the program will focus on systematically replacing these asphalt sidewalks with durable concrete alternatives. A limited number of concrete sidewalks in poor condition are also included in the program.

Project prioritization is based on key criteria, including existing sidewalk condition, user demand, and safety considerations. Because pedestrian activity data is not available for every street, demand was estimated using surrounding land uses and proximity to destinations that generate pedestrian traffic. Priority is given to sidewalk segments located within a ¼-mile radius of schools, recreational facilities, shopping districts, and facilities serving vulnerable populations.

Over the seven-year Capital Improvement Program period, the City anticipates replacing approximately 2.0 miles of sidewalks. This effort represents a significant investment in the City’s pedestrian infrastructure—enhancing accessibility, safety, and community aesthetics while supporting long-term mobility and quality of life for residents and visitors alike.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	303,300	282,900	295,300	294,500	325,100	326,300	337,700	2,165,100
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 303,300</b>	<b>\$ 282,900</b>	<b>\$ 295,300</b>	<b>\$ 294,500</b>	<b>\$ 325,100</b>	<b>\$ 326,300</b>	<b>\$ 337,700</b>	<b>\$ 2,165,100</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Road & Sidewalk Infrastructure	303,300	282,900	295,300	294,500	325,100	326,300	337,700	2,165,100
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 303,300</b>	<b>\$ 282,900</b>	<b>\$ 295,300</b>	<b>\$ 294,500</b>	<b>\$ 325,100</b>	<b>\$ 326,300</b>	<b>\$ 337,700</b>	<b>\$ 2,165,100</b>



**2027 - 2033 Capital Improvement Program  
Public Works**

**STORMWATER AND STREAM CHANNEL MAINTENANCE PROGRAM**

**Project Number:** 75M016  
**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**

The City is responsible for maintaining approximately 33 miles of stream channels, basins, and flood control facilities. As a key component of the City's open stormwater system, it is critical to maintain the design flow of these facilities. Maintenance and repair activities include debris removal, improved access, bank repair and stabilization, sediment removal, and invasive species control.

The program begins with project scoping, design, and permitting, followed by phased rehabilitation to restore design flow across the City's 33-mile system. Approximately eight miles per year will be addressed over four years using private contractors. Ongoing maintenance will be performed by a combination of City staff and hired contractors where City resources are limited.

The scope of work and associated funding within this Capital Improvement Program (CIP) period includes:

- FY26 – Hire a consultant for design, permitting, contract development, and bidding for the Martell Court access road to the Martell Court Pump Station and Tannery Brook from Arch Street to West Street.
  - FY27 – Rehabilitate Phase 1 of the Martell Court Stream Channel
  - FY28 – Rehabilitate Phase 2 of the Martell Court Pump Station Access Road Stream Channel stabilization project.
  - FY29 – Rehabilitate Phase 1 of the Tannery Brook channel from Arch Street to West Street.
  - FY30 – Rehabilitate Phase 2 of the Tannery Brook channel from Arch Street to West Street.
  - FY31 – Hire a consultant for design of the Beaver Brook Channel Restoration between Spring Street and Harrison Street
  - FY32 and FY33 Rehabilitation of the Beaver Brook Channel between Spring Street and Harrison Street.
- This phased approach ensures the City's stream channels maintain design flow, reduce flood risks, and support long-term stormwater system performance.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	138,000	-	-	138,000
Construction / Implementation	215,000	168,000	220,000	160,000	-	220,000	180,000	1,163,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 215,000</b>	<b>\$ 168,000</b>	<b>\$ 220,000</b>	<b>\$ 160,000</b>	<b>\$ 138,000</b>	<b>\$ 220,000</b>	<b>\$ 180,000</b>	<b>\$ 1,300,000</b>
<b>FUNDING</b>								
Current Revenue	215,000	168,000	220,000	160,000	138,000	220,000	180,000	1,301,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 215,000</b>	<b>\$ 168,000</b>	<b>\$ 220,000</b>	<b>\$ 160,000</b>	<b>\$ 138,000</b>	<b>\$ 220,000</b>	<b>\$ 180,000</b>	<b>\$ 1,301,000</b>

## 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	2025 Estimated Cost(1)	Inflation Adjustment	Implementation Year Expenditures <sup>(2)</sup>	Expenditure Type
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	Marlboro Street	Prepare design for Marlboro Street Phase 1 stormwater lining.	\$ 14,000	\$ 3,730	\$ 17,730	Design
2031	Marlboro Street Phase#1	Marlboro Street from the Main Street/Winchester Street roundabout to Adams Street will be resurfaced / reconstructed in 2026. A number of the existing corrugated metal pipe (CMP) culverts in Marlboro Street and in the Public Works parking lot did not require immediate replacement when the utilites were replaced in 2018, but since then they have deteriorated and require rehabilitation.	\$ 168,000	\$ 44,820	\$ 212,820	Construction
2032	Marlboro Street Phase#2	Marlboro Street from Adams Street to Eastern Avenue will be resurfaced / reconstructed in 2026. A number of the existing CMP culverts in Marlboro Street and in the Public Works parking lot did not require immediate replacement when the utilites were replaced in 2018, but since then they have deteriorated and require rehabilitation.	\$174,000	\$ 39,890	\$ 213,890	Construction
2033	TBD	To be determined based on future inspections.	\$9,800	\$ 2,668	\$ 12,470	Design
2033	TBD	To be determined based on future inspections.	\$181,000	\$ 41,495	\$ 222,500	Construction

Notes:

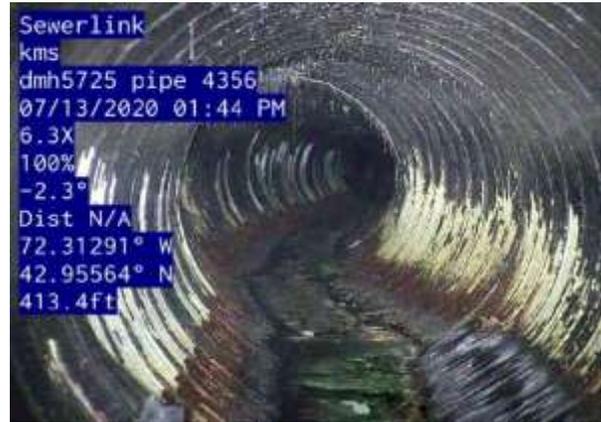
(1) Costs include the costs of survey and permitting (where required) and construction oversight.

(2) Costs include an assumed inflation rate of 3.5% between estimate year and construction year.



**2027 - 2033 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 investigate and address pipe failures and associated road infrastructure failures.  
**Goals / Master Plan / Vision:** Goal 4: Infrastructure



**PROGRAM DESCRIPTION**

The City maintains an inventory of approximately 20.2 miles of corrugated metal stormwater pipes, over 17 miles of which were installed prior to 1980. Most of these pipes have exceeded their expected 30-year service life and will require repair or replacement. The estimated cost to replace these pipes today exceeds \$22 million.

In the summer of 2017, a short section of corrugated metal pipe near the Baker Street Bridge over Beaver Brook collapsed, closing the westbound lane for several months. Other locations, such as Emerald Street, have experienced smaller sinkholes caused by pipe failures over time. Such disruptive failures are expected to continue without proactive intervention.

This program focuses on rehabilitating pipes that have not yet failed using cured-in-place pipe (CIPP) technology—the same method successfully applied to the City’s sewer mains for many years. Priority is given to large-diameter pipes (15 to 24 inches) in locations that are difficult to access, including pipes situated on private property under maintenance easements.

Project design includes detailed video inspections to determine suitability for lining. Pipes deemed unsuitable for lining after inspection may be transitioned to the City’s Stormwater Resiliency Program for full replacement.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	10,960	15,430	-	6,970	17,730	-	12,470	63,560
Construction / Implementation	241,040	169,730	174,820	153,230	182,420	213,890	222,500	1,357,630
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 252,000</b>	<b>\$ 185,160</b>	<b>\$ 174,820</b>	<b>\$ 160,200</b>	<b>\$ 200,150</b>	<b>\$ 213,890</b>	<b>\$ 234,970</b>	<b>\$ 1,421,190</b>
<b>FUNDING</b>								
Current Revenue	252,000	185,160	174,820	160,200	200,150	213,890	234,970	1,421,190
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 252,000</b>	<b>\$ 185,160</b>	<b>\$ 174,820</b>	<b>\$ 160,200</b>	<b>\$ 200,150</b>	<b>\$ 213,890</b>	<b>\$ 234,970</b>	<b>\$ 1,421,190</b>

## STORMWATER RESILIENCY PROGRAM SUMMARY

The following table summarizes the planned stormwater infrastructure improvements.

Location	Fiscal Year	Objective and Scope of Work	2025 Estimated Cost <sup>(1)</sup>	Inflation Adjustment (3.5% Per Year)	Implementation Year Expenditures <sup>(2)</sup>	Expenditure Type
Downtown Infrastructure	2027	Replace the existing stormwater culverts along Central Square between Court Street and Railroad Square with a larger-diameter main. Replace undersized clay and metal drains on Main Street between Central Square and Railroad Square	\$3,276,000	\$233,333	\$3,509,300	Construction
Court Street	2028	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.	\$950,000	\$103,282	\$1,053,300	Construction
Church Street	2028	Prepare design for FY28 Church Street stormwater upgrade project.	\$160,000	\$17,395	\$177,400	Design
	2029	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	\$249,904	\$1,943,900	Construction
Edwards Street & Probate Street	2029	Prepare design for FY30 Edwards Street stormwater upgrade.	\$208,800	\$31,320	\$240,100	Design
	2030	Reduce localized street flooding in eastern Keene from undersized mains. Replace existing stormwater main with larger-diameter mains between Church Street and Roxbury Street.	\$1,740,000	\$326,574	\$2,066,600	Construction
Pako Avenue & Dale Drive	2030	Prepare design for FY30 Pako Ave and Dale Drive stormwater main replacement.	\$110,550	\$20,749	\$131,300	Design
	2031	Reduce localized street flooding in the Maple Acres neighborhood from failing corrugated metal stormwater mains. Begin replacement of existing large-diameter mains.	\$921,250	\$211,201	\$1,132,500	Construction
Kennedy Drive	2031	Prepare design for phase 3 of Maple Acres stormwater main replacement	\$120,000	\$27,511	\$147,500	Design
	2032	Reduce localized street flooding in the Maple Acres neighborhood from failing corrugated metal stormwater mains. Phase 3 of multiple phases in this neighborhood. Continue replacement of existing large-diameter mains	\$820,000	\$377,175	\$1,197,200	Construction
Dunbar Street	2032	Prepare design for Dunbar Street stormwater main replacement	\$67,200	\$18,297	\$85,500	Design
	2033	Replace existing drainage system in Dunbar Street including drainage structures and drainage culverts required to be replaced for the length of Dunbar Street.	\$560,000	\$286,198	\$846,200	Construction
FY34 Project	2033	Prepare design for FY34 Drain Infrastructure Improvements Project Scope TBD.	\$105,000	\$33,265	\$138,300	Design



**2027 - 2033 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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	177,400	240,100	131,300	147,500	85,500	138,300	920,100
Construction / Implementation	3,509,300	1,053,300	1,943,900	2,066,600	1,132,500	1,197,200	846,200	11,749,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 3,509,300	\$ 1,230,700	\$ 2,184,000	\$ 2,197,900	\$ 1,280,000	\$ 1,282,700	\$ 984,500	\$ 12,669,100
<b>FUNDING</b>								
Current Revenue	-	177,400	240,100	131,300	147,500	85,500	138,300	920,100
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	3,509,300	1,053,300	1,943,900	2,066,600	1,132,500	1,197,200	846,200	11,749,000
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ 3,509,300	\$ 1,230,700	\$ 2,184,000	\$ 2,197,900	\$ 1,280,000	\$ 1,282,700	\$ 984,500	\$ 12,669,100

**2027 - 2033 Capital Improvement Program**  
**Public Works**  
**STORMWATER SPOT REPAIRS PROGRAM**

**Project Number:** 75M008  
**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 assess, investigate and repair pipe failures.  
**Goals / Master Plan / Vision:** Goal 4: Infrastructure



**PROGRAM DESCRIPTION**

The Public Works Department employs a multi-pronged approach to maintaining the City's stormwater drainage system. Capturing, removing, and treating stormwater are critical to preserving the condition of streets and other impervious surfaces. The City maintains over 82 miles of storm drains and more than 5,100 catch basins.

This program provides funding for spot repairs to the stormwater system, informed in part by the camera inspection program funded through the drainage cleaning request. Activities include removing blockages and addressing isolated deficiencies to ensure the system functions at full capacity.

Work under this program is coordinated with scheduled roadway rehabilitation projects to repair drain culverts in advance of resurfacing, preventing potential drainage issues from compromising newly rehabilitated roadways.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	82,000	85,000	88,000	91,000	94,000	97,000	100,000	637,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 82,000</b>	<b>\$ 85,000</b>	<b>\$ 88,000</b>	<b>\$ 91,000</b>	<b>\$ 94,000</b>	<b>\$ 97,000</b>	<b>\$ 100,000</b>	<b>\$ 637,000</b>
<b>FUNDING</b>								
Current Revenue	82,000	85,000	88,000	91,000	94,000	97,000	100,000	637,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 82,000</b>	<b>\$ 85,000</b>	<b>\$ 88,000</b>	<b>\$ 91,000</b>	<b>\$ 94,000</b>	<b>\$ 97,000</b>	<b>\$ 100,000</b>	<b>\$ 637,000</b>



**2027 - 2033 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 program provides funding to hire consultant engineers to perform hydraulic modeling and analysis of the City’s major watersheds and flood-prone areas. The data generated through this work will help identify potential flood mitigation project locations and inform the design of appropriate improvements.

An additional component of this program focuses on evaluating areas susceptible to street flooding—such as Roxbury and Gurnsey Streets, Church and Carpenter Streets, and Winchester and Ralston Streets—to determine necessary stormwater system upgrades that can reduce or prevent flooding.

In recent years, funds from this program have supported pre-design inspections of the stormwater system to identify deficiencies and determine appropriate rehabilitation strategies. In some cases, this work has also provided critical supporting documentation for grant and funding applications related to identified deficiencies and rehabilitation needs.

Results from this ongoing analysis will continue to inform future CIP requests and operating budgets, depending on the scope and nature of the recommended improvements.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	50,000	-	50,000	-	50,000	-	50,000	200,000
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 200,000</b>
<b>FUNDING</b>								
Current Revenue	50,000	-	50,000	-	50,000	-	50,000	200,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 200,000</b>

**TRAFFIC SIGNAL AND FLASHING SIGNAL REPLACEMENT PROGRAM**

Location	2027	2028	2029	2030	2031
<b>Traffic Signals</b>					
Central Square <sup>(1)</sup>	\$325,000				
Ashbrook Rd @ Ashbrook Ct				\$362,000	
School St @ Gilbo Ave			\$350,000		
West St @ Island St <sup>(2)</sup>					
West St @ School St <sup>(2)</sup>					
West St @ Gilbo Ave/Ashuelot St <sup>(2)</sup>					
West St @ West St Plaza <sup>(2)</sup>					
<b>Flashing Signals</b>					
Vernon St Signals		\$85,000			
Washington St @ Gilsum St		\$79,000			
Maple Ave @ Melody Lane		\$79,000			
<b>Flashing Pedestrian Beacons</b>					
Island St @ Cheshire Rail Trail	\$13,700				
Main St @ Marlboro St		\$56,800			
Pearl St @ Cheshire Rail trail		\$14,200			
Court St @ School St		\$14,200			
Winchester St @ Madison St					\$18,000
Marlboro St @ Grove St					\$18,000
So Lincoln @ Church St					\$18,000
Roxbury St @ Water St					\$18,000
<b>Annual Total</b>	<b>\$338,700</b>	<b>\$328,200</b>	<b>\$350,000</b>	<b>\$362,000</b>	<b>\$72,000</b>
<b>Program Total</b>					

**Notes:**

- 1) Partial funding for the traffic signals in Central Square was appropriated in FY23, FY24 and FY26, however, additional funding is requested in FY27 based on current cost estimates.
- 2) The NHDOT 2027-2036 Ten Year Plan, dated August 14, 2025, includes federal funding for the design of West Street in 2029 with construction in 2033. This CIP has been updated to reflect the replacement of the West Street signals as part of the federally funded project and is listed in the West St project summary.



**2027 - 2033 Capital Project Funding Request**  
**Public Works**  
**TRAFFIC SIGNAL REPLACEMENT PROGRAM**

**Project Number:** 75M012  
**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**

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 2025 falls within a range between \$300,000 to \$450,000 depending on the scope of improvements.

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. FY31 and FY32 scope and associated costs will be based on the continued inspection and identified infrastructure need for rehabilitation and replacement in the 2029-2035 CIP, FY32 and FY33 TBD.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	28,000	28,960	-	-	-	56,960
Construction / Implementation	338,700	328,200	322,000	333,040	72,000	-	-	1,393,940
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 338,700</b>	<b>\$ 328,200</b>	<b>\$ 350,000</b>	<b>\$ 362,000</b>	<b>\$ 72,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,450,900</b>
<b>FUNDING</b>								
Current Revenue	338,700	328,200	350,000	362,000	72,000	-	-	1,450,900
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other - Fund Balance	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 338,700</b>	<b>\$ 328,200</b>	<b>\$ 350,000</b>	<b>\$ 362,000</b>	<b>\$ 72,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,450,900</b>

**WEST STREET CORRIDOR IMPROVEMENTS**

from NH Route 9 / 10 / 12 to School Street

The scope of the West Street corridor reconstruction and infrastructure replacement project extends from the NH Route 9/10/12 interchange / NH Rte 9 overpass, headed east to the School Street intersection. Federal funding is planned for the project, as described in the NHDOT's draft FY2027-2036 Ten Year Plan, dated August 16, 2025, NHDOT Project Number KEENE (43543). Preliminary engineering is scheduled for FY29, right-of-way acquisition is scheduled for FY30, and project construction is scheduled for FY32. The federal funding requirements of the project requires a 20% cost match by the City for the participating costs for the project, which include but are not limited to general fund costs (road, drainage, traffic signal infrastructure, design, CE services and ROW acquisitions.) In addition, the City will remove and replace the existing water and sewer mains within the limits of the project, maximizing the benefit of the project to the City and its rate payers by replacing this infrastructure that is due for replacement. These water and sewer infrastructure costs will be paid by the Water and Sewer funds, respectively for the project.

Description	Fund	FY28	FY31	FY32	Subtotal by Phase/Program	NHDOT Share	City Share
Preliminary Engineering	General	\$829,441			\$829,441	\$663,553	\$165,888
Right-of-Way	General		\$418,578		\$418,578	\$334,862	\$83,716
Construction	General			\$7,063,010	\$7,063,010	\$5,650,408	\$1,412,602
<b>Subtotal - NHDOT Funded Project</b>		<b>\$829,441</b>	<b>\$418,578</b>	<b>\$7,063,010</b>	<b>\$8,311,029</b>	<b>\$6,648,823</b>	<b>\$1,662,206</b>
Sewer Improvements <sup>(1)</sup>	Sewer	\$173,900		\$975,000	\$1,148,900		\$1,148,900
Water Distro. Imp. <sup>(1)</sup>	Water	\$173,900		\$1,620,800	\$1,794,700		\$1,794,700
<b>Subtotal by Annual Funding</b>		<b>\$1,177,241</b>	<b>\$418,578</b>	<b>\$9,658,810</b>		<b>\$6,648,823</b>	<b>\$4,605,806</b>
<b>Project Grand Total</b>							<b>\$11,254,629</b>

Notes: 1) The scope of work for utility infrastructure will need to be updated prior to the FY29-FY35 CIP based on the preliminary design. These costs are based on received recent bid pricing but the full scope of these infrastructure improvements still needs to be developed.

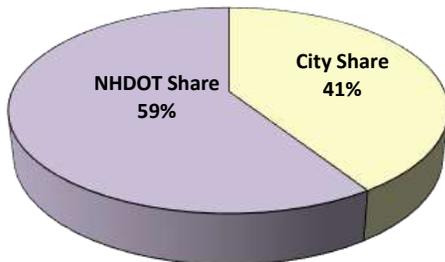
**Subtotal by Funding Source**

<b>City Share</b>	<b>\$4,605,806</b>
<b>NHDOT Share</b>	<b>\$6,648,823</b>

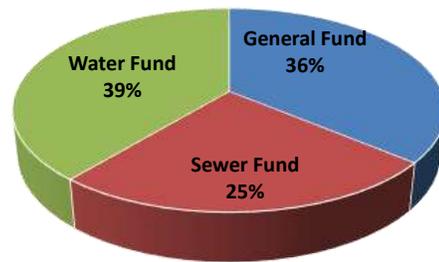
**Subtotal by Fund (City Share Only)**

<b>General Fund</b>	<b>\$1,662,206</b>
<b>Sewer Fund</b>	<b>\$1,148,900</b>
<b>Water Fund</b>	<b>\$1,794,700</b>

Subtotal by Funding Source



Subtotal by Fund (City Share Only)





**2027 - 2033 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:** To be determined based on design and scope of construction.  
  
**Goals / Master Plan / Vision:** Goal 4: Infrastructure



**PROJECT DESCRIPTION**

With the anticipated reconstruction of lower Winchester Street in 2029, West Street will remain the primary gateway corridor that has not yet undergone significant renovation. Beyond the deteriorating road surface, corridor improvements will address the following deficiencies and conditions:

- High traffic volumes combined with numerous curb cuts create inefficient traffic flow and excessive delays.
- Left turns from Pearl Street are difficult, particularly during peak hours.
- Traffic signals throughout the corridor are outdated and in poor condition, contributing to delays.
- Sidewalks are inadequate and do not meet current accessibility standards.
- There are no accommodations for bicyclists.
- The West Street bridge over the Ashuelot River has structural deficiencies that require attention.
- The corridor's appearance discourages private investment and redevelopment.

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

This project is included in the NHDOT draft FY2027–2036 Ten Year Plan (dated August 14, 2025). Preliminary engineering is scheduled to begin in FY29, with construction anticipated to start in FY33.

In the interest of public safety, traffic signal infrastructure and pedestrian flashing beacons will be installed prior to the reconstruction project, funded through the Traffic Signal and Flashing Signal Replacement and Rehabilitation Program.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	829,441	-	-	-	-	-	829,441
Construction / Implementation	-	-	-	-	-	7,063,010	-	7,063,010
Property / Equipment Acquisition	-	-	-	418,578	-	-	-	418,578
<b>TOTAL EXPENDITURES</b>	\$ -	\$ 829,441	\$ -	\$ 418,578	\$ -	\$ 7,063,010	\$ -	\$ 8,311,029
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	1,412,602	-	1,412,602
Federal / State Grants	-	663,553	-	334,862	-	5,650,408	-	6,648,823
Other-Fund Balance	-	165,888	-	83,716	-	-	-	249,604
<b>TOTAL FUNDING</b>	\$ -	\$ 829,441	\$ -	\$ 418,578	\$ -	\$ 7,063,010	\$ -	\$ 8,311,029

**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 parking system plays a critical role in supporting the economic vitality and functionality of City of Keene. Public parking infrastructure provides essential access for residents, visitors, employees, and businesses, particularly those unable to supply on-site parking. As the needs of downtown users have evolved and increased, the parking system has become an increasingly important public asset that supports commerce, housing, and mobility in the city's core.

Effective management of this system ensures turnover for customers, safe and reliable long- and short-term parking at a reasonable cost for a multitude of customers, and the availability of well-maintained and safe facilities. It also advances the City Council's goals by diversifying revenue streams and responsible financial management, meeting the diverse needs of the community, and reducing reliance on the property tax base.

The Parking Fund is self-funded through revenues from parking fees and fines, quarterly permits, and leases. The Parking Services Division manages more than 1,200 spaces within on-street parking, nine lots, and two garages. More than 20,000 parking transactions through traditional meters, pay stations, and mobile payments are completed each month. The parking system supports thousands of varying customers monthly through pay-by-hour, quarterly permit, and leased parking. These revenues provide the resources needed to maintain and upgrade parking facilities and ensure the performance, safety, and longevity of this critical infrastructure.

Investing in parking fund capital projects allows the City to preserve existing assets, modernize equipment and technology, enhance accessibility, and maintain a downtown environment that continues to attract businesses, residents, and visitors. These improvements are essential for sustaining a vibrant, functional, and economically strong community.

## Parking Fund

### 2027 - 2033 Capital Improvement Program Summary

Project Name	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	TOTAL
CR Appropriation: City Hall Parking Facility	\$ 55,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 235,000
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	96,000	-	-	74,000	-	-	50,000	220,000
EV Charging Stations Project	-	-	50,000	-	-	232,800	-	282,800
Surface Parking Lot Maintenance Program	-	58,400	-	97,800	-	69,300	-	225,500
Wells Street Parking Structure Maint Program	-	50,000	-	-	-	65,000	-	115,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 181,000</b>	<b>\$ 168,400</b>	<b>\$ 110,000</b>	<b>\$ 231,800</b>	<b>\$ 60,000</b>	<b>\$ 427,100</b>	<b>\$ 110,000</b>	<b>\$ 1,288,300</b>
<b>PROJECT FUNDING DETAIL</b>								
<b>Capital Reserve Appropriations</b>								
Capital Reserve: City Hall Parking Facility	\$ 55,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 235,000
Capital Reserve: Wells Street Parking Facility	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 85,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 445,000</b>
<b>Reserve Funded Projects</b>								
City Hall Parking Structure Maint Program	\$ 96,000	-	-	74,000	-	-	50,000	220,000
Wells Street Parking Structure Maint Program	-	50,000	-	-	-	65,000	-	115,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 96,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 74,000</b>	<b>\$ -</b>	<b>\$ 65,000</b>	<b>\$ 50,000</b>	<b>\$ 335,000</b>
<b>Projects Funded with Debt</b>								
N/A	\$ -	-	-	-	-	-	-	-
<b>Total: Projects Funded with Debt</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Projects Funded with Cash</b>								
EV Charging Stations Project	\$ -	-	50,000	-	-	232,800	-	282,800
Surface Parking Lot Maintenance Program	-	58,400	-	97,800	-	69,300	-	225,500
<b>Total: Projects Funded with Cash</b>	<b>\$ -</b>	<b>\$ 58,400</b>	<b>\$ 50,000</b>	<b>\$ 97,800</b>	<b>\$ -</b>	<b>\$ 302,100</b>	<b>\$ -</b>	<b>\$ 508,300</b>
<b>Subtotal: Uses of Cash</b> (Capital Reserve Appropriations plus Projects Funded with Cash)	<b>\$ 85,000</b>	<b>\$ 118,400</b>	<b>\$ 110,000</b>	<b>\$ 157,800</b>	<b>\$ 60,000</b>	<b>\$ 362,100</b>	<b>\$ 60,000</b>	<b>\$ 953,300</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 181,000</b>	<b>\$ 168,400</b>	<b>\$ 110,000</b>	<b>\$ 231,800</b>	<b>\$ 60,000</b>	<b>\$ 427,100</b>	<b>\$ 110,000</b>	<b>\$ 1,288,300</b>
<b>New Cash Requirement FY 27-33: Reconciliation</b>								
Capital Reserve Appropriation	\$ 85,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 445,000
Use of Current Revenues for Projects	-	58,400	50,000	97,800	-	302,100	-	508,300
<b>New Funds Needed</b>	<b>\$ 85,000</b>	<b>\$ 118,400</b>	<b>\$ 110,000</b>	<b>\$ 157,800</b>	<b>\$ 60,000</b>	<b>\$ 362,100</b>	<b>\$ 60,000</b>	<b>\$ 953,300</b>
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-

## Parking Fund

### 2027 - 2033 CIP Debt Summary

	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Existing Debt	\$528,938	451,570	\$374,202	\$296,835	\$219,468	\$142,101	\$94,734
Authorized Not Issued	-	-	-	-	-	-	-
New Issues Proposed	-	-	-	-	-	-	-
Principal Paid	(77,368)	(77,368)	(77,367)	(77,367)	(77,367)	(47,367)	(47,367)
<b>Total Existing Debt &amp; Issues Proposed</b>	<b>\$451,570</b>	<b>\$374,202</b>	<b>\$296,835</b>	<b>\$219,468</b>	<b>\$142,101</b>	<b>\$94,734</b>	<b>\$47,367</b>

	<u>Issue</u>	<u>Term</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
<b>Existing &amp; Authorized Debt Service (P &amp; I)</b>			\$97,322	\$94,498	\$91,673	\$88,850	\$86,026	\$53,406	\$50,991

**Proposed Debt Service CIP FY27**

N/A

**Proposed Debt Service CIP FY28**

N/A

**Proposed Debt Service CIP FY29**

N/A

**Proposed Debt Service CIP FY30**

N/A

**Proposed Debt Service CIP FY31**

N/A

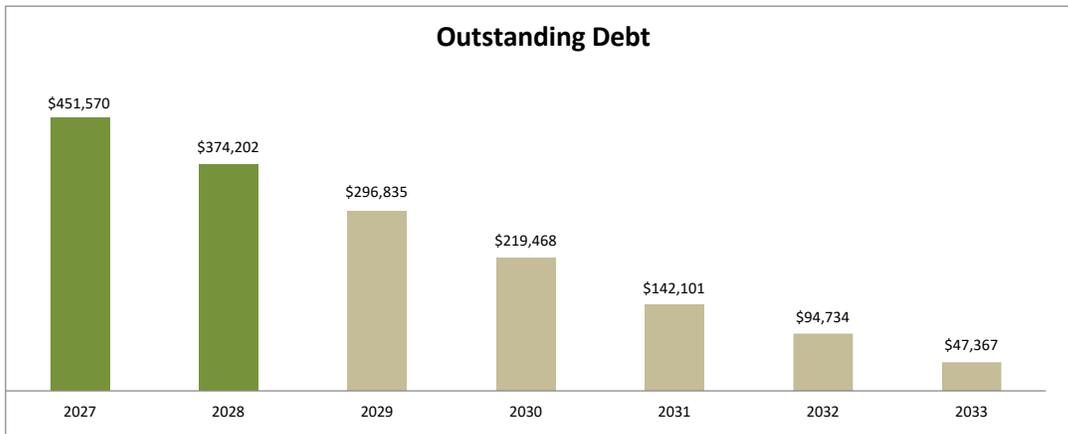
**Proposed Debt Service CIP FY32**

N/A

**Proposed Debt Service CIP FY33**

N/A

<b>Total CIP 27-33 Debt Service Proposed</b>	0	0	0	0	0	0	0	0
<b>Total Projected Debt Service: Parking Fund</b>	<b>\$97,322</b>	<b>\$94,498</b>	<b>\$91,673</b>	<b>\$88,850</b>	<b>\$86,026</b>	<b>\$53,406</b>	<b>\$50,991</b>	



## 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>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$49,685	\$8,772	\$39,160	\$69,851	\$26,110	\$56,671	\$87,538
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	55,000	30,000	30,000	30,000	30,000	30,000	30,000
Estimated Investment Earnings	87	388	692	259	561	867	675
Total Receipts	<u>\$55,087</u>	<u>\$30,388</u>	<u>\$30,692</u>	<u>\$30,259</u>	<u>\$30,561</u>	<u>\$30,867</u>	<u>\$30,675</u>
<b><u>Proposed Project Expenditures</u></b>							
City Hall Structure Maintenance Program	(96,000)			(74,000)			(50,000)
Total Expenditures	<u>(\$96,000)</u>	<u>\$0</u>	<u>\$0</u>	<u>(\$74,000)</u>	<u>\$0</u>	<u>\$0</u>	<u>(\$50,000)</u>
<b>Estimated End of Year Reserve Balance</b>	<b>\$8,772</b>	<b>\$39,160</b>	<b>\$69,851</b>	<b>\$26,110</b>	<b>\$56,671</b>	<b>\$87,538</b>	<b>\$68,213</b>

## 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>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$245,598	\$278,354	\$260,938	\$293,847	\$327,085	\$360,656	\$328,913
<b><u>Proposed Revenues</u></b>							
Appropriation - Wells Street TIF District	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Estimated Investment Earnings	2,756	2,584	2,909	3,238	3,571	3,257	3,589
Total Receipts	\$32,756	\$32,584	\$32,909	\$33,238	\$33,571	\$33,257	\$33,589
<b><u>Proposed Project Expenditures</u></b>							
Wells Structure Maintenance Program		(50,000)				(65,000)	
Total Expenditures	\$0	(\$50,000)	\$0	\$0	\$0	(\$65,000)	\$0
<b>Estimated End of Year Reserve Balance</b>	<b>\$278,354</b>	<b>\$260,938</b>	<b>\$293,847</b>	<b>\$327,085</b>	<b>\$360,656</b>	<b>\$328,913</b>	<b>\$362,502</b>

## Parking Fund

### 2027 - 2033 Capital Improvement Program Multi-Year Projections

<b>022 REVENUES</b>	<b>PROJECTED FY26/27</b>	<b>PROJECTED FY27/28</b>	<b>PROJECTED FY28/29</b>	<b>PROJECTED FY29/30</b>	<b>PROJECTED FY30/31</b>	<b>PROJECTED FY31/32</b>	<b>PROJECTED FY32/33</b>
Taxes* - Tax Increment Financing	\$ 127,322	\$ 124,498	\$ 121,673	\$ 118,850	\$ 116,026	\$ 83,406	\$ 80,991
Parking Meter Fees / Space Rentals	541,100	557,333	574,053	591,275	609,013	627,283	646,102
Fines & Forfeits	315,747	325,219	334,975	345,025	355,375	366,037	377,018
Miscellaneous	362,851	373,737	384,949	396,498	408,393	420,644	433,264
Capital reserve / Project Balances	96,000	50,000	-	74,000	-	65,000	50,000
Use of (Addition to) Surplus	(91,385)	(61,683)	(73,898)	(30,033)	(131,893)	166,020	(140,399)
Courthouse Payment	16,326	16,122	15,918	15,714	15,510	15,306	15,102
Bond Issue	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 1,367,961</b>	<b>\$ 1,385,226</b>	<b>\$ 1,357,671</b>	<b>\$ 1,511,328</b>	<b>\$ 1,372,424</b>	<b>\$ 1,743,696</b>	<b>\$ 1,462,077</b>
<b>EXPENDITURES</b>							
Lots & Meters	\$ 793,569	\$ 817,376	\$ 841,897	\$ 867,154	\$ 893,169	\$ 919,964	\$ 947,562
Outside Services	238,283	245,432	252,795	260,379	268,190	276,236	284,523
City Hall Parking Facility	23,612	24,320	25,050	25,801	26,575	27,372	28,194
Wells Street Parking Facility	34,175	35,201	36,257	37,344	38,465	39,619	40,807
Debt Service-TIFD	97,322	94,498	91,673	88,850	86,026	53,406	50,991
Subtotal	\$ 1,186,961	\$ 1,216,826	\$ 1,247,671	\$ 1,279,528	\$ 1,312,424	\$ 1,316,596	\$ 1,352,077
<b>CAPITAL PROGRAM</b>							
Capital Reserve Appropriations	\$ 85,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Capital Projects-Net Interfund Transfers	96,000	50,000	-	74,000	-	65,000	50,000
Capital Project - Funded with Debt	-	-	-	-	-	-	-
Capital Project Expenditures	-	58,400	50,000	97,800	-	302,100	-
Subtotal	\$ 181,000	\$ 168,400	\$ 110,000	\$ 231,800	\$ 60,000	\$ 427,100	\$ 110,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,367,961</b>	<b>\$ 1,385,226</b>	<b>\$ 1,357,671</b>	<b>\$ 1,511,328</b>	<b>\$ 1,372,424</b>	<b>\$ 1,743,696</b>	<b>\$ 1,462,077</b>
<b>NET REVENUE (EXPENSE)</b>	<b>\$ -</b>						
<i>Projected Fund Balance End of Year</i>	<i>\$1,299,405</i>	<i>\$1,361,088</i>	<i>\$1,434,986</i>	<i>\$1,465,019</i>	<i>\$1,596,912</i>	<i>\$1,430,892</i>	<i>\$1,571,292</i>



**2027 - 2033 Capital Improvement Program**

**Parking Fund**

**CITY HALL PARKING STRUCTURE MAINTENANCE PROGRAM**

**Project Number:** 22M006  
**Type:** Ongoing Program  
**Physical Location:** Central Square / Washington Street  
**Operating Budget Impact:** This program reduces the need to incorporate the necessary operating budget costs to maintain the paved surface and rehabilitate/replace infrastructure.  
**Goals / Master Plan / Vision:** Goal 4: Infrastructure



**PROGRAM DESCRIPTION**

The City Hall Parking Facility was constructed and opened to the public in 1983 as the City’s first parking garage. Over its 42 years in service, ongoing maintenance, repair, and rehabilitation have been essential to preserve the facility and its ancillary features. Historically, funds have been required approximately every four years to maintain the structure and associated infrastructure in good condition. The facility and its equipment are continuously monitored to identify deficiencies and develop appropriate rehabilitation or replacement plans. This program supports periodic maintenance, repairs, and replacement efforts—performed by City staff and/or consultants—to extend the service life of the parking garage and related infrastructure. In 2018, the City retained a consultant to conduct a structural condition assessment of the garage. In 2022, the City completed several corrective actions recommended in that report. In 2025, the City again engaged a consulting engineer to perform a new condition assessment and prepare plans and specifications for the next phase of rehabilitation. This project is currently in progress and is scheduled for completion in early spring 2026, with construction to follow. Although FY26 funding has been allocated for the rehabilitation of the structure and its ancillary features, preliminary results indicate that these funds will be insufficient to complete the full scope of work needed to address all identified deficiencies. Accordingly, additional funding has been programmed in FY27 to cover the remaining rehabilitation costs.

The planned scope of work and associated funding within this Capital Improvement Program (CIP) period include:

FY27 – Additional funding for rehabilitation and repairs identified by the City’s engineering consultant as necessary to complete the facility rehabilitation.

FY30 – Concrete repairs; repainting and repair of exposed metal and railings; light replacement; and the purchase or rehabilitation of pay parking kiosks and other ancillary features, as needed.

FY32 – Rehabilitation and resealing of concrete surfaces; restriping of parking spaces; repainting of exposed metal; and replacement of ancillary infrastructure. Funding to be confirmed based on future condition assessments and identified rehabilitation needs.

These ongoing, cost-effective maintenance activities are designed to extend the life of the parking facility and reduce the need for more extensive—and costly—future repairs.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	96,000	-	-	74,000	-	-	50,000	220,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 96,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 74,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 220,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	96,000	-	-	74,000	-	-	50,000	220,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 96,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 74,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 220,000</b>



## 2027 - 2033 Capital Improvement Program

### Parking Fund

## EV CHARGING STATIONS - PARKING FACILITIES PROJECT

**Project Number:** TBD

**Type:** On Going Program

**Physical Location:** Surface Lot Locations

**Operating Budget Impact:** This program has a positive impact to the operating budget; reducing the need include the costs to furnish, install and rehabilitate/replace this infrastructure. ☑

**Goals / Master Plan / Vision:** Quality-built environment; community sustainability, green infrastructure, renewable energy, and efficient use of resources;



### PROJECT DESCRIPTION

Originally planned for FY27 as part of the 2025–2031 CIP, this project has been rescheduled to FY29 due to a noted decline in use of the Commercial Lot EV Charging Stations and other existing installations. The City will continue to monitor usage trends to evaluate community need and infrastructure requirements before proceeding with further expansion. It is anticipated that renewed federal policy initiatives or funding opportunities could increase demand and support expansion of the City’s EV charging network. Until such changes occur, the program and associated funding will be re-evaluated in the next CIP cycle. This program aligns with the City’s commitment to green energy, conservation, and carbon neutrality by providing residents and visitors with access to electric vehicle charging stations and contributing to the reduction of the community’s carbon footprint. The project includes the design, purchase, and installation of five dual-port EV charging stations at various City surface parking lots, determined based on assessed community needs. Cost estimates have been updated to reflect current pricing for equipment, materials, and installation. The Commercial Street EV Charging Station, installed in 2015, is anticipated to require maintenance and rehabilitation by FY30. As additional infrastructure is introduced, operating costs will increase accordingly. Electricity costs may be incorporated into user rates or absorbed into the operating budget. Maintenance costs are also expected to rise to cover service contracts that ensure the charging systems remain in good working condition and can be replaced as needed.

The scope of work and associated funding within this CIP period include:

FY29 – Maintenance and rehabilitation of existing EV charging stations, including replacement parts, repair and recoating of metal surfaces and bollards, software updates, and other ancillary maintenance as required.

FY32 – Design, purchase, and installation of five dual-port EV charging stations in selected City surface parking lots.

These proactive, cost-effective maintenance activities are intended to extend the life of the City’s EV infrastructure and minimize the need for more extensive—and costly—repairs in the future.

### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	48,000	-	48,000
Construction / Implementation	-	-	50,000	-	-	184,800	-	234,800
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 232,800</b>	<b>\$ -</b>	<b>\$ 282,800</b>
<b>FUNDING</b>								
Current Revenue	-	-	50,000	-	-	232,800	-	282,800
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 232,800</b>	<b>\$ -</b>	<b>\$ 282,800</b>



**2027 - 2033 Capital Improvement Program**

**Parking Fund**

**SURFACE PARKING LOT MAINTENANCE PROGRAM**

**Project Number:** 22M002  
**Type:** Ongoing Program  
**Physical Location:** Various  
**Operating Budget Impact:** This program has a positive impact to the operating budget; reducing the need include the costs to furnish, install and rehabilitate/replace this infrastructure. ☐  
**Goals / Master Plan / Vision:** Goal 4: Infrastructure



**PROGRAM DESCRIPTION**

The City of Keene owns and maintains six public surface parking lots located at Gilbo Avenue (East and West Lots), Wells Street (Roxbury Plaza), Commercial Street, Elm Street, and the Library Annex. The pavement, concrete sidewalks, and ancillary equipment in these lots are regularly assessed to identify deficiencies and determine appropriate rehabilitation or replacement needs. This program provides funding for the preservation, maintenance, repair, and reconstruction of these parking lots to ensure they remain functional, safe, and visually appealing for public use.

The scope of work and associated funding within this Capital Improvement Program (CIP) period include:

FY28 – Rehabilitate or replace parking lot amenities, including but not limited to landscaping, lighting, signage, pavement striping, and drainage infrastructure.

FY30 – Rehabilitate or replace pay parking kiosks; reseal the Commercial Street and Gilbo Avenue lots (last sealed in FY22).

FY32 – Perform crack sealing and surface sealing on the Elm Street, Wells Street/Roxbury Plaza, and Gilbo East lots (last sealed in FY25).

Pavement seal coating is typically required every six to ten years, depending on environmental conditions and usage levels. By making these relatively low-cost, periodic investments, the City can extend the useful life of its parking facilities and defer the need for more costly reconstruction projects.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	58,400	-	97,800	-	69,300	-	225,500
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 58,400</b>	<b>\$ -</b>	<b>\$ 97,800</b>	<b>\$ -</b>	<b>\$ 69,300</b>	<b>\$ -</b>	<b>\$ 225,500</b>
<b>FUNDING</b>								
Current Revenue	-	58,400	-	97,800	-	69,300	-	225,500
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ 58,400</b>	<b>\$ -</b>	<b>\$ 97,800</b>	<b>\$ -</b>	<b>\$ 69,300</b>	<b>\$ -</b>	<b>\$ 225,500</b>



## 2027 - 2033 Capital Improvement Program

### Parking Fund

### WELLS STREET PARKING STRUCTURE MAINTENANCE PROGRAM

**Project Number:** 22M004  
**Type:** Ongoing Program  
**Physical Location:** Wells Street/Church Street  
**Operating Budget Impact:** This program has a positive impact to the operating budget; reducing the need include the costs to rehabilitate/replace of this facility and associated infrastructure.  
**Goals / Master Plan / Vision:** Goal 4: Infrastructure



#### PROGRAM DESCRIPTION

The Wells Street Parking Facility was constructed and opened to the public in 1998. Over its 27 years in service, ongoing maintenance, repair, and rehabilitation have been essential to preserve the facility and its ancillary features. Historically, funding has been required approximately every four years to maintain the structure and associated infrastructure in good condition.

The facility and its equipment are continuously monitored to identify deficiencies and develop appropriate rehabilitation or replacement plans. This program supports periodic maintenance, repairs, and replacements—performed by City staff and/or consultants—to extend the service life of the Wells Street Parking Facility and its related infrastructure.

The City has developed an Operations and Maintenance Plan for the structure, outlining periodic tasks necessary to maintain it in sound condition. Items requiring continued monitoring and upkeep include the joints between T-members, the upper deck waterproofing membrane, the concrete T-members, and other structural components.

In FY23, the City completed a major rehabilitation project that included removing and replacing the waterproofing membrane and joint sealants on the concrete deck, as well as repairing concrete spalling and cracking.

The scope of work and associated funding within this Capital Improvement Program (CIP) period include:

FY28 – Clean and repair metal surfaces and railings; clean and reseal concrete surfaces; and replace lighting fixtures and ancillary equipment as necessary.

FY32 – Rehabilitate and reseal concrete surfaces; repair and repaint exposed metal.

These ongoing, cost-effective maintenance activities are designed to extend the life of the parking facility and reduce the need for more extensive and costly future repairs.

#### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	50,000	-	-	-	65,000	-	115,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ 115,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	50,000	-	-	-	65,000	-	115,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ 115,000

**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 advances the goals of the Comprehensive Master Plan by protecting public health, preserving environmental quality, and promoting long-term community sustainability through responsible materials management. The Division manages the lifecycle of municipal solid waste—from generation and collection through processing, transport, and final disposal—ensuring compliance with state and federal regulations while minimizing impacts to air, water, soil, and climate.

The Division operates the City’s Transfer Station and Recycling Center through a public-private partnership model. Seven full-time and four part-time employees oversee facility operations, while contracted vendors provide refuse transport, disposal, and commodity hauling services. Residential collection is provided by private haulers operating under a City permit system; commercial collection is privately managed.

Consistent with the CMP’s emphasis on fiscal responsibility and user-based cost allocation, the Solid Waste Division operates as a special revenue fund. All operational costs are supported through user fees and the sale of recyclable commodities. No property tax revenue subsidizes the Solid Waste Fund.

Financial stability is supported by:

- A flow control ordinance directing locally generated waste to the facility;
- Contractual agreements securing minimum annual tonnage from external sources;
- Revenue from the sale of recyclable commodities (approximately \$500,000 annually), which both generates income and offsets disposal costs.

This structure ensures cost transparency, aligns service delivery with user demand, and protects the General Fund from volatility in disposal markets.

The Transfer Station processes more than 30,000 tons of municipal solid waste annually, including approximately 21,000 tons generated within Keene. The Recycling Center processes more than 6,000 tons of recyclable material each year, primarily from Keene residents and businesses. The Division operates in accordance with the waste management hierarchy adopted by the City Council in 1996, prioritizing:

1. Waste reduction
2. Reuse
3. Recycling and composting
4. Energy recovery
5. Disposal as a last resort

This hierarchy directly supports the Comprehensive Master Plan’s sustainability and climate action objectives by maximizing diversion, reducing landfill dependency, and conserving natural resources.

The Solid Waste Division plays a critical role in advancing the City's climate mitigation goals. Waste diversion, recycling, composting, and methane management reduce greenhouse gas emissions associated with landfilling. Landfill gas is captured and flared to control methane emissions, and the facility generates primary on-site power through a biofuel generator fueled by 100% post-consumer vegetable oil.

These initiatives support the City's transition toward carbon neutrality while strengthening infrastructure resilience and reducing reliance on fossil fuels.

The Division supports a high-quality built and natural environment by promoting responsible consumption, expanding recycling access for residential and commercial users, and fostering a culture of resource conservation. Through public education, regulatory compliance, and regional collaboration, the Solid Waste Division contributes to a sustainable, resilient, and economically efficient community.

## Solid Waste Fund

### 2027-2033 Capital Improvement Program

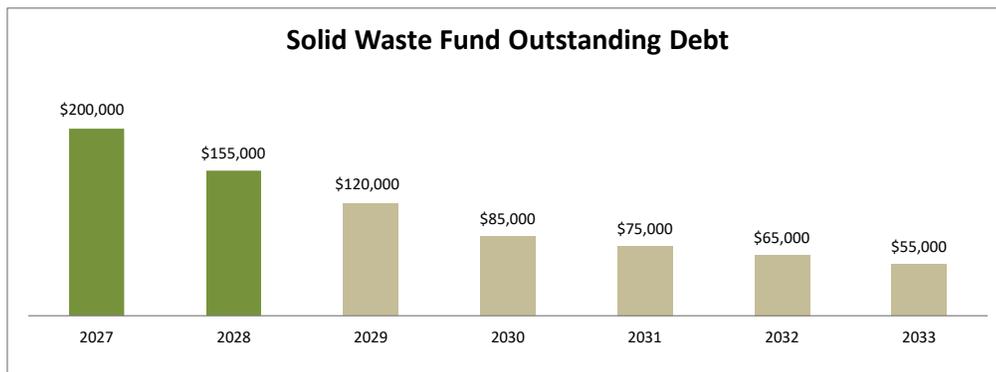
Project Name	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	TOTAL
CR Appropriation: Recycling/Transfer Facility	\$ 350,000	\$ 350,000	\$ 325,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,625,000
Climate Controlled Processing Project	100,000	-	-	-	-	-	-	100,000
Compost Operations Project	-	-	100,000	-	-	-	-	100,000
Facility Power Project	-	-	165,000	-	-	-	-	165,000
Fire Suppression System Project	250,000	-	-	-	-	-	-	250,000
Recycling Equipment Replacement Program	-	75,000	-	-	375,000	-	-	450,000
Upper Level Pavement Project	-	332,000	-	-	-	-	-	332,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 700,000</b>	<b>\$ 757,000</b>	<b>\$ 590,000</b>	<b>\$ 150,000</b>	<b>\$ 525,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 3,022,000</b>
<b>Capital Reserve Appropriations</b>								
Capital Reserve: Recycling/Transfer Facility	\$ 350,000	\$ 350,000	\$ 325,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,625,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 325,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 1,625,000</b>
<b>PROJECT FUNDING DETAIL</b>								
<b>CAPITAL RESERVES</b>								
Climate Controlled Processing Project	100,000	-	-	-	-	-	-	100,000
Compost Operations Project	-	-	100,000	-	-	-	-	100,000
Facility Power Project	-	-	165,000	-	-	-	-	165,000
Fire Suppression System Project	250,000	-	-	-	-	-	-	250,000
Recycling Equipment Replacement Program	-	75,000	-	-	375,000	-	-	450,000
Upper Level Pavement Project	-	332,000	-	-	-	-	-	332,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 350,000</b>	<b>\$ 407,000</b>	<b>\$ 265,000</b>	<b>\$ -</b>	<b>\$ 375,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,397,000</b>
<b>DEBT</b>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total: Projects Funded with Debt</b>	<b>\$ -</b>	<b>-</b>						
<b>OTHER FUNDING SOURCES</b>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total: Projects Funded with Grants</b>	<b>\$ -</b>	<b>-</b>						
<b>CURRENT REVENUES</b>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL PROJECTS FUNDED WITH CURRENT REVENUES</b>	<b>\$ -</b>	<b>-</b>						
<b>Subtotal: Uses of Cash</b> (Capital Reserve Appropriations plus Projects Funded with Cash)	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 325,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 1,625,000</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 700,000</b>	<b>\$ 757,000</b>	<b>\$ 590,000</b>	<b>\$ 150,000</b>	<b>\$ 525,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 3,022,000</b>
<b>New Cash Requirement FY27-33: Reconciliation</b>								
Capital Reserve Appropriation	\$ 350,000	\$ 350,000	\$ 325,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,625,000
User of Current Revenues for Projects	-	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 325,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 1,625,000</b>

## Solid Waste Fund

### 2027 - 2033 CIP Debt Summary

	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Existing Debt	\$200,000	\$155,000	\$120,000	\$85,000	\$75,000	\$65,000	\$55,000
Authorized Not Issued	-	-	-	-	-	-	-
New Issues Proposed	-	-	-	-	-	-	-
Principal Paid	(45,000)	(35,000)	(35,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Total Existing Debt &amp; Issues Proposed</b>	<b>\$155,000</b>	<b>\$120,000</b>	<b>\$85,000</b>	<b>\$75,000</b>	<b>\$65,000</b>	<b>\$55,000</b>	<b>\$45,000</b>

	<u>Issue</u>	<u>Term</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
<b>Existing &amp; Authorized Debt Service (P &amp; I)</b>			\$50,140	\$38,525	\$37,110	\$11,320	\$11,155	\$10,990	\$10,825
<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									
<u>Proposed Debt Service CIP FY32</u>									
N/A									
<u>Proposed Debt Service CIP FY33</u>									
N/A									
<b>Total CIP 27-33 Debt Service Proposed</b>			0	0	0	0	0	0	0
<b>Total Projected Debt Service: Solid Waste Fund</b>			\$50,140	\$38,525	\$37,110	\$11,320	\$11,155	\$10,990	\$10,825



## 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.

	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$70,456	\$71,160	\$14,302	\$76,695	\$230,612	\$7,318	\$160,541
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	350,000	350,000	325,000	150,000	150,000	150,000	150,000
Estimated Investment Earnings	705	142	2,393	3,917	1,706	3,223	4,755
Total Receipts	<b>\$350,705</b>	<b>\$350,142</b>	<b>\$327,393</b>	<b>\$153,917</b>	<b>\$151,706</b>	<b>\$153,223</b>	<b>\$154,755</b>
<b><u>Proposed Project Expenditures</u></b>							
Climate-Controlled Processing Area	(100,000)	-	-	-	-	-	-
Compost Operations	-	-	(100,000)	-	-	-	-
Facility Power Project	-	-	(165,000)	-	-	-	-
Fire Suppression System	(250,000)	-	-	-	-	-	-
Pavement Replacement	-	-	-	-	-	-	-
Recycling Equipment Replacement Program	-	(75,000)	-	-	(375,000)	-	-
Transfer Station Interior	-	-	-	-	-	-	-
Upper Level Pavement Project	-	(332,000)	-	-	-	-	-
Weight Scale Replacement Project	-	-	-	-	-	-	-
Total Expenditures	<b>\$ (350,000)</b>	<b>\$ (407,000)</b>	<b>\$ (265,000)</b>	<b>\$ -</b>	<b>\$ (375,000)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Estimated End of Year Reserve Balance</b>	<b>\$71,160</b>	<b>\$14,302</b>	<b>\$76,695</b>	<b>\$230,612</b>	<b>\$7,318</b>	<b>\$160,541</b>	<b>\$315,296</b>

## Solid Waste Fund

### 2027 - 2033 Capital Improvement Program Multi-Year Projections

021 REVENUES	PROJECTED FY26/27	PROJECTED FY27/28	PROJECTED FY28/29	PROJECTED FY29/30	PROJECTED FY30/31	PROJECTED FY31/32	PROJECTED FY32/33
Charges for Services	\$ 5,745,880	\$ 5,918,256	\$ 6,095,804	\$ 6,278,678	\$ 6,467,038	\$ 6,661,049	\$ 6,860,881
Other Financing Sources	-	27,500	20,000	20,000	20,000	20,000	20,000
Use of Surplus	306,960	675,050	514,346	48,772	423,791	48,897	48,969
Bond Issue	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-
Miscellaneous	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>TOTAL REVENUES</b>	<b>\$ 6,152,840</b>	<b>\$ 6,720,806</b>	<b>\$ 6,730,150</b>	<b>\$ 6,447,450</b>	<b>\$ 7,010,829</b>	<b>\$ 6,829,946</b>	<b>\$ 7,029,850</b>
<b>EXPENDITURES</b>							
Management/Admin.	\$ 776,367	\$ 799,658	\$ 823,648	\$ 848,357	\$ 873,808	\$ 900,022	\$ 927,023
Transfer/Recycling Facility	190,489	196,204	202,090	208,152	214,397	220,829	227,454
Landfill / Operations	3,494,677	3,599,517	3,707,503	3,818,728	3,933,290	4,051,288	4,172,827
Recycling	756,801	779,505	802,890	826,977	851,786	877,340	903,660
Household Hazardous Waste	99,524	102,510	105,585	108,753	112,015	115,376	118,837
Demolition Transfer/Disposal	198,938	204,906	211,053	217,385	223,906	230,624	237,542
Projects Funded with Cash	87,000	89,610	92,298	95,067	97,919	100,857	103,883
Landfill Gas System	148,904	153,371	157,972	162,711	167,593	172,621	177,799
Debt Service	50,140	38,525	37,110	11,320	11,115	10,990	10,825
Subtotal	\$ 5,802,840	\$ 5,963,806	\$ 6,140,149	\$ 6,297,450	\$ 6,485,830	\$ 6,679,946	\$ 6,879,850
<b>CAPITAL PROGRAM</b>							
Capital Reserve Appropriations	\$ 350,000	\$ 350,000	\$ 325,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Capital Projects-Net Interfund Transfers	-	-	-	-	-	-	-
Capital Project - Funded with Debt	-	-	-	-	-	-	-
Capital Project Expenditures	350,000	407,000	265,000	-	375,000	-	-
Subtotal	\$ 700,000	\$ 757,000	\$ 590,000	\$ 150,000	\$ 525,000	\$ 150,000	\$ 150,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,502,840</b>	<b>\$ 6,720,806</b>	<b>\$ 6,730,149</b>	<b>\$ 6,447,450</b>	<b>\$ 7,010,830</b>	<b>\$ 6,829,946</b>	<b>\$ 7,029,850</b>
<b>NET REVENUE (EXPENSE)</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ 1</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ 0</b>	<b>\$ 0</b>
<i>Projected Fund Balance End of Year</i>	<i>2,598,610</i>	<i>2,274,265</i>	<i>2,110,062</i>	<i>2,387,033</i>	<i>2,115,491</i>	<i>2,218,301</i>	<i>2,322,555</i>

**2027 - 2033 Capital Improvement Program**  
**Solid Waste Fund**  
**CLIMATE-CONTROLLED PROCESSING AREA**

**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 recycling personnel responsible for sorting mixed containers spend up to 8 hours per day sorting on the recycling line. In the summer, heat on our metal roof makes temperatures excessively hot, and in the winter, a high ceiling (pictured) creates a frigid work environment. This project proposes to construct an enclosed climate controlled work area to better maintain temperatures that are more conducive for processing recyclables throughout the year. An enclosed and insulated work area will also help to keep out dust and the elements. The dust particles evident in the current working environment can cause eye irritation for our recycling line workers. Within the scope of work for this project, new windows are suggested to be installed on the rear wall of the recycling line. Natural light from new windows on the back wall of the recycling line will improve our visibility and ability to do the work, while also offering the possibility of fresh air when needed. The construction of a new climate controlled work area will protect our recent investment in recycling line equipment, improve productivity, aid in the visual ability to properly sort materials, protect workers from dust and environmental hazards, and provide for a comfortable and inviting working environment with the implementation of a climate controlled processing area.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	100,000	-	-	-	-	-	-	100,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 100,000</b>					
<b>FUNDING</b>								
Current Revenue	100,000	-	-	-	-	-	-	100,000
CR - Transfer/Recycle Facility	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 100,000</b>					

**2027 - 2033 Capital Improvement Program**  
**Solid Waste Fund**  
**COMPOST OPERATIONS**

**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



**PROGRAM DESCRIPTION**

Organics including food waste, leaf and yard waste, and compostable packaging represents up to 25% of the wastestream. We want to expand our ability to divert waste (and the associated cost of waste disposal-currently \$99 per ton), to divert waste from disposal in a landfill. Composting equipment, including a windrow turner and a screen, will enable Keene to expand its organics diversion and save disposal costs. The state solid waste plan has a diversion goal to reduce solid waste by 25% in 2030, and 45% in 2050. Organics diversion represents one of the infrastructure investments that get us close to that goal. Studies show that organic compost makes up about 25% of the waste stream. Our disposal costs are going up annually. We need to address the 25% of our waste that is being thrown away. A mechanized compost operation will allow the solid waste division to process the organic waste stream efficiently and economically without the need for additional personnel.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	100,000	-	-	-	-	100,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Transfer/Recycle Facility	-	-	100,000	-	-	-	-	100,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>



**2027 - 2033 Capital Improvement Program**  
**Solid Waste Fund**  
**FACILITY POWER SUPPLY**

**Project Number:** TBD  
**Type:** One-time Project  
**Physical Location:** 55 Old Summit Road  
**Operating Budget Impact:**  
  
**Goals / Master Plan / Vision:** N/A  
 Quality built environment; infrastructure



**PROGRAM DESCRIPTION**

In 1994, a landfill gas energy system was installed that supplied power to the recycling and transfer station via a generator. In 2018, a biofuel generator was installed for prime power. As the biofuel generator approaches the decade mark, it will need to be rebuilt or replaced. We anticipate the cost to rebuild the generator at \$165,000. This project proposes to have existing biodiesel engine re-built to extend service and efficiency of generator. Proposed Scope of Work: Disassemble the generator cabinet. Drain the cooling system. Remove the engine catalyst. Remove and replace generator engine. Reassemble the generator. Refill the cooling system and purge air. Test run the generator to verify operation.

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	165,000	-	-	-	-	165,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ 165,000	\$ -	\$ -	\$ -	\$ -	\$ 165,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Transfer/Recycle Facility	-	-	165,000	-	-	-	-	165,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ 165,000	\$ -	\$ -	\$ -	\$ -	\$ 165,000

**2027 - 2033 Capital Improvement Program**  
**Solid Waste Fund**  
**FIRE SUPPRESSION SYSTEM**

**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 transfer station has endured 5 fires in recent years. The primary culprit is likely compromised lithium batteries, which are near impossible to screen prior to disposal in the transfer station. Two of the most recent fires resulted in over \$500,000 in damage. We currently use a dry sprinkler system with heat sensors. The sprinkler system remains dry during critical early moments of the fire, until fire trucks arrive on site to connect hoses to the system with water from our existing 30,000 gallon water cistern. The combustibles in our transfer station fires become an inferno when not addressed immediately with a wet sprinkler system. Fire trucks are quick to respond, but transfer station fires could be better controlled with an immediate water response from our sprinklers. This project proposes the installation of a pump on the current water storage cistern. As part of this project, the existing 30,000 gallon cistern needs to be inspected and repaired to ensure functionality if a demand is placed upon it. This pump would automatically be engaged by a fire system that would draw water from the cistern immediately to the fire. Lithium batteries are often hard to find within large piles of trash, and the trash around the lithium fire needs to be extinguished with water before it ignites the pile of trash around it. If the lithium fire is not addressed within 5 minutes, the trash surrounding the lithium fire becomes combustible, and elevates the fire danger significantly, resulting in damage to the building and/ or equipment (replaced excavator last year).

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	250,000	-	-	-	-	-	-	250,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 250,000</b>					
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Transfer/Recycle Facility	250,000	-	-	-	-	-	-	250,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 250,000</b>					



**2027 - 2033 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 FY28, and FY31 expenditures are estimated replacement timeframes.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	75,000	-	-	375,000	-	-	450,000
<b>TOTAL EXPENDITURES</b>	\$ -	\$ 75,000	\$ -	\$ -	\$ 375,000	\$ -	\$ -	\$ 450,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Transfer/Recycle Facility	-	75,000	-	-	375,000	-	-	450,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ 75,000	\$ -	\$ -	\$ 375,000	\$ -	\$ -	\$ 450,000

**2027 - 2033 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:** This program has a positive impact to the operating budget; reducing the need to include the costs to perform the scope of work on the project.  
**Goals / Master Plan / Vision:** Goal 4: Infrastructure



**PROJECT DESCRIPTION**

The upper-level of the Recycling Center/Transfer Station accommodates the public refuse drop-off area, household hazardous waste center, scrap metal, compost, brush, and appliance disposal. This heavily trafficked area requires constant maintenance of the existing gravel surface, including the addition of gravel after heavy rain events and winter plowing. The gravel frequently erodes, necessitating re-grading and replenishment. The upper-level covers approximately 75,000 square feet.

This project will:

- Re-grade the surface
- Add supplemental gravel to ensure a stable base and positive drainage away from roadways and loading areas
- Pave and line stripe the area to eliminate ongoing maintenance, reduce operating costs, and improve public safety

The cost estimate is based on \$4.00 per square foot to furnish and install 4 inches of pavement, reflecting 2025 bid prices observed during the lower-level paving project. Costs have been adjusted 3.5% per year for inflation to reflect the scheduled FY28 project.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	332,000	-	-	-	-	-	332,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ 332,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 332,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Transfer/Recycle Facility	-	332,000	-	-	-	-	-	332,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ 332,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 332,000

**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 20,600 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 169 years. Such an extended service life is not sustainable, and we should expect raising rates of sewer main failure. Public Works recommends annual replacements be increased to at least 5,800 feet per year. This will allow our current inventory of clay and asbestos-cement pipes to be replaced over a 50-year period.

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 partially funded through prior CIPs. Additional funding is requested in FY27 based on the design engineer's estimated construction cost. The bypass system 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 funded a detailed inspection of the force main. Based on the results of that inspection, the City is planning for the long-term

installation of a redundant force main. This project is currently beyond the horizon of the current CIP, but is described in more detail in Appendix B.

Wastewater is treated at the WWTP, located at the end of Airport Road in Swanzey, 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 City's current discharge permit is due to expire February 1, 2027. This CIP includes funding to assist with the negotiation of our next permit as well as funding to begin the design of anticipated plant upgrades that will be required to meet ever more stringent discharge standards.

The 2027-2033 CIP includes continued work and additional funding for the Martell Court bypass project and WWTP tank repair program, upgrades to the Blackbrook and Court Street pump stations, and continued repair or replacement of existing equipment. 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.

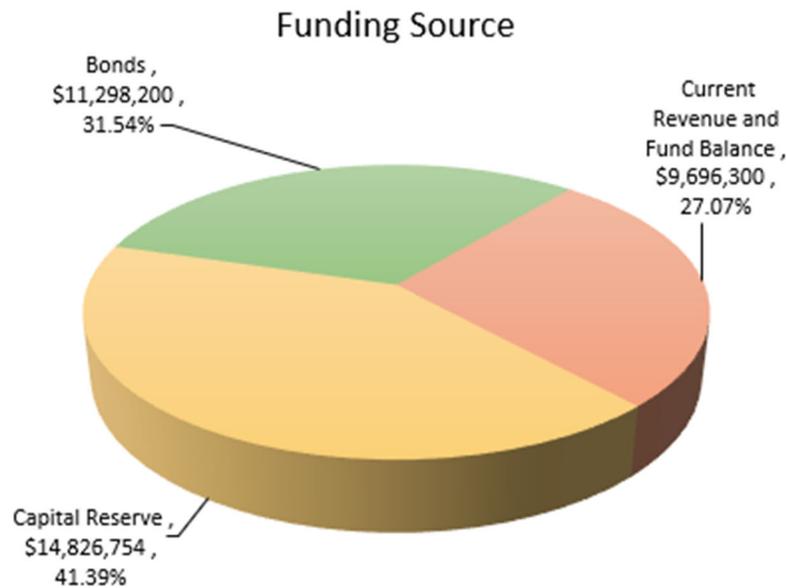
## SEWER FUND CIP PROJECT AND FINANCIAL OVERVIEW

The proposed CIP includes several projects for the Sewer Fund. Over the seven-year span of the CIP, the Sewer Fund is proposing \$35,821,254 in CIP projects, amounting to 17.11% of the total CIP. Projects presented in the 2027-2033 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 27.07%, capital reserves 41.39%, and bonds 31.54% of the total funding needed for the next seven years.

Current Revenue and Fund Balance	Capital Reserve	Bonds	Total
\$ 1,565,000	\$ 1,002,000	\$ 2,194,200	\$ 4,761,200
\$ 1,225,000	\$ 2,103,400	\$ -	\$ 3,328,400
\$ 1,375,000	\$ 3,031,096	\$ 3,107,000	\$ 7,513,096
\$ 1,535,000	\$ 2,557,600	\$ 1,080,000	\$ 5,172,600
\$ 1,275,000	\$ 2,120,680	\$ 1,515,000	\$ 4,910,680
\$ 1,325,000	\$ 2,337,900	\$ 700,000	\$ 4,362,900
\$ 1,396,300	\$ 1,674,078	\$ 2,702,000	\$ 5,772,378
<b>\$ 9,696,300</b>	<b>\$ 14,826,754</b>	<b>\$ 11,298,200</b>	<b>\$ 35,821,254</b>
27.07%	41.39%	31.54%	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 Fund

### 2027-2033 Capital Improvement Program Summary

Project Name	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	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 Pump Station Upgrade Project	300,000	-	1,910,000	-	-	-	-	2,210,000
Court Street Pump Station Upgrade	-	-	80,000	-	-	150,000	1,077,000	1,307,000
Instrumentation Program	40,000	-	-	35,000	-	-	-	75,000
Lower Winchester Infrastructure	-	-	172,000	-	-	-	-	172,000
Martell Court Bypass Project	825,000	-	-	-	-	-	-	825,000
Martell Court Equipment Maintenance Program	75,000	-	81,000	-	87,480	-	94,478	337,958
Martell Court Pump Station Fuel Tank Replacement	182,000	-	-	-	-	-	-	182,000
NDPES Permit Renew Program	75,000	-	-	-	-	-	-	75,000
Sewer Improvements Program	1,511,700	1,713,400	1,010,096	934,700	1,307,100	1,748,400	707,400	8,932,796
Sewer Main Lining Program	-	-	225,000	232,900	241,100	249,500	258,200	1,206,700
Sewer Manhole Lining Program	-	-	190,000	560,000	-	-	202,000	952,000
Sewer Utility Work - Bridges Program	-	-	-	-	-	-	71,300	71,300
WWTP Advanced Treatment	50,000	-	150,000	-	-	-	-	200,000
WWTP Building Renovation & Demolition Program	-	-	-	280,000	-	-	525,000	805,000
WWTP Chemical Feed System Upgrade Project	100,000	-	500,000	-	-	-	-	600,000
WWTP Clarifier Equipment Replacement Project	40,000	240,000	240,000	-	-	-	150,000	670,000
WWTP Fiber Optic Replacement Project	32,500	-	65,000	-	-	-	-	97,500
WWTP Grit Removal-Clamshell Replace Project	-	-	-	85,000	-	-	-	85,000
WWTP HVAC Replacement Project	-	-	420,000	-	445,000	-	445,000	1,310,000
WWTP Lab Instrumentation & Equip Replace Program	105,000	-	-	-	-	-	-	105,000
WWTP Pavement Replacement Project	-	-	-	225,000	-	-	-	225,000
WWTP RAS Valve Replacement Project	-	-	265,000	-	-	-	-	265,000
WWTP Roof Replacement Project	-	150,000	-	-	-	-	-	150,000
WWTP Septage Pumps Replacement Project	-	-	-	45,000	250,000	-	-	295,000
WWTP Sludge Replacement Project	-	-	-	230,000	-	-	-	230,000
WWTP Tank Repair Program	200,000	-	900,000	1,270,000	1,305,000	825,000	825,000	5,325,000
WWTP UV Lamp Replacement Program	-	-	80,000	-	-	65,000	92,000	237,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 4,761,200</b>	<b>\$ 3,328,400</b>	<b>\$ 7,513,096</b>	<b>\$ 5,172,600</b>	<b>\$ 4,910,680</b>	<b>\$ 4,362,900</b>	<b>\$ 5,772,378</b>	<b>\$ 35,821,254</b>

**PROJECT FUNDING DETAIL**

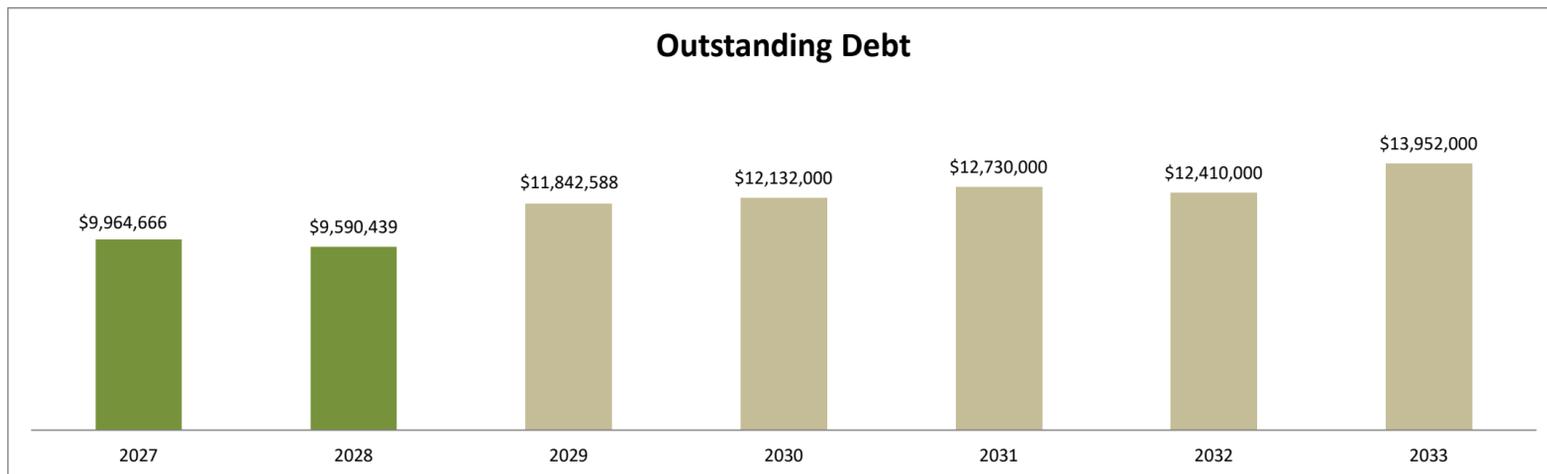
<u>Project Name</u>	<u>2026/2027</u>	<u>2027/2028</u>	<u>2028/2029</u>	<u>2029/2030</u>	<u>2030/2031</u>	<u>2031/2032</u>	<u>2032/2033</u>	<u>TOTAL</u>
<b>Capital Reserve Appropriations</b>								
Capital Reserve: Martell Court	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 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
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 1,225,000</b>	<b>\$ 1,225,000</b>	<b>\$ 1,225,000</b>	<b>\$ 1,275,000</b>	<b>\$ 1,275,000</b>	<b>\$ 1,325,000</b>	<b>\$ 1,325,000</b>	<b>\$ 8,875,000</b>
<b>Reserve Funded Projects</b>								
Court Street Pump Station Upgrade	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ 150,000	\$ -	\$ 230,000
Martell Court Equipment Maintenance Program	75,000	-	81,000	-	87,480	-	94,478	337,958
Martell Court Pump Station Fuel Tank Replacement	182,000	-	-	-	-	-	-	182,000
NDPES Permit Renew Program	75,000	-	-	-	-	-	-	75,000
Sewer Improvements Program	142,500	1,713,400	1,010,096	934,700	1,307,100	1,748,400	707,400	7,563,596
Sewer Main Lining Program	-	-	225,000	232,900	241,100	249,500	258,200	1,206,700
Sewer Manhole Lining Program	-	-	190,000	560,000	-	-	202,000	952,000
WWTP Advanced Treatment	50,000	-	150,000	-	-	-	-	200,000
WWTP Building Renovation & Demolition Program	-	-	-	280,000	-	-	-	280,000
WWTP Chemical Feed System Upgrade Project	100,000	-	500,000	-	-	-	-	600,000
WWTP Clarifier Equipment Replacement Project	40,000	240,000	240,000	-	-	-	150,000	670,000
WWTP Fiber Optic Replacement Project	32,500	-	65,000	-	-	-	-	97,500
WWTP Grit Removal-Clamshell Replace Project	-	-	-	85,000	-	-	-	85,000
WWTP HVAC Replacement Project	-	-	45,000	-	45,000	-	45,000	135,000
WWTP Lab Instrumentation & Equip Replace Program	105,000	-	-	-	-	-	-	105,000
WWTP RAS Valve Replacement Project	-	-	265,000	-	-	-	-	265,000
WWTP Roof Replacement Project	-	150,000	-	-	-	-	-	150,000
WWTP Septage Pumps Replacement Project	-	-	-	45,000	250,000	-	-	295,000
WWTP Sludge Replacement Project	-	-	-	230,000	-	-	-	230,000
WWTP Tank Repair Program	200,000	-	100,000	190,000	190,000	125,000	125,000	930,000
WWTP UV Lamp Replacement Program	-	-	80,000	-	-	65,000	92,000	237,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 1,002,000</b>	<b>\$ 2,103,400</b>	<b>\$ 3,031,096</b>	<b>\$ 2,557,600</b>	<b>\$ 2,120,680</b>	<b>\$ 2,337,900</b>	<b>\$ 1,674,078</b>	<b>\$ 14,826,754</b>
<b>Projects Funded with Debt</b>								
Blackbrook Wastewater Pump Station Upgrade Project	\$ -	\$ -	\$ 1,760,000	\$ -	\$ -	\$ -	\$ -	\$ 1,760,000
Court Street Pump Station Upgrade	-	-	-	-	-	-	1,077,000	1,077,000
Lower Winchester Infrastructure	-	-	172,000	-	-	-	-	172,000
Martell Court Bypass Project	825,000	-	-	-	-	-	-	825,000
Downtown: Sewer Improvements Program	1,369,200	-	-	-	-	-	-	1,369,200
WWTP Building Renovation & Demolition Program	-	-	-	-	-	-	525,000	525,000
WWTP HVAC Replacement Project	-	-	375,000	-	400,000	-	400,000	1,175,000
WWTP Tank Repair Program	-	-	800,000	1,080,000	1,115,000	700,000	700,000	4,395,000
<b>Total: Projects Funded with Debt</b>	<b>\$ 2,194,200</b>	<b>\$ -</b>	<b>\$ 3,107,000</b>	<b>\$ 1,080,000</b>	<b>\$ 1,515,000</b>	<b>\$ 700,000</b>	<b>\$ 2,702,000</b>	<b>\$ 11,298,200</b>
<b>Projects Funded with Grants</b>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Grants</b>	<b>\$ -</b>							
<b>Projects Funded with Cash</b>								
Blackbrook Wastewater Pump Station Upgrade Project	\$ 300,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
Instrumentation Program	40,000	-	-	35,000	-	-	-	75,000
Sewer Utility Work - Bridges Program	-	-	-	-	-	-	71,300	71,300
WWTP Pavement Replacement Project	-	-	-	225,000	-	-	-	225,000
<b>Total: Projects Funded with Cash</b>	<b>\$ 340,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 260,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 71,300</b>	<b>\$ 821,300</b>
<b>Subtotal: Uses of Current Cash</b>	<b>\$ 1,565,000</b>	<b>\$ 1,225,000</b>	<b>\$ 1,375,000</b>	<b>\$ 1,535,000</b>	<b>\$ 1,275,000</b>	<b>\$ 1,325,000</b>	<b>\$ 1,396,300</b>	<b>\$ 9,696,300</b>
(Capital Reserve Appropriations plus Projects Funded with Current Cash)								
<b>TOTAL: CAPITAL PROGRAM</b>	<b>\$ 4,761,200</b>	<b>\$ 3,328,400</b>	<b>\$ 7,513,096</b>	<b>\$ 5,172,600</b>	<b>\$ 4,910,680</b>	<b>\$ 4,362,900</b>	<b>\$ 5,772,378</b>	<b>\$ 35,821,254</b>
<b>New Cash Requirement FY 27-33: Reconciliation</b>								
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	340,000	-	150,000	260,000	-	-	71,300	821,300
New Funds Needed	\$ 1,565,000	\$ 1,225,000	\$ 1,375,000	\$ 1,535,000	\$ 1,275,000	\$ 1,325,000	\$ 1,325,000	\$ 9,625,000
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-

## Sewer Fund

### 2027 - 2033 CIP Debt Summary

	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Existing Debt	\$7,352,466	\$9,590,439	\$8,735,588	\$11,052,000	\$11,215,000	\$11,710,000	\$11,250,000
Authorized Not Issued	418,000	-	-	-	-	-	-
New Issues Proposed	2,194,200	-	3,107,000	1,080,000	1,515,000	700,000	2,702,000
Principal Paid	(374,226)	(854,852)	(790,588)	(917,000)	(1,020,000)	(1,160,000)	(2,096,867)
<b>Total Existing Debt &amp; Issues Proposed</b>	<b>\$9,590,439</b>	<b>\$8,735,588</b>	<b>\$11,052,000</b>	<b>\$11,215,000</b>	<b>\$11,710,000</b>	<b>\$11,250,000</b>	<b>\$11,855,133</b>

	<u>Issue</u>	<u>Term</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
<b>Existing &amp; Authorized Debt Service (P &amp; I)</b>			<b>\$621,134</b>	<b>\$1,261,539</b>	<b>\$1,240,756</b>	<b>\$1,409,463</b>	<b>\$1,510,939</b>	<b>\$1,663,126</b>	<b>\$3,079,262</b>
<b>Proposed Debt Service CIP FY27</b>									
Martell Court Bypass	825,000	15	20,831	85,526	78,380	76,360	79,214	76,941	79,543
Downtown: Sewer Improvements Project	1,369,200	15	34,573	126,850	129,514	131,106	132,444	128,657	129,743
<b>Proposed Debt Service CIP FY28</b>									
N/A									
<b>Proposed Debt Service CIP FY29</b>									
Blackbrook Wastewater Pump Station Upgrade	1,760,000	15			44,440	166,860	167,694	168,275	168,604
Lower Winchester Infrastructure	172,000	15			4,343	15,510	18,081	17,576	17,071
WWTP HVAC Replacement Project	375,000	10			9,469	48,181	46,666	50,024	48,257
WWTP Tank Repair Program	800,000	10			20,200	103,759	100,477	102,068	98,407
<b>Proposed Debt Service CIP FY30</b>									
WWTP Tank Repair Program	1,080,000	10				27,270	137,394	137,975	138,304
<b>Proposed Debt Service CIP FY31</b>									
WWTP HVAC Replacement Project	400,000	10					10,100	49,443	52,801
WWTP Tank Repair Program	1,115,000	10					28,154	139,162	144,617
<b>Proposed Debt Service CIP FY32</b>									
WWTP Tank Repair Program	700,000	10						17,675	88,961
<b>Proposed Debt Service CIP FY33</b>									
Court Street Pump Station Upgrade	1,077,000	15							27,194
WWTP Building Renovation & Demolition Program	525,000	10							13,257
WWTP HVAC Replacement Project	400,000	10							10,100
WWTP Tank Repair Program	700,000	10							17,675
<b>Total CIP 27-33 Debt Service Proposed</b>			<b>55,404</b>	<b>212,376</b>	<b>286,346</b>	<b>569,045</b>	<b>720,222</b>	<b>887,794</b>	<b>1,034,532</b>
<b>Total Projected Debt Service: Sewer Fund</b>			<b>\$676,538</b>	<b>\$1,473,915</b>	<b>\$1,527,102</b>	<b>\$1,978,507</b>	<b>\$2,231,160</b>	<b>\$2,550,920</b>	<b>\$4,113,794</b>



## 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>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$335,907	\$334,236	\$362,828	\$309,897	\$338,246	\$278,523	\$306,559
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Estimated Investment Earnings	1,039	3,592	3,068	3,349	2,758	3,035	2,371
Total Receipts	\$26,039	\$28,592	\$28,068	\$28,349	\$27,758	\$28,035	\$27,371
<b><u>Proposed Project Expenditures</u></b>							
Equipment Maintenance Program	(75,000)		(81,000)		(87,480)		(94,478)
Pump Station Fuel Tank Replacement	(182,000)						
Total Expenditures	(257,000)	-	(81,000)	-	(87,480)	-	(94,478)
<b>Estimated End of Year Reserve Balance</b>	<b>\$104,946</b>	<b>\$362,828</b>	<b>\$309,896</b>	<b>\$338,246</b>	<b>\$278,524</b>	<b>\$306,558</b>	<b>\$239,452</b>

## 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.

	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Estimated Reserve Beginning Balance	\$1,686,569	\$2,241,260	\$1,290,638	\$540,898	(\$441,069)	(\$1,251,662)	(\$2,676,058)
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Estimated Investment Earnings	22,191	12,779	5,355	(4,367)	(12,393)	(26,496)	(30,937)
Total Receipts	\$772,191	\$762,779	\$755,355	\$745,633	\$737,607	\$723,504	\$719,063
<b><u>Proposed Project Expenditures</u></b>							
Court Street Pump Station Upgrade	-	-	(80,000)	-	-	(150,000)	-
NPDES Permit Renew Program	(75,000)	-	-	-	-	-	-
Sewer Improvement Program	(142,500)	(1,713,400)	(1,010,096)	(934,700)	(1,307,100)	(1,748,400)	(707,400)
Sewer Main Lining Program	-	-	(225,000)	(232,900)	(241,100)	(249,500)	(258,200)
Sewer Manhole Lining Program	-	-	(190,000)	(560,000)	-	-	(202,000)
Total Expenditures	(\$217,500)	(\$1,713,400)	(\$1,505,096)	(\$1,727,600)	(\$1,548,200)	(\$2,147,900)	(\$1,167,600)
<b>Estimated End of Year Reserve Balance</b>	\$2,241,260	\$1,290,638	\$540,898	(\$441,069)	(\$1,251,662)	(\$2,676,058)	(\$3,124,594)

## 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.

	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$1,512,302	\$2,501,325	\$2,586,939	\$1,875,508	\$1,646,813	\$1,678,431	\$2,058,816
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	450,000	450,000	450,000	500,000	500,000	550,000	550,000
Estimated Investment Earnings	14,438	25,613	18,569	16,305	16,618	20,384	21,968
Total Receipts	\$464,438	\$475,613	\$468,569	\$516,305	\$516,618	\$570,384	\$571,968
<b><u>Proposed Project Expenditures</u></b>							
WWTP Advanced Treatment	(50,000)	-	(150,000)	-	-	-	-
WWTP Building Renovation & Demolition	-	-	-	(280,000)	-	-	-
WWTP Chemical Feed System Upgrade Project	(100,000)	-	(500,000)	-	-	-	-
WWTP Clarifier Equip Replacement Project	(40,000)	(240,000)	(240,000)	-	-	-	(150,000)
WWTP Fiber Optic Replacement Project	(32,500)	-	(65,000)	-	-	-	-
WWTP Grit Removal-Clamshell Replace Project	-	-	-	(85,000)	-	-	-
WWTP HVAC Replacement Project	-	-	(45,000)	-	(45,000)	-	(45,000)
WWTP Lab Instrument & Equip Replace Program	(105,000)	-	-	-	-	-	-
WWTP RAS Valve Replacement Project	-	-	(265,000)	-	-	-	-
WWTP Roof Replacement Project	-	(150,000)	-	-	-	-	-
WWTP Septage Pumps Replacement Project	-	-	-	(45,000)	(250,000)	-	-
WWTP Sludge Dryer Project	-	-	-	-	-	-	-
WWTP Sludge Replacement Project	-	-	-	(230,000)	-	-	-
WWTP Tank Repair Program	(200,000)	-	(100,000)	(190,000)	(190,000)	(125,000)	(125,000)
WWTP UV Lamp Replacement Program	-	-	(80,000)	-	-	(65,000)	(92,000)
Total Expenditures	(\$527,500)	(\$390,000)	(\$1,445,000)	(\$830,000)	(\$485,000)	(\$190,000)	(\$412,000)
<b>Estimated End of Year Reserve Balance</b>	<b>\$1,449,240</b>	<b>\$2,586,938</b>	<b>\$1,610,508</b>	<b>\$1,561,813</b>	<b>\$1,678,431</b>	<b>\$2,058,815</b>	<b>\$2,218,784</b>

## Sewer Fund

### 2027 - 2033 Capital Improvement Program Multi-Year Projections

<b>032 REVENUES</b>	<b>PROJECTED FY26/27</b>	<b>PROJECTED FY27/28</b>	<b>PROJECTED FY28/29</b>	<b>PROJECTED FY29/30</b>	<b>PROJECTED FY30/31</b>	<b>PROJECTED FY31/32</b>	<b>PROJECTED FY32/33</b>
Intergovernmental	\$ 308,697	\$ 317,958	\$ 327,497	\$ 337,322	\$ 347,441	\$ 357,865	\$ 368,601
Charges for Services	6,809,338	7,149,805	7,507,295	7,882,659	8,276,792	8,690,632	9,125,164
Miscellaneous	17,586	17,586	17,586	17,586	17,586	17,586	17,586
Use of Surplus	1,376,209	1,671,967	1,622,707	2,007,112	1,358,448	2,079,633	3,452,133
Capital Program - Interfund Appropriations	1,002,000	2,103,400	3,031,096	2,557,600	2,120,680	2,337,900	1,674,078
Capital Program - Sale of Bonds	2,194,200	-	3,107,000	1,080,000	1,515,000	700,000	2,702,000
<b>TOTAL REVENUES</b>	<b>\$ 11,708,030</b>	<b>\$ 11,260,716</b>	<b>\$ 15,613,181</b>	<b>\$ 13,882,279</b>	<b>\$ 13,635,948</b>	<b>\$ 14,183,616</b>	<b>\$ 17,339,561</b>
<b>OPERATING EXPENSES</b>							
Sewer Administration	\$ 874,045	\$ 900,266	\$ 927,274	\$ 955,092	\$ 983,745	\$ 1,013,257	\$ 1,043,655
Manholes and Services	465,941	479,919	494,317	509,146	524,421	540,153	556,358
Sewer System Maintenance	211,232	217,569	224,096	230,819	237,744	244,876	252,223
Martell Court Pump Station	206,263	212,451	218,824	225,389	232,150	239,115	246,288
WWTP	2,938,061	3,026,202	3,116,988	3,210,498	3,306,813	3,406,017	3,508,198
Laboratory	274,750	282,993	291,483	300,227	309,234	318,511	328,066
Depreciation Expense	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
Debt Service	548,729	1,068,323	1,438,531	1,553,885	1,720,153	1,809,220	1,886,983
Subtotal	\$ 6,819,021	\$ 7,487,724	\$ 8,011,514	\$ 8,285,057	\$ 8,614,261	\$ 8,871,151	\$ 9,121,772
<b>CAPITAL PROGRAM FUNDING</b>							
Capital Reserve Appropriations	\$ 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	1,002,000	2,103,400	3,031,096	2,557,600	2,120,680	2,337,900	1,674,078
Capital Projects-Funded with Debt	2,194,200	-	3,107,000	1,080,000	1,115,000	700,000	2,702,000
Capital Projects-Funded with Cash	340,000	-	150,000	260,000	-	-	71,300
Subtotal	\$ 4,761,200	\$ 3,328,400	\$ 7,513,096	\$ 5,172,600	\$ 4,510,680	\$ 4,362,900	\$ 5,772,378
<b>TOTAL EXPENSES</b>	<b>\$ 11,580,221</b>	<b>\$ 10,816,124</b>	<b>\$ 15,524,610</b>	<b>\$ 13,457,657</b>	<b>\$ 13,124,941</b>	<b>\$ 13,234,051</b>	<b>\$ 14,894,150</b>
<b>NET REVENUE (EXPENSE)</b>	<b>\$ -</b>						
<i>Projected Fund Balance End of Year</i>	<i>\$ 11,177,179</i>	<i>\$ 9,926,954</i>	<i>\$ 7,798,894</i>	<i>\$ 5,811,432</i>	<i>\$ 4,909,010</i>	<i>\$ 3,119,700</i>	<i>\$ 623,244</i>



**2027 - 2033 Capital Improvement Program  
Sewer Fund**

**BLACKBROOK WASTEWATER PUMP STATION UPGRADE PROJECT**

**Project Number:** TBD  
**Type:** Existing 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. A significant question to be resolved during the design process is the potentially for future development upstream of this pump station. Since eventual buildout is not known at this time, it is likely the upgrades will include a "modular" design that can accommodate additional pumping capacity in the future.

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 projects. 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 their useful life. Court Street station upgrades are included in this CIP.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	300,000	-	150,000	-	-	-	-	450,000
Construction / Implementation	-	-	1,750,000	-	-	-	-	1,750,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ 1,900,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,200,000</b>
<b>FUNDING</b>								
Current Revenue	300,000	-	150,000	-	-	-	-	450,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	1,760,000	-	-	-	-	1,760,000
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ 1,910,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,210,000</b>

**2027 - 2033 Capital Improvement Program**  
**Sewer Fund**  
**COURT STREET PUMP STATION UPGRADE**

**Project Number:** TBD  
**Type:** New Project/Multi-phase  
**Physical Location:** 791 Court St  
**Operating Budget Impact:** N/A

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



**PROGRAM DESCRIPTION**

The Court Street Pump Station is an underground, can style, package wastewater pump station that contains two (2) 10 horsepower pumps that convey wastewater from Court Street up to Maple Avenue through a sewer force main. The station is 50 years old and is at the end of its useful life. The underground station requires confined space entry for service or maintenance and can be considered a hazardous location. The station does not have emergency power requiring staff to transport and connect a portable generator during power outages.

- FY29 funds the installation of a backup, emergency power generator.
- FY32 funds the design
- FY33 funds the installation of a new above ground pumpstation

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	150,000	75,000	225,000
Construction / Implementation	-	-	80,000	-	-	-	1,000,000	1,080,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ 150,000	\$ 1,075,000	\$ 1,305,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Sewer Infrastructure	-	-	80,000	-	-	150,000	-	230,000
Debt Funded	-	-	-	-	-	-	1,077,000	1,077,000
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ 150,000	\$ 1,077,000	\$ 1,307,000

**2027 - 2033 Capital Improvement Program**  
**Sewer Fund**  
**WWTP INSTRUMENTATION 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), is equipped with online monitoring equipment that allows staff the ability to monitor and record the performance of the WWTP 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 treatment process, thereby ensuring permit compliance despite changing flow and weather conditions.

- FY27 funds the replacement of the online ammonia analyzer and nitrate probe.
- FY30 funds the replacement of the online ortho phosphate analyzer

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	40,000	-	-	35,000	-	-	-	75,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>
<b>FUNDING</b>								
Current Revenue	40,000	-	-	35,000	-	-	-	75,000
CR - Wastewater Treatment Plant	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>



## 2027 - 2033 Capital Improvement Program

### Sewer Fund

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

<b>Project Number:</b>	TBD
<b>Type:</b>	One-time Project
<b>Physical Location:</b>	Winchester Street, Route 101 to town line
<b>Operating Budget Impact:</b>	N/A
<b>Goals / Master Plan / Vision:</b>	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 Swanzy 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 be protected within a ductile iron sleeve under the new bridge.

Prior CIP's appropriated approximately \$416,000 for this work. However, recent changes in the NHDOT Ten Year Plan will delay construction until 2030.

#### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	172,000	-	-	-	-	172,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ 172,000	\$ -	\$ -	\$ -	\$ -	\$ 172,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	172,000	-	-	-	-	172,000
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ 172,000	\$ -	\$ -	\$ -	\$ -	\$ 172,000



**2027 - 2033 Capital Improvement Program  
Sewer Fund  
MARTELL COURT BYPASS PROJECT**

**Project Number:** 32JM012A  
**Type:** multiphase project  
**Physical Location:** Martell Court Pump Stations  
**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, it 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 average flow of 6 million gallons per day (MGD) and a peak flow of 21 MGD. Currently, the station conveys an average daily flow between 2 to 3 MGD and higher during periods of extended rain or severe storms. 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 only way to make the repair is to bypass pump around the station.

FY27 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 a new 24 inch pipe under and across the Ashuelot River, as well as a new connection for a future forcemain that will convey wastewater to the treatment plant. In addition, repairs to the Edgewood gravity sewer main will also be made.

The programmed funds are in addition to approximately \$3.4M in previously allocated and available funds based on the design engineer's Opinion of Probable Construction Costs.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	825,000	-	-	-	-	-	-	825,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 825,000</b>	<b>\$ -</b>	<b>\$ 825,000</b>					
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	825,000	-	-	-	-	-	-	825,000
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 825,000</b>	<b>\$ -</b>	<b>\$ 825,000</b>					



**2027 - 2033 Capital Improvement Program  
Sewer Fund**

**MARTELL COURT EQUIPMENT MAINTENANCE PROGRAM**

**Project Number:** TBD  
**Type:** New Program/Ongoing CIP  
**Physical Location:** 176 Martel Court  
**Operating Budget Impact:** N/A

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



**PROGRAM DESCRIPTION**

The Martell Court Pump Station consists of three (3) 250 horse power pumps and one (1) 50 horsepower pump that conveys wastewater to the City's Wastewater Treatment Plant. The pump station operates 24/7/365. Other equipment at the station includes screening equipment, controllers, variable frequency drives (VFD's) and monitoring equipment. This equipment needs periodic capital maintenance beyond what is included in the Operating Budget.

The main controller for the pump station ( Multismart Controller) will be discontinued in the near future and will need to be replaced. Wear items and service for each of the 250 hp pump and motor cost over \$30,000 dollars. Equipment that has reached its end of life will need to be replaced based on continued use and cost to maintain. This new CIP program will eliminate the existing Pump & Controls project that is currently in place for funding.

-FY27 funds the replacement of the multismart controller.

FY29 funds the wear items, coatings and repairs to Pump 1 and Pump 4 (on a 4 year basis)

FY31 funds the wear items, coatings and repairs to Pump 2 and Pump 3 (on a 4 year basis)

FY33 funds the wear items, coatings and repairs to Pump 1 and Pump 4 (on a 4 year basis)

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	75,000	-	81,000	-	87,480	-	94,478	337,958
<b>TOTAL EXPENDITURES</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 81,000</b>	<b>\$ -</b>	<b>\$ 87,480</b>	<b>\$ -</b>	<b>\$ 94,478</b>	<b>\$ 337,958</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Sewer Infrastructure	75,000	-	81,000	-	87,480	-	94,478	337,958
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 81,000</b>	<b>\$ -</b>	<b>\$ 87,480</b>	<b>\$ -</b>	<b>\$ 94,478</b>	<b>\$ 337,958</b>



## 2027 - 2033 Capital Improvement Program

### Sewer Fund

## MARTELL COURT PUMP STATION FUEL TANK REPLACEMENT

**Project Number:** TBD

**Type:** Stand Alone Project

**Physical Location:** Martell Court Pump Station

**Operating Budget Impact:** This program has a positive impact to the operating budget; reducing operating costs to for temporary fuel storage tank rental.

**Goals / Master Plan / Vision:** Goal 4: Infrastructure



### PROGRAM DESCRIPTION

Martell Court Pump Station is a critical component of the sewer collection system and pumps all the wastewater collected from the City of Keene and Marlboro to the Wastewater Treatment Plant. This station operates 24/7/365. The station is equipped with an emergency standby generator which runs off diesel fuel. The existing underground diesel fuel tank was found to be critically deficient, was removed, and now requires replacement in accordance with NHDES standards and requirements.

As an interim measure, the City has relied on a temporary, above ground storage tank. This project will fund the design and installation of a permanent above ground fuel storage tank, ensuring reliable and safe fuel supply for the emergency backup generator in accordance with NHDES requirements and standards.

### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	182,000	-	-	-	-	-	-	182,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 182,000</b>	<b>\$ -</b>	<b>\$ 182,000</b>					
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Sewer Infrastructure	182,000	-	-	-	-	-	-	182,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 182,000</b>	<b>\$ -</b>	<b>\$ 182,000</b>					



**2027 - 2033 Capital Improvement Program**  
**Sewer Fund**  
**NPDES PERMIT RENEW PROGRAM**

**Project Number:** 32MO002  
**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 project funds legal and professional assistance for the WWTP's next National Pollution Discharge Elimination System (NPDES) permit. The current permit is due to expire in February 2027. Its expected that the new permit will contain new discharge parameters and lower discharge limits. The professional assistance will assist City staff through the permitting process.

There is approximately \$83,000 in funds remaining in this project from the previous permit renewal process. The requested funding is in addition to those previously appropriated unspent funds.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	75,000	-	-	-	-	-	-	75,000
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 75,000</b>					
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Sewer Infrastructure	75,000	-	-	-	-	-	-	75,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 75,000</b>					

**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 <sup>(1)</sup>	Construction year	Inflation adjustment	Construction year estimated cost <sup>(2)</sup>
Downtown / Central Square	Replace approx. 1,400 feet of clay sewer mains on the east side of Main Street (from Washington to Eagle CT), Lamson Street (from Main to Federal) and West Street (Main to School). Sewer mains in the downtown area were installed between the 1880's and the 1930's.	\$1,216,500	2027	\$152,700	\$1,369,200
George Street & Sullivan Street	Prepare designs for FY33 George St & Sullivan Street project.	\$126,600	2027	\$15,900	\$142,500
	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	2028	\$134,400	\$978,400
City Wide	Update Sewer Infrastructure Master Plan, last updated in 2003.	\$400,000	2028	\$63,700	\$463,700
West Street	Prepare designs for the West Street Corridor Improvements Project, with construction planned in FY32.	\$150,000	2028	\$23,900	\$173,900
Church Street	Prepare designs for FY29 construction project.	\$84,000	2028	\$13,400	\$97,400
	Replace approx. 900 feet of clay sewer mains along Church Street (Probate to South Lincoln). This work is scheduled to coincide with planned drainage improvements.	\$560,000	2029	\$108,700	\$668,700
Lower Winchester St Project	Replace/rehabilitate approximately 4,000 feet of asbestos cement sewer mains of various sizes. This sewer infrastructure is from the 1950's. Allocated funding is for the difference between the previously allocated funding and Estimate Opinion of Probable Construction Costs .	\$171,896	2029	\$33,400	\$205,296
Probate St and Edwards St	Prepare designs for FY29 Probate Street and Edwards Street construction project.	\$114,000	2029	\$22,100	\$136,100
	Replace approx. 1,800 feet of 6" clay sewer mains from the 1930's with 8" PVC sewer mains.	\$760,000	2030	\$174,700	\$934,700
West Street	Replace approximately 2,200 feet of asbestos cement sewer mains, manholes and services of various sizes. This sewer infrastructure is from the 1950's and 1960's and has been observed in poor condition. Roughly half of the sewer main within the project limits was lined / rehabilitated in 2019.	\$880,000	2031	\$234,800	\$1,114,800
Maple Ave	Prepare designs for FY33 Maple Ave project.	\$151,800	2031	\$40,500	\$192,300
	Replace roughly 800 LF of 12-inch asbestos concrete sewer main between 62 Maple Ave and Park Ave and 1,750 LF of 12-inch asbestos concrete sewer main between Maple Ave and 548 Park Ave	\$1,265,000	2032	\$385,500	\$1,650,500
Dunbar Street Project	Prepare designs for FY33 Dunbar Street project.	\$75,000	2032	\$22,900	\$97,900
	Replace approximately 1,100 feet of VCP sewer mains of various sizes on/from Dunbar Street. This sewer infrastructure dates back to the 1930's and the sewer has frequent backups and maintenance calls in this area.	\$440,000	2033	\$151,300	\$591,300
Water Street Project	Prepare designs for FY34 Water St Project.	\$86,400	2033	\$29,700	\$116,100
	Replace approximately 1,600 feet of asbestos cement and VCP sewer mains of various sizes from Carpenter Street to Wilber Street. This sewer infrastructure dates back to the early 1900's.	\$720,000	2034	\$276,600	\$996,600

**Notes:**

1) Estimated cost in 2025 dollars.

2) All costs include 10% for construction contingencies, 16% for engineering design, 10% for construction administration. Future year construction assumes 3.5% inflation per year.



**2027 - 2033 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 FY27 to supplement the 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. Upgrades to the undersized sewers on George Street and Sullivan Street are planned for FY28

In FY29, FY30 & FY31, this program will replace sewer mains dating back to the 1880s on Church Street (between Probate Street and S. Lincoln Street), Probate Street and Edwards Street (between Carpenter & Wilber) and West Street. This work is planned concurrently with significant drainage and water infrastructure replacement. The replacement portions of the sewer infrastructure in West St. (Central Square to Park Ave) will be completed in FY32, in conjunction with the federally funded corridor improvements.

The replacement of the existing large diameter asbestos concrete sewer mains on Maple Avenue and Park Avenue will be replaced in FY32. The existing sewer main in Dubar Street will be replaced in FY33 scheduled to be performed concurrently with water, drain and sidewalk replacement.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	142,500	735,000	136,100	-	192,300	97,900	116,100	1,419,900
Construction / Implementation	1,369,200	978,400	873,996	934,700	1,114,800	1,650,500	591,300	7,512,896
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,511,700</b>	<b>\$ 1,713,400</b>	<b>\$ 1,010,096</b>	<b>\$ 934,700</b>	<b>\$ 1,307,100</b>	<b>\$ 1,748,400</b>	<b>\$ 707,400</b>	<b>\$ 8,932,796</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Sewer Infrastructure	142,500	1,713,400	1,010,096	934,700	1,307,100	1,748,400	707,400	7,563,596
Debt Funded	1,369,200	-	-	-	-	-	-	1,369,200
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 1,511,700</b>	<b>\$ 1,713,400</b>	<b>\$ 1,010,096</b>	<b>\$ 934,700</b>	<b>\$ 1,307,100</b>	<b>\$ 1,748,400</b>	<b>\$ 707,400</b>	<b>\$ 8,932,796</b>

**2027 - 2033 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 rehabilitation of sewer mains that have adequate capacity but require maintenance due to structural defects, leaking joints, or other deficiencies. In recent years, this program has supported rehabilitation of critical sewer mains, including sections on Winchester Street, Marlboro Street, West Street, and the Beaver Brook Interceptor.

In 2019, the Department developed a Sewer Main Asset Management Plan, prioritizing repairs based on age, size, material, proximity to critical facilities, and other risk and cost factors. Assets are first evaluated for rehabilitation under this lining program. Pipes deemed unsuitable for lining—due to capacity constraints or poor alignment—are addressed through the Sewer Improvements Program.

A 2015 flow study identified areas of high stormwater and groundwater inflow and infiltration (I&I), which increase the volume of clean water requiring pumping and treatment. I&I drives up energy costs and chemical usage, making mitigation critical for operational efficiency.

The Asset Management Plan and flow study are used together to select assets for annual rehabilitation. Priority is given to assets with the highest risk, and among those, pipes in areas with elevated I&I are addressed first. Over the next 3–4 years, most work under this program will focus on neighborhoods east of Main Street, which have been identified as high-impact areas for groundwater infiltration.

Planned projects include:

Lower Marlboro Street, Congress Street, and Eastern Avenue – initial rehabilitation efforts, were funded utilizing the scheduling funding from FY26–FY28 to pay for the construction costs as part of the FY25 project, which is the reason that no funds are allocated for those years.

FY29 – Sewer main lining in northern neighborhoods contributing to the Beaver Brook Interceptor. FY30 and beyond planned lining of larger diameter AC sewer mains in the City's sewer collection system.

This targeted approach ensures the City maximizes the effectiveness of its sewer system investments while reducing operational costs associated with excessive I&I.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	225,000	232,900	241,100	249,500	258,200	1,206,700
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ 225,000	\$ 232,900	\$ 241,100	\$ 249,500	\$ 258,200	\$ 1,206,700
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Sewer Infrastructure	-	-	225,000	232,900	241,100	249,500	258,200	1,206,700
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ 225,000	\$ 232,900	\$ 241,100	\$ 249,500	\$ 258,200	\$ 1,206,700



**2027 - 2033 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**

Prior to 2025, the City had an inventory of approximately 200 brick manholes, of which roughly 150 have been or are currently being lined or replaced. While the bricks themselves generally maintain structural integrity for many years, the mortar between bricks can deteriorate, allowing groundwater infiltration and creating pathways for bricks to fall into the mains. This can lead to blockages, resulting in sanitary sewer overflows and the release of untreated waste, as well as increased pumping and treatment costs.

This program provides funding to rehabilitate manholes by lining the interior surfaces with epoxy-based mortar. Under the previous CIP, it was assumed that all brick manholes would be lined or replaced over a five-year period beginning in FY23. Design was approved for bidding by NHDES in FY25, and construction occurred in 2025. Resolution R-2025-06 allocated the planned FY27 funds for this FY25 project, and these funds have been removed from the CIP.

The remaining manholes scheduled for rehabilitation are included in the FY29 and FY30 program costs. Future sewer manhole lining and rehabilitation is planned for FY33 but the specific scope of improvements and locations will be confirmed, developed and updated in future CIP updates.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	190,000	560,000	-	-	202,000	952,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ 190,000	\$ 560,000	\$ -	\$ -	\$ 202,000	\$ 952,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Sewer Infrastructure	-	-	190,000	560,000	-	-	202,000	952,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ 190,000	\$ 560,000	\$ -	\$ -	\$ 202,000	\$ 952,000



**2027 - 2033 Capital Improvement Program  
Sewer Fund  
SEWER UTILITY WORK - BRIDGES PROGRAM**

**Project Number:** 32JI008  
**Type:** Ongoing Program  
**Physical Location:** Various  
**Operating Budget Impact:** N/A

**Goals / Master Plan / Vision:** Goal 4: Infrastructure



**PROGRAM DESCRIPTION**

This project addresses critical sewer infrastructure needs arising from the City's Bridge Replacement Program, focusing on the replacement of sewer mains impacted by bridge projects. It is important to note that the New Hampshire Department of Transportation (NHDOT) Bridge Program does not provide funding for sewer utility repairs or replacements associated with bridge work.

The primary objective of this program is to allocate resources for the replacement of damaged or deteriorated sewer mains, ensuring the continued reliability and safety of the City's sewer removal system. While the project covers sewer main replacement costs, it does not include road or surface reconstruction, which are funded separately through the corresponding bridge projects.

Planned work under this program includes:

FY33 – Address sewer main infrastructure relocation and replacement needs associated with the Maple Avenue bridge over Black Brook replacement.

This program ensures that sewer infrastructure remains reliable and safe while coordinating with the ongoing bridge projects.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	71,300	71,300
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 71,300</b>	<b>\$ 71,300</b>					
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	71,300	71,300
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ 71,300</b>	<b>\$ 71,300</b>					



**2027 - 2033 Capital Improvement Program**  
**Sewer Fund**  
**WWTP ADVANCED TREATMENT**

**Project Number:** TBD  
**Type:**  
**Physical Location:** Wastewater Treatment Plant  
**Operating Budget Impact:** TBD  
  
**Goals / Master Plan / Vision:** Healthy community; quality-built environment; infrastructure



**PROGRAM DESCRIPTION**

This project funds consulting and design services for changes anticipated to the WWTP's next National Pollution Discharge Elimination System (NPDES) permit. The current permit is due to expire in February 2027. It's expected that the new permit may contain new discharge parameters and lower limits.

Depending on what the new limits are, the WWTP may not be able to meet the new limits without significant upgrades to the treatment process. For example, the last permit that was issued in 2022 reduced total phosphorus limits during the summer months, ammonia limits during the winter months, established an aluminum limit and annual rolling average for total nitrogen.

Because of the number of unknowns at this time, construction costs are not added to this CIP, but depending on how the permitting process goes money may need to be allocated for upgrades before FY33.

This program also funds consulting services to help staff determine the best course of action for dealing with Daphnia blooms in the secondary clarifiers that occur each year in the late summer/early fall. The presence of Daphnia are an indication of good water quality, however during a bloom can cause turbidity and settling issues which can and has lead to NPDES permit violations.

- FY27 funds consulting services to assist the City manage seasonal blooms of a marine crustacean called "*Daphnia*".
- FY29 funds consulting and design services for potential plant upgrades required to meet new permit requirements.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	50,000	-	150,000	-	-	-	-	200,000
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Wastewater Treatment Plant	50,000	-	150,000	-	-	-	-	200,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>

**2027 - 2033 Capital Improvement Program  
Sewer Fund**

**WWTP BUILDING RENOVATION & DEMOLITION PROGRAM**

**Project Number:** 32MW04  
**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.

- 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.

- FY33 funds the replacement of all the windows and a portion of the exterior doors at the WWTP. The WWTP will be 47 years old at the time of renovation. The windows and most of the 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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	55,000	-	-	75,000	130,000
Construction / Implementation	-	-	-	225,000	-	-	450,000	675,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ 280,000	\$ -	\$ -	\$ 525,000	\$ 805,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Wastewater Treatment Plant	-	-	-	280,000	-	-	-	280,000
Debt Funded	-	-	-	-	-	-	525,000	525,000
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ -	\$ 280,000	\$ -	\$ -	\$ 525,000	\$ 805,000

**WWTP CHEMICAL FEED SYSTEM UPGRADE PROJECT**

**Project Number:** TBD  
**Type:** Existing Project/Stand Alone  
**Physical Location:** Wastewater Treatment Plant  
**Operating Budget Impact:** Reduce chemical cost by approximately \$30,000 to \$43,000 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, 220 to 330 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 during certain flow conditions. 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.  
 2025 bulk pricing is \$0.1099/lb  
 2025 pricing for totes is \$0.168/lb

Using the 2025 pricing, switching to bulk deliveries would be a save approximately \$30,000 to \$43,000 per year.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	100,000	-	-	-	-	-	-	100,000
Construction / Implementation	-	-	500,000	-	-	-	-	500,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Wastewater Treatment Plant	100,000	-	500,000	-	-	-	-	600,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>

**WWTP CLARIFIER EQUIPMENT REPLACEMENT PROJECT**

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



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

**PROJECT DESCRIPTION**

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 2026 cost per linear foot for the weir and baffle is \$115 per foot and there is a total of 300 linear feet of weir and and baffle per clarifier. Which equals approximately \$69,000 in materials costs for both clarifiers which has been escalated to reflect costs in FY28. It's estimated that construction costs will be equal to the material costs and be approximately \$80,000.

The plant is budgeting for the installation of an additional baffle system (Stamford baffles) to aid settling and improve effluent quality. The cost for the baffle system is \$160K for both clarifiers, which does not include installation.

- FY27 funds the design.
- FY28 funds the replacement of the aluminum weir and baffle system on one clarifier and includes the installation of a Stamford baffle system.
- FY29 funds the installation of the new baffles in the other secondary clarifiers.
- FY33 funds the rebuild of the the three older clarifier drives, the drives were installed around 2010.

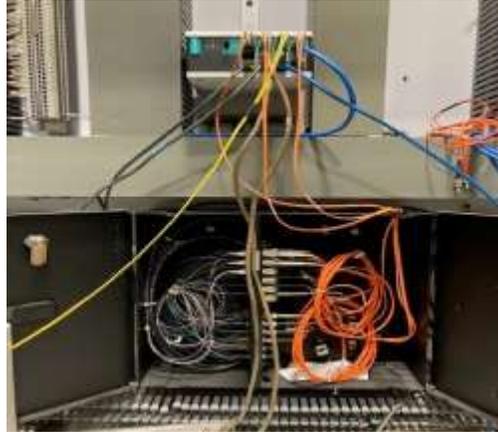
Both primary clarifiers weir and baffle systems are scheduled to be replaced outside this CIP but are anticipated to occur prior to FY35.

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	40,000	-	-	-	-	-	-	40,000
Construction / Implementation	-	80,000	80,000	-	-	-	150,000	310,000
Property / Equipment Acquisition	-	160,000	160,000	-	-	-	-	320,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 40,000</b>	<b>\$ 240,000</b>	<b>\$ 240,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 670,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Wastewater Treatment Plant	40,000	240,000	240,000	-	-	-	150,000	670,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 40,000</b>	<b>\$ 240,000</b>	<b>\$ 240,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 670,000</b>

**2027 - 2033 Capital Improvement Program  
Sewer Fund  
WWTP FIBER OPTIC REPLACEMENT PROJECT**

**Project Number:** TBD  
**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**

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 airport. 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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	32,500	-	65,000	-	-	-	-	97,500
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 32,500</b>	<b>\$ -</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 97,500</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Wastewater Treatment Plant	32,500	-	65,000	-	-	-	-	97,500
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 32,500</b>	<b>\$ -</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 97,500</b>

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

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


**PROGRAM DESCRIPTION**

FY30 funds the replacement of an the original (1985) grit removal clamshell apparatus. The first stage of treatment at the wastewater plant 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 its 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. FY30 funds a new clamshell type apparatus that will be compatible with the City's hoist, cable and rail system.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	-	-	85,000	-	-	-	85,000
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 85,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 85,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Wastewater Treatment Plant	-	-	-	85,000	-	-	-	85,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 85,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 85,000</b>

**2027 - 2033 Capital Improvement Program  
Sewer Fund  
WWTP HVAC REPLACEMENT PROJECT**

**Project Number:** 32JW004  
**Type:** Existing Project/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 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. These systems will have reached the end of their useful and serviceable life at the time of replacement. The new HVAC systems will meet all air exchange requirements as specified by code.

- FY29 replaces the grit chamber HVAC system
- FY31 replaces the sludge processing room HVAC system
- FY33 replaces two HVAC units for the tunnel

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	45,000	-	45,000	-	45,000	135,000
Construction / Implementation	-	-	375,000	-	400,000	-	400,000	1,175,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ 420,000	\$ -	\$ 445,000	\$ -	\$ 445,000	\$ 1,310,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Wastewater Treatment Plant	-	-	45,000	-	45,000	-	45,000	135,000
Debt Funded	-	-	375,000	-	400,000	-	400,000	1,175,000
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ 420,000	\$ -	\$ 445,000	\$ -	\$ 445,000	\$ 1,310,000



**2027 - 2033 Capital Improvement Program  
Sewer Fund  
WWTP LABORATORY INSTRUMENTATION &  
EQUIPMENT REPLACEMENT PROGRAM**

**Project Number:**  
**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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	105,000	-	-	-	-	-	-	105,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 105,000</b>	<b>\$ -</b>	<b>\$ 105,000</b>					
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Wastewater Treatment Plant	105,000	-	-	-	-	-	-	105,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 105,000</b>	<b>\$ -</b>	<b>\$ 105,000</b>					

**2027 - 2033 Capital Improvement Program  
Sewer Fund  
WWTP PAVEMENT REPLACEMENT PROJECT**

**Project Number:** 32JW028A  
**Type:** Multi-Phased Project  
**Physical Location:** Wastewater Treatment Plant  
**Operating Budget Impact:** N/A

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



This project is for repaving at the WWTP facility. The pavement is original to the plant (circa 1985) and is at the end of its useful life. In 2025, the WWTP's Access Road was paved and at the completion of the project, the project was roughly \$162,000 underbudget. The costs associated with this planned allocated funding is for the remaining costs necessary for paving the WWTP facility.

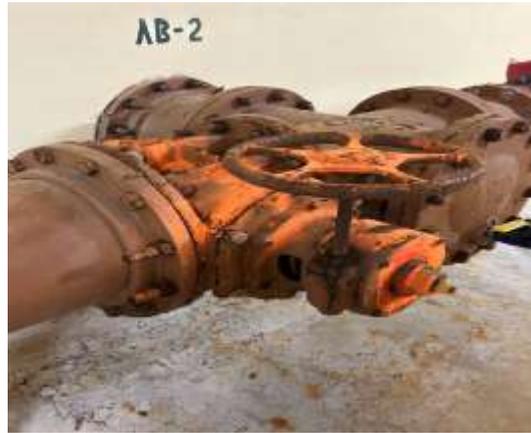
**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	225,000	-	-	-	225,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 225,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 225,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	225,000	-	-	-	225,000
CR - Wastewater Treatment Plant	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 225,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 225,000</b>

**2027 - 2033 Capital Improvement Program**  
**Sewer Fund**  
**WWTP RAS VALVE REPLACEMENT PROJECT**

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

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



**PROGRAM DESCRIPTION**

The Return Activated Sludge (RAS) pipe is 16-inch ductile iron pipe located in the service tunnel at the wastewater treatment plant that has two shut off valves that are in need of replacement. These valves allow RAS to be diverted into one aeration basin or the other. One of the valves is in particular bad condition and does not operate well.

This project replaces the two existing valves and adds two additional isolation valves and includes costs for bypass pumping of RAS during construction.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	15,000	-	-	-	-	15,000
Construction / Implementation	-	-	250,000	-	-	-	-	250,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ 265,000	\$ -	\$ -	\$ -	\$ -	\$ 265,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Wastewater Treatment Plant	-	-	265,000	-	-	-	-	265,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ 265,000	\$ -	\$ -	\$ -	\$ -	\$ 265,000

**2027 - 2033 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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	25,000	-	-	-	-	-	25,000
Construction / Implementation	-	125,000	-	-	-	-	-	125,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Wastewater Treatment Plant	-	150,000	-	-	-	-	-	150,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000

**2027 - 2033 Capital Improvement Program  
Sewer Fund  
WWTP SEPTAGE PUMPS REPLACEMENT PROJECT**

**Project Number:** TBD  
**Type:** Exsting 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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	45,000	-	-	-	45,000
Construction / Implementation	-	-	-	-	250,000	-	-	250,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ 45,000	\$ 250,000	\$ -	\$ -	\$ 295,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Wastewater Treatment Plant	-	-	-	45,000	250,000	-	-	295,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ -	\$ 45,000	\$ 250,000	\$ -	\$ -	\$ 295,000

**2027 - 2033 Capital Improvement Program  
Sewer Fund  
WWTP SLUDGE REPLACEMENT PROJECT**

**Project Number:** 32JW016  
**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**

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.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	30,000	-	-	-	30,000
Construction / Implementation	-	-	-	200,000	-	-	-	200,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ 230,000	\$ -	\$ -	\$ -	\$ 230,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Wastewater Treatment Plant	-	-	-	230,000	-	-	-	230,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ -	\$ 230,000	\$ -	\$ -	\$ -	\$ 230,000

**2027 - 2033 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, splitter boxes and storage tanks, are original to the plant and periodic maintenance is required to keep this infrastructure in good repair.

This program funds improvements to the secondary clarifiers and splitter box as well as the aeration basins, 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.

- FY27 provides additional money needed to fund the work for the two primary clarifiers.
- FY29 funds the prep, concrete repair, bypass pumping system and piping modification to the primary splitter box.
- FY30 funds the prep, concrete repair and coating of one aeration basin.
- FY31 funds the prep, concrete repair and coating of the one aeration basin.
- FY32 funds the prep, concrete repair, and coating of the center well, rake arms and clarifier (secondary)
- FY33 funds the prep, concrete repair, and coating of the center well, rake arms and clarifier (secondary)

Outside of this CIP will be coating of the two primary clarifiers, concrete repairs and coating the sludge storage tank, and repairs to the secondary splitter box.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	25,000	-	100,000	190,000	190,000	125,000	125,000	755,000
Construction / Implementation	175,000	-	800,000	1,080,000	1,115,000	700,000	700,000	4,570,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 900,000</b>	<b>\$ 1,270,000</b>	<b>\$ 1,305,000</b>	<b>\$ 825,000</b>	<b>\$ 825,000</b>	<b>\$ 5,325,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Wastewater Treatment Plant	200,000	-	100,000	190,000	190,000	125,000	125,000	930,000
Debt Funded	-	-	800,000	1,080,000	1,115,000	700,000	700,000	4,395,000
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 900,000</b>	<b>\$ 1,270,000</b>	<b>\$ 1,305,000</b>	<b>\$ 825,000</b>	<b>\$ 825,000</b>	<b>\$ 5,325,000</b>



**2027 - 2033 Capital Improvement Program  
Sewer Fund**

**WWTP UV LAMP & EQUIPMENT REPLACEMENT PROGRAM**

**Project Number:** 32MW06  
**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**

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 14,000 hours, which equates to approximately four (4) 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 four (4) years.

FY32 funds the replacement of the original quartz sleeves, the sleeves will be nearly 20 years old at the time of replacement.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	-	80,000	-	-	65,000	92,000	237,000
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ 65,000	\$ 92,000	\$ 237,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Wastewater Treatment Plant	-	-	80,000	-	-	65,000	92,000	237,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ 65,000	\$ 92,000	\$ 237,000

## 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 replacement of water mains at the rate of about 4,200 feet per year. With no changes to this rate of water main replacement, all the City’s water mains will be replaced over the next 128 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. Public Works recommends the current replacement rate be considered the minimum necessary to avoid increasing frequency of disruptions.

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.

An emerging concern for the Water utility is our observation of slowly increasing levels of salt in the groundwater supply wells. The most likely culprit is the use of salt for winter road maintenance. During the coming biennium, Water Treatment Facility staff will be working with the Highway Division to develop salt reduction strategies that balance motorist safety with our need for safe drinking water.

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.

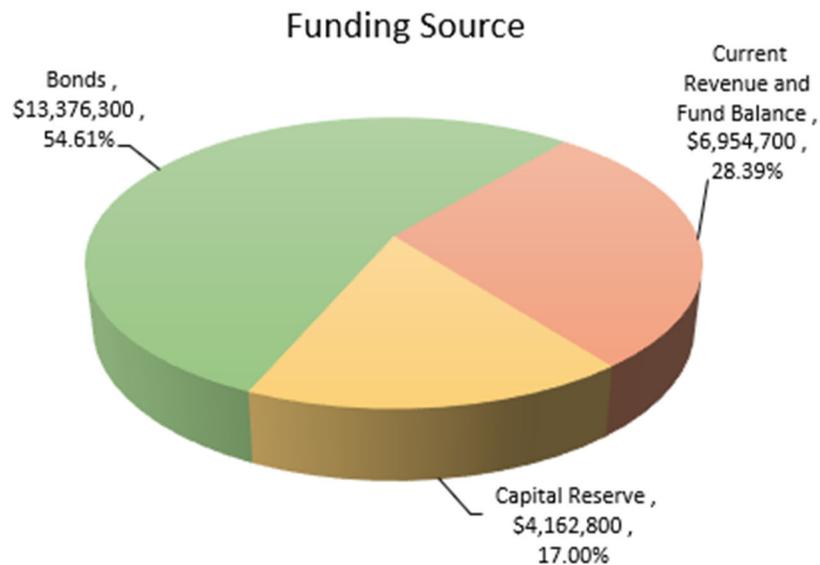
## WATER FUND CIP PROJECTS AND FINANCIAL OVERVIEW

The proposed CIP includes several projects for the Water Fund. Over the seven-year span of the CIP, the Water Fund is proposing \$24,493,800 in CIP projects, amounting to 11.7% of the total CIP. Projected included in the 2027-2033 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 28.39%, capital reserves 17.0%, and bonds 64.61% of the total funding needed for the next seven years.

	Current and Fund Balance	Capital Reserve	Bonds	Grants
FY27	\$ 1,121,000	\$ 709,300	\$ 1,690,200	\$ 3,520,500
FY28	\$ 1,234,600	\$ 1,215,400	\$ 5,301,500	\$ 7,751,500
FY29	\$ 926,700	\$ 265,000	\$ 1,140,600	\$ 2,332,300
FY30	\$ 750,000	\$ 595,000	\$ 2,232,900	\$ 3,577,900
FY31	\$ 1,135,000	\$ 507,700	\$ 1,241,500	\$ 2,884,200
FY32	\$ 952,400	\$ 217,100	\$ 1,203,400	\$ 2,372,900
FY33	\$ 835,000	\$ 653,300	\$ 566,200	\$ 2,054,500
<b>Total</b>	<b>\$ 6,954,700</b>	<b>\$ 4,162,800</b>	<b>\$ 13,376,300</b>	<b>\$ 24,493,800</b>
	28.39%	17.00%	54.61%	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 Fund

### 2027-2033 Capital Improvement Program

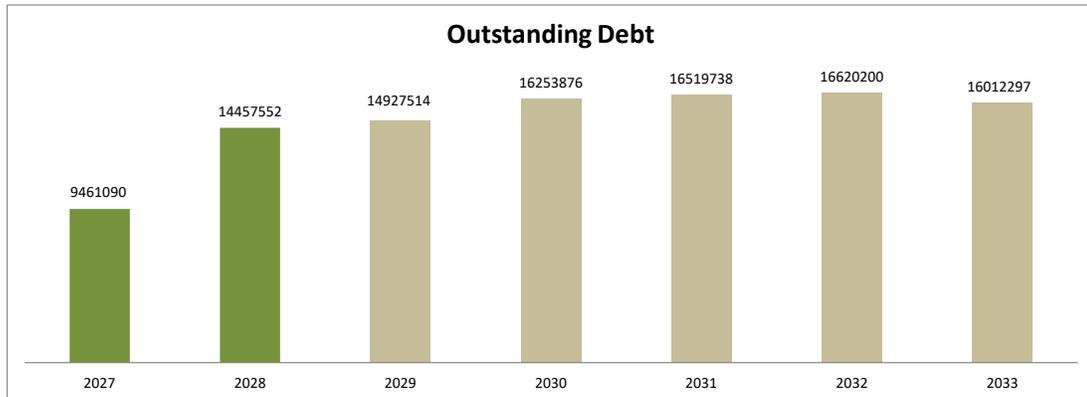
Project Name	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	TOTAL
CR Appropriation: Water Infrastructure	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,500,000
CR Appropriation: Water Treatment Facility	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Bulk Water Fill Station Project	121,000	-	-	-	-	-	-	121,000
Chapman Water Tank Repairs Project	-	150,000	-	-	-	-	-	150,000
Emergency Generators Replacement Program	-	280,000	-	-	175,000	-	-	455,000
Fox Ave & Glen Rd Pump Stations	190,000	-	-	240,000	-	-	-	430,000
Lower Winchester Infrastructure Project	-	-	176,700	-	-	-	-	176,700
Transmission Water Main Inspection Project	250,000	-	-	-	-	-	-	250,000
Water Distribution Improvements Program	1,814,500	1,637,900	1,140,600	2,232,900	1,379,200	1,285,500	729,500	10,220,100
Water Supply Dam Maintenance Program	-	204,600	-	-	-	-	202,400	407,000
Water Utility Work - Bridges Program	-	-	-	-	210,000	-	85,000	295,000
Water Valve Replacement Program	210,000	125,000	120,000	125,000	130,000	135,000	140,000	985,000
Well Field Upgrades Program	35,000	4,229,000	-	75,000	-	-	350,000	4,689,000
WTF HVAC & AC Unit Replacement Project	45,000	-	145,000	-	-	-	-	190,000
WTF Instrumentation Replace & Upgrade Program	40,000	-	-	-	-	-	-	40,000
WTF Lab Instrumentation/Equip Replace Program	105,000	-	-	-	-	-	-	105,000
WTF Water Pump Repair & Replace Program	-	75,000	-	155,000	-	-	-	230,000
WTF Valve & Actuator Replace/Upgrade Project	-	210,000	-	240,000	-	-	-	450,000
WTF Waste Gate Actuator Replacement Project	-	50,000	-	-	-	-	-	50,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 3,560,500</b>	<b>\$ 7,711,500</b>	<b>\$ 2,332,300</b>	<b>\$ 3,817,900</b>	<b>\$ 2,644,200</b>	<b>\$ 2,170,500</b>	<b>\$ 2,256,900</b>	<b>\$ 24,493,800</b>
<b>PROJECT FUNDING DETAIL</b>								
<b>Capital Reserve Appropriations</b>								
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
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 750,000</b>	<b>\$ 5,250,000</b>						
<b>Reserve Funded Projects</b>								
Chapman Water Tank Repairs Project	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Fox Ave & Glen Rd Pump Stations	190,000	-	-	-	240,000	-	-	430,000
Water Distribution Improvements Program	124,300	565,400	-	-	137,700	82,100	163,300	1,072,800
Water Valve Replacement Program	210,000	125,000	120,000	125,000	130,000	135,000	140,000	985,000
Well Field Upgrades Program	35,000	-	-	75,000	-	-	350,000	460,000
WTF HVAC & AC Unit Replacement Project	45,000	-	145,000	-	-	-	-	190,000
WTF Instrumentation Replace & Upgrade Program	-	40,000	-	-	-	-	-	40,000
WTF Lab Instrumentation/Equip Replace Program	105,000	-	-	-	-	-	-	105,000
WTF Water Pump Repair & Replace Program	-	75,000	-	155,000	-	-	-	230,000
WTF Valve & Actuator Replace/Upgrade Project	-	210,000	-	240,000	-	-	-	450,000
WTF Waste Gate Actuator Replacement Project	-	50,000	-	-	-	-	-	50,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 709,300</b>	<b>\$ 1,215,400</b>	<b>\$ 265,000</b>	<b>\$ 595,000</b>	<b>\$ 507,700</b>	<b>\$ 217,100</b>	<b>\$ 653,300</b>	<b>\$ 4,162,800</b>
<b>Projects Funded with Debt</b>								
Water Distribution Improvements Program	1,690,200	1,072,500	1,140,600	2,232,900	1,241,500	1,203,400	566,200	9,147,300
Well Field Upgrades Program	-	4,229,000	-	-	-	-	-	4,229,000
<b>Total: Projects Funded with Debt</b>	<b>\$ 1,690,200</b>	<b>\$ 5,301,500</b>	<b>\$ 1,140,600</b>	<b>\$ 2,232,900</b>	<b>\$ 1,241,500</b>	<b>\$ 1,203,400</b>	<b>\$ 566,200</b>	<b>\$ 13,376,300</b>
<b>Projects Funded with Grants</b>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Grants</b>	<b>\$ -</b>							
<b>Projects Funded with Cash</b>								
Bulk Water Fill Station Project	\$ 121,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 121,000
Emergency Generators Replacement Program	-	280,000	-	-	175,000	-	-	455,000
Lower Winchester Infrastructure Project	-	-	176,700	-	-	-	-	176,700
Transmission Water Main Inspection Project	250,000	-	-	-	-	-	-	250,000
Water Supply Dam Maintenance Program	-	204,600	-	-	-	202,400	-	407,000
Water Utility Work - Bridges Program	-	-	-	-	210,000	-	85,000	295,000
<b>Total: Projects Funded with Cash</b>	<b>\$ 371,000</b>	<b>\$ 484,600</b>	<b>\$ 176,700</b>	<b>\$ -</b>	<b>\$ 385,000</b>	<b>\$ 202,400</b>	<b>\$ 85,000</b>	<b>\$ 1,704,700</b>
<b>Subtotal: Uses of Cash</b> (Capital Reserve Appropriations plus Projects Funded with Cash)	<b>\$ 1,121,000</b>	<b>\$ 1,234,600</b>	<b>\$ 926,700</b>	<b>\$ 750,000</b>	<b>\$ 1,135,000</b>	<b>\$ 952,400</b>	<b>\$ 835,000</b>	<b>\$ 6,954,700</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 3,520,500</b>	<b>\$ 7,751,500</b>	<b>\$ 2,332,300</b>	<b>\$ 3,577,900</b>	<b>\$ 2,884,200</b>	<b>\$ 2,372,900</b>	<b>\$ 2,054,500</b>	<b>\$ 24,493,800</b>
<b>New Cash Requirement FY 27-33: Reconciliation</b>								
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	371,000	484,600	176,700	-	385,000	202,400	85,000	1,704,700
<b>New Funds Needed</b>	<b>\$ 1,121,000</b>	<b>\$ 1,234,600</b>	<b>\$ 926,700</b>	<b>\$ 750,000</b>	<b>\$ 1,135,000</b>	<b>\$ 952,400</b>	<b>\$ 835,000</b>	<b>\$ 6,954,700</b>
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-

## Water Fund

### 2027 - 2033 CIP Debt Summary

		<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Existing Debt	6871166	\$5,599,090	\$7,397,452	\$12,126,914	\$13,455,976	\$14,748,238	\$14,991,800	\$15,126,097
Authorized Not Issued		1,004,000	-	-	-	-	-	-
New Issues Proposed		1,099,400	5,301,500	2,140,600	2,232,900	1,241,500	1,203,400	566,200
Principal Paid		(305,038)	(572,038)	(811,538)	(940,638)	(997,938)	(1,069,103)	(1,155,448)
<b>Total Existing Debt &amp; Issues Proposed</b>		<b>\$7,397,452</b>	<b>\$12,126,914</b>	<b>\$13,455,976</b>	<b>\$14,748,238</b>	<b>\$14,991,800</b>	<b>\$15,126,097</b>	<b>\$14,536,849</b>

		<u>Issue</u>	<u>Term</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
<b>Existing &amp; Authorized Debt Service (P &amp; I)</b>				\$495,760	\$755,775	\$728,154	\$708,334	\$688,566	\$668,849	\$654,057
<b>Proposed Debt Service CIP FY27</b>										
Water Distribution Improvement	1,099,400	15		16,491	91,491	90,300	93,425	91,475	89,525	92,500
<b>Proposed Debt Service CIP FY28</b>										
Water Distribution Improvement	1,072,500	15			26,813	104,813	99,750	102,125	99,375	101,500
Well Field Upgrades	4,229,000	15			105,725	400,600	401,625	401,125	400,125	403,500
<b>Proposed Debt Service CIP FY29</b>										
Water Distribution Improvements	2,140,600	15				53,515	205,115	204,375	204,000	203,375
<b>Proposed Debt Service CIP FY30</b>										
Water Distribution Improvements	2,232,900	15					56,381	213,063	212,353	201,117
<b>Proposed Debt Service CIP FY31</b>										
Water Distribution Improvements	1,241,500	15						31,348	112,896	118,580
<b>Proposed Debt Service CIP FY32</b>										
Water Distribution Improvements	1,203,400	15							30,386	112,824
<b>Proposed Debt Service CIP FY33</b>										
Water Distribution Improvements	566,200	15								14,297
<b>Total CIP 27-33 Debt Service Proposed</b>				<b>16,491</b>	<b>224,029</b>	<b>649,228</b>	<b>856,296</b>	<b>1,043,511</b>	<b>1,148,660</b>	<b>1,247,693</b>
<b>Total Projected Debt Service: Water Fund</b>				<b>\$512,251</b>	<b>\$979,804</b>	<b>\$1,377,381</b>	<b>\$1,564,630</b>	<b>\$1,732,077</b>	<b>\$1,817,509</b>	<b>\$1,901,750</b>



## 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>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$1,553,096	\$1,508,734	\$1,180,017	\$1,575,617	\$1,651,974	\$1,903,116	\$2,207,877
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Estimated Investment Earnings	14,938	11,683	15,600	16,356	18,843	21,860	20,546
Total Receipts	\$514,938	\$511,683	\$515,600	\$516,356	\$518,843	\$521,860	\$520,546
<b><u>Proposed Project Expenditures</u></b>							
Chapman Road Water Tank Project		(150,000)					
Fox Avenue and Glen Road Pump Stations	(190,000)			(240,000)			
Water Distribution Improvements Program	(124,300)	(565,400)			(137,700)	(82,100)	(163,300)
Water Valve Replacement Program	(210,000)	(125,000)	(120,000)	(125,000)	(130,000)	(135,000)	(140,000)
Well Field Upgrades Program	(35,000)			(75,000)			(350,000)
Total Expenditures	(\$559,300)	(\$840,400)	(\$120,000)	(\$440,000)	(\$267,700)	(\$217,100)	(\$653,300)
<b>Estimated End of Year Reserve Balance</b>	\$1,508,734	\$1,180,017	\$1,575,617	\$1,651,974	\$1,903,116	\$2,207,877	\$2,075,122

## 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>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$493,482	\$599,417	\$479,161	\$590,003	\$449,453	\$706,447	\$966,012
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Estimated Investment Earnings	5,935	4,744	5,842	4,450	6,995	9,564	12,160
Total Receipts	<u>\$255,935</u>	<u>\$254,744</u>	<u>\$255,842</u>	<u>\$254,450</u>	<u>\$256,995</u>	<u>\$259,564</u>	<u>\$262,160</u>
<b><u>Proposed Project Expenditures</u></b>							
WTF HVAC and AC Unit Replace Project	(45,000)		(145,000)				
WTF Instrument Replace & Upgrade Program		(40,000)					
WTF Lab Instrument & Equip Replace Program	(105,000)						
WTF Valve & Actuator Replace & Upgrade Program		(210,000)		(240,000)			
WTF Waste Gate Actuator Replace Project		(50,000)					
WTF Water Pump Repair & Replace Program		(75,000)		(155,000)			
Total Expenditures	<u>(\$150,000)</u>	<u>(\$375,000)</u>	<u>(\$145,000)</u>	<u>(\$395,000)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Estimated End of Year Reserve Balance</b>	<b>\$599,417</b>	<b>\$479,161</b>	<b>\$590,003</b>	<b>\$449,453</b>	<b>\$706,448</b>	<b>\$966,011</b>	<b>\$1,228,172</b>

## Water Fund

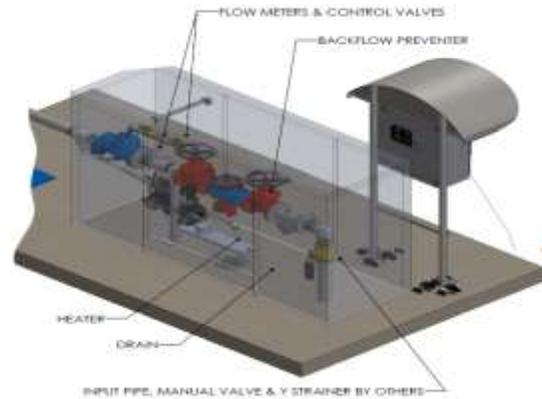
### 2027 - 2033 Capital Improvement Program Multi-Year Projections

<b>034 REVENUES</b>	<b>PROJECTED FY26/27</b>	<b>PROJECTED FY27/28</b>	<b>PROJECTED FY28/29</b>	<b>PROJECTED FY29/30</b>	<b>PROJECTED FY30/31</b>	<b>PROJECTED FY31/32</b>	<b>PROJECTED FY32/33</b>
Charges for Services	\$5,654,768	\$5,937,506	\$6,234,382	\$6,546,101	\$6,873,406	\$7,217,076	\$7,577,930
Miscellaneous	(41,667)	178,884	148,550	117,307	85,126	20,000	20,000
Use of Surplus	940,230	1,137,196	1,083,008	939,436	1,326,905	1,085,244	829,304
Capital Program-Interfund Appropriations	709,300	1,215,400	265,000	595,000	507,700	217,100	653,300
Capital Program-Sale of Bonds	1,690,200	5,301,500	1,140,600	2,232,900	1,241,500	1,203,400	566,200
<b>TOTAL REVENUES</b>	<b>\$8,952,831</b>	<b>\$13,770,486</b>	<b>\$8,871,540</b>	<b>\$10,430,744</b>	<b>\$10,034,637</b>	<b>\$9,742,820</b>	<b>\$9,646,734</b>
<b>EXPENSES</b>							
Water Administration	\$1,181,988	\$1,217,447	\$1,253,971	\$1,291,590	\$1,330,338	\$1,370,248	\$1,411,355
Water Distributon Services	652,197	671,763	691,916	712,673	734,054	756,075	778,757
Water System Maintenance	170,979	176,108	181,392	186,833	192,438	198,211	204,158
Water Supply	258,857	266,622	274,621	282,859	291,345	300,086	309,088
Meters	469,400	483,482	497,986	512,926	528,314	544,163	560,488
Water Treatment Facility	1,018,731	1,049,293	1,080,771	1,113,195	1,146,590	1,180,988	1,216,418
Laboratory	217,929	224,467	231,201	238,137	245,282	252,640	260,219
Depreciation Expense	950,000	950,000	950,000	950,000	950,000	950,000	950,000
Debt Service	512,251	979,804	1,377,381	1,564,630	1,732,077	1,817,509	1,901,750
Subtotal	\$5,432,331	\$6,018,987	\$6,539,239	\$6,852,844	\$7,150,437	\$7,369,920	\$7,592,234
<b>CAPITAL PROGRAM</b>							
Capital Reserve Appropriations	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
Capital Projects-Net Interfund Tranfers	709,300	1,215,400	265,000	595,000	507,700	217,100	653,300
Capital Project - Funded with Debt	1,690,200	5,301,500	1,140,600	2,232,900	1,241,500	1,203,400	566,200
Capital Project - Funded with Cash	371,000	484,600	176,700	-	385,000	202,400	85,000
	<b>\$3,520,500</b>	<b>\$7,751,500</b>	<b>\$2,332,300</b>	<b>\$3,577,900</b>	<b>\$2,884,200</b>	<b>\$2,372,900</b>	<b>\$2,054,500</b>
<b>TOTAL EXPENSES</b>	<b>\$8,952,831</b>	<b>\$13,770,487</b>	<b>\$8,871,539</b>	<b>\$10,430,744</b>	<b>\$10,034,637</b>	<b>\$9,742,820</b>	<b>\$9,646,734</b>
<i>Projected Fund Balance End of Year</i>	<i>\$2,352,564</i>	<i>\$1,700,110</i>	<i>\$2,052,845</i>	<i>\$2,220,659</i>	<i>\$2,087,760</i>	<i>\$2,488,639</i>	<i>\$2,710,790</i>

**2027 - 2033 Capital Improvement Program**  
**Water Fund**  
**BULK WATER FILL STATION**

**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



**PROGRAM 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 3:00 PM 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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	10,000	-	-	-	-	-	-	10,000
Construction / Implementation	40,000	-	-	-	-	-	-	40,000
Property / Equipment Acquisition	71,000	-	-	-	-	-	-	71,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 121,000</b>	<b>\$ -</b>	<b>\$ 121,000</b>					
<b>FUNDING</b>								
Current Revenue	121,000	-	-	-	-	-	-	121,000
CR - Water Infrastructure	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 121,000</b>	<b>\$ -</b>	<b>\$ 121,000</b>					



2027 - 2033 Capital Improvement Program

Water Fund

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 Tigue 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.

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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	150,000	-	-	-	-	-	150,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>				
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Water Infrastructure	-	150,000	-	-	-	-	-	150,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>				

**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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	280,000	-	-	175,000	-	-	455,000
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 280,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 175,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 455,000</b>
<b>FUNDING</b>								
Current Revenue	-	280,000	-	-	175,000	-	-	455,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ 280,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 175,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 455,000</b>

**2027 - 2033 Capital Improvement Program  
Water Fund  
FOX AVENUE & GLEN ROAD PUMP STATIONS**

**Project Number:** TBD  
**Type:** New/Ongoing  
**Physical Location:** 1 Fox Ave & 2 Glen Road  
**Operating Budget Impact:** N/A



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

**PROJECT DESCRIPTION**

The Fox Avenue and Glen Road Pump Stations are underground pumping facilities used to boost pressure to customers in higher elevation and provide adequate fire flow in an emergency. The Fox Avenue and Glen Road stations were installed in 1983. Fox Ave was rehabilitated in 2012 while Glen Road was rehabilitated in 2002.

The Glen Road equipment is 23 years of age and is at the end of its serviceable life. Fox Ave will be nearing its end of serviceable life in FY30 when funding becomes available.

FY27 funds the refurbishment or replacement of pumps, controls, VFD's, PLC's, electrical and SCADA programming for the Glen Road Station.

FY30 fund the refurbishment or replacement of pumps, controls, VFD's, PLC's, electrical and SCADA programming for the Fox Avenue Station.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	40,000	-	-	60,000	-	-	-	100,000
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	150,000	-	-	180,000	-	-	-	330,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 190,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 240,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 430,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Water Infrastructure	190,000	-	-	240,000	-	-	-	430,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 190,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 240,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 430,000</b>



**2027 - 2033 Capital Improvement Program  
Water Fund**

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

**Project Number:** 34JI016B  
**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 Reconstruction 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. Previous CIP's included approximately \$1M in funding for this work. However, recent changes to the timing of federal funds will delay the project start by approximately 4 years. Additional funding is requested in FY 29 to cover anticipated cost escalation.

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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	176,700	-	-	-	-	176,700
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 176,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 176,700</b>
<b>FUNDING</b>								
Current Revenue	-	-	176,700	-	-	-	-	176,700
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 176,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 176,700</b>



**2027 - 2033 Capital Improvement Program  
Water Fund**

**TRANSMISSION WATER MAIN INSPECTION PROJECT**

**Project Number:** TBD  
**Type:** One time Time Project  
**Physical Location:** Multiple Locations  
**Operating Budget Impact:** This program has a positive impact to the operating budget; reducing the need for City staff to assess the water system and performed unplanned system repairs.  
**Goals / Master Plan / Vision:** Goal 4: Infrastructure



**PROJECT DESCRIPTION**

In recent years, the City of Keene has experienced multiple emergency breaks in its 16-inch ductile iron transmission main, resulting in unplanned disruptions to water service for residents and businesses. As the City's primary distribution line, it is critical to identify potential areas of failure to prevent service interruptions and maintain reliable operations.

This project will allow for a comprehensive inspection of the water main to identify high-risk areas. It is expected that the inspection will result in recommendations for isolated "spot repairs", segment replacements or pipe lining. Implementation of those recommendations will be incorporated into future CIP updates.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	250,000	-	-	-	-	-	-	250,000
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 250,000</b>					
<b>FUNDING</b>								
Current Revenue	250,000	-	-	-	-	-	-	250,000
CR - Water Infrastructure	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 250,000</b>					

**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	Length (feet)	2025 Estimated cost <sup>(1)</sup>	Fiscal Year	Inflation adjustment (3.5% per year)	Construction year estimated cost <sup>(2)</sup>
Downtown Infrastructure	Replace approx. 1,950 feet of cast iron pipes in and around Central Square Replace approx. 3,200 feet of cast iron pipes between Central Square and Gilbo Avenue. This phase includes work on Lamson Street (from Main to Federal).	5,150	\$551,500	2027	\$39,300	\$590,800
Court Street	Replace roughly 3,350 feet of 10" cast iron pipe with 12" ductile iron pipe from East Surry Road to Maple Avenue	3,350	\$945,000	2027	\$154,400	\$1,099,400
Hastings Avenue	Prepare designs for FY32 Hastings Avenue Project.	-	\$116,000	2027	\$8,300	\$124,300
	Replace roughly 3,400 feet of 8" cast iron pipe with 12" ductile iron pipe from Hurricane Road to Summit Road to improve available fire flows	3,388	\$967,266	2028	\$105,200	\$1,072,500
City Wide	Update Water Infrastructure Master Plan, last updated in 2002		\$235,000	2028	\$25,500	\$260,500
West Street	Prepare designs for the West Street Corridor Improvements Project, with construction planned in FY32		\$150,000	2028	\$16,300	\$166,300
Church Street	Prepare designs for FY29 project		\$125,000	2028	\$13,600	\$138,600
	Replace roughly 1,780 feet of 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	1,780	\$840,000	2029	\$123,900	\$963,900
Lower Winchester St	Replace roughly 3,200 LF of 12" cast iron water main with 12" DI water main and restrained joints, as part of and within the project limits of the Lower Winchester St corridor reconstruction project	3,200	\$154,000	2030	\$22,719	\$176,700
NH Rte. 101	Replace roughly 5,700 feet of 12" cast iron pipe with 12" ductile iron from Swanzey Factory Road to Branch Road as part of the NHDOT reconstruction of Route 101	5,700	\$1,880,000	2030	\$352,900	\$2,232,900
West Street	Replace roughly 4,300 feet of 8" cast iron pipe with 8" ductile iron from School Street to the NH Rte 10/9/12 overpass as part of the West Street corridor reconstruction project	4,300	\$1,010,000	2031	\$231,500	\$1,241,500
Maple Ave	Prepare designs for FY32 Maple Avenue Project.	-	\$112,000	2031	\$25,700	\$137,700
	Replace roughly 3,300 feet of 10" cast iron pipe with 12" ductile iron pipe from Hastings Avenue to Route 12	3,313	\$945,900	2032	\$257,500	\$1,203,400
Dunbar Street	Prepare designs for FY33 Dunbar AvenueProject.	-	\$64,500	2032	\$17,600	\$82,100
	Replace approximately 1,200 feet of 6" cast iron water main with 8" ductile iron pipe and loop to Community Way to improve water pressure and quality, water main was installed in 1891 and requires replacement.	1,200	\$430,000	2033	\$136,200	\$566,200
Water Street	Prepare designs for FY34 Water St Project.	-	\$124,000	2033	\$39,300	\$163,300

1) Estimated costs in 2025 Year dollars

2) All costs include 10% for construction contingencies, 15% for engineering design, 10% for construction administration, and 1% for supervision

\$10,220,100

3) Design funds for the Downtown Infrastructure Project were approved in FY22

## 2027 - 2033 Capital Improvement Program Water Fund

### 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 0.7% per year. At this pace, it will take approximately 150 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 two year period, beginning in 2026. 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

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	124,300	565,400	-	-	137,700	82,100	163,300	1,072,800
Construction / Implementation	1,690,200	1,072,500	1,140,600	2,232,900	1,241,500	1,203,400	566,200	9,147,300
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,814,500</b>	<b>\$ 1,637,900</b>	<b>\$ 1,140,600</b>	<b>\$ 2,232,900</b>	<b>\$ 1,379,200</b>	<b>\$ 1,285,500</b>	<b>\$ 729,500</b>	<b>\$ 10,220,100</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Water Infrastructure	124,300	565,400	-	-	137,700	82,100	163,300	1,072,800
Debt Funded	1,690,200	1,072,500	1,140,600	2,232,900	1,241,500	1,203,400	566,200	9,147,300
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 1,814,500</b>	<b>\$ 1,637,900</b>	<b>\$ 1,140,600</b>	<b>\$ 2,232,900</b>	<b>\$ 1,379,200</b>	<b>\$ 1,285,500</b>	<b>\$ 729,500</b>	<b>\$ 10,220,100</b>



**2027 - 2033 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:

FY28 - 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. The Engineering Division acquired an NHDES Wetlands Permit for the work in 2025. Construction will include culvert installation, and placement of significant quantities of erosion-resistant materials.

FY 32 - 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.

TBD - 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.

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	204,600	-	-	-	202,400	-	407,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 204,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 202,400</b>	<b>\$ -</b>	<b>\$ 407,000</b>
<b>FUNDING</b>								
Current Revenue	-	204,600	-	-	-	202,400	-	407,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ 204,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 202,400</b>	<b>\$ -</b>	<b>\$ 407,000</b>



**2027 - 2033 Capital Improvement Program  
Water Fund**

**WATER UTILITY WORK - BRIDGES PROGRAM**

**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 addresses critical water infrastructure needs arising from the City’s Bridge Replacement Program, focusing on the replacement of water mains impacted by bridge projects. It is important to note that the New Hampshire Department of Transportation (NHDOT) Bridge Program does not provide funding for water utility repairs or replacements associated with bridge work.

The primary objective of this program 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 the project covers water main replacement costs, it does not include road or surface reconstruction, which are funded separately through the corresponding bridge projects.

Planned work under this program includes:

FY30 – Address water main infrastructure needs associated with Maple Avenue over Black Brook bridge.

FY31 – Replace water mains impacted by the NH Route 101 bridge crossing over Branch Brook near Swanzey Factory Road, as part of the NHDOT’s NH Rte. 101 Road Reconstruction Project (State Project ID KEENE 41590), included in the draft NHDOT 2025–2034 Ten-Year Plan (dated August 16, 2025). Funding for these water main improvements, which are part of a federally funded NHDOT project, will be nonparticipating and covered within the City’s Water Operating Budget.

This program ensures that water infrastructure remains reliable and safe while coordinating with ongoing bridge projects.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	210,000	-	85,000	295,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 210,000</b>	<b>\$ -</b>	<b>\$ 85,000</b>	<b>\$ 295,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	210,000	-	85,000	295,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 210,000</b>	<b>\$ -</b>	<b>\$ 85,000</b>	<b>\$ 295,000</b>

## 2027 - 2033 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 positive impact to the operating budget; reducing the costs to furnish, install and rehabilitate/replace this infrastructure. ☑

**Goals / Master Plan / Vision:** Goal 4: Infrastructure



#### PROGRAM DESCRIPTION

This initiative enhances the efficiency and reliability of the City’s water distribution system by systematically replacing gate valves, which are critical for isolating water mains during emergency repairs, routine maintenance, and potential contamination events. Malfunctioning valves can have significant impacts on water service and system operations.

According to the U.S. Environmental Protection Agency (EPA), properly maintained water distribution valves have an expected useful life of 35–40 years. Approximately 70% of the City’s nearly 3,000 valves have been in service for more than 40 years, and roughly 5% have been in service for over 100 years. Aging valves frequently present operational challenges, including leakage, excessive force requirements, and, in severe cases, complete failure.

Valve replacement is prioritized based on inspections conducted during the City’s bi-annual flushing program, with special focus on areas scheduled for upcoming roadwork. This approach ensures that valves in critical condition are replaced before significant roadway investments are made.

Gate valves are exercised twice annually, in spring and fall, to identify deficiencies and determine repair or replacement needs. Annual contracts are issued for this work, with oversight provided by the City’s Engineering Division, ensuring the program meets its objectives efficiently.

Historically, the number of valves identified for replacement has been approximately 1.5 times the available budget. The FY28 budget is intended to get the City “caught up” on replacements and establish a consistent funding level for ongoing maintenance and replacement of valves.

#### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	210,000	125,000	120,000	125,000	130,000	135,000	140,000	985,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 210,000</b>	<b>\$ 125,000</b>	<b>\$ 120,000</b>	<b>\$ 125,000</b>	<b>\$ 130,000</b>	<b>\$ 135,000</b>	<b>\$ 140,000</b>	<b>\$ 985,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Water Infrastructure	210,000	125,000	120,000	125,000	130,000	135,000	140,000	985,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 210,000</b>	<b>\$ 125,000</b>	<b>\$ 120,000</b>	<b>\$ 125,000</b>	<b>\$ 130,000</b>	<b>\$ 135,000</b>	<b>\$ 140,000</b>	<b>\$ 985,000</b>

**2027 - 2033 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.

FY26 funded the design for improvement/upgrades to the Court Street well facilities, with construction beginning in FY28.

FY27 funds the installation of a fence around the sanitary protective radius at the West Street Well facility.

FY30 funds the redevelopment of the West Street well.

FY33 funds the design improvement/upgrades to the West Street well facilities, with construction beginning in FY35.

Even though it is beyond the scope of this current CIP, it is anticipated that design and construction of a new groundwater source on the Robertson Field property will occur before FY40.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	350,000	350,000
Construction / Implementation	35,000	4,229,000	-	75,000	-	-	-	4,339,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 35,000</b>	<b>\$ 4,229,000</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000</b>	<b>\$ 4,689,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
Capital Reserve	35,000	-	-	75,000	-	-	350,000	460,000
Debt Funded	-	4,229,000	-	-	-	-	-	4,229,000
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 35,000</b>	<b>\$ 4,229,000</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000</b>	<b>\$ 4,689,000</b>

**2027 - 2033 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 the replacement of the air conditioning unit, while FY29 funds the replacement of the HVAC system. Both are original equipment (circa 1993) and have reached the end of their useful life. Both units will be updated with more current and energy-efficient technology.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	45,000	-	145,000	-	-	-	-	190,000
<b>TOTAL EXPENDITURES</b>	<b>45,000</b>	<b>-</b>	<b>145,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>190,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Water Treatment Facility	45,000	-	145,000	-	-	-	-	190,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>45,000</b>	<b>-</b>	<b>145,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>190,000</b>

**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 the online total organic carbon (TOC) analyzer in FY28.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	40,000	-	-	-	-	-	40,000
Property / Equipment Acquisition	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ 40,000</b>				
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Water Treatment Facility	-	40,000	-	-	-	-	-	40,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ 40,000</b>				

## 2027 - 2033 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 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

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	105,000	-	-	-	-	-	-	105,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 105,000</b>	<b>\$ -</b>	<b>\$ 105,000</b>					
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Water Treatment Facility	105,000	-	-	-	-	-	-	105,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 105,000</b>	<b>\$ -</b>	<b>\$ 105,000</b>					

**2027 - 2033 Capital Improvement Program**
**Water Fund**
**WTF WATER PUMP REPAIR & REPLACEMENT PROGRAM**

**Project Number:** 34MI06  
**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 Engineers.

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 their 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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	30,000	-	-	-	30,000
Construction / Implementation	-	75,000	-	-	-	-	-	75,000
Property / Equipment Acquisition	-	-	-	125,000	-	-	-	125,000
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 155,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 230,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Water Treatment Facility	-	75,000	-	155,000	-	-	-	230,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 155,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 230,000</b>



## 2027 - 2033 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

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	35,000	-	40,000	-	-	-	75,000
Property / Equipment Acquisition	-	175,000	-	200,000	-	-	-	375,000
<b>TOTAL EXPENDITURES</b>	\$ -	\$ 210,000	\$ -	\$ 240,000	\$ -	\$ -	\$ -	\$ 450,000
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Water Treatment Facility	-	210,000	-	240,000	-	-	-	450,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	\$ -	\$ 210,000	\$ -	\$ 240,000	\$ -	\$ -	\$ -	\$ 450,000

**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**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	-	50,000	-	-	-	-	-	50,000
<b>TOTAL EXPENDITURES</b>	-	<b>50,000</b>	-	-	-	-	-	<b>50,000</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Water Treatment Facility	-	50,000	-	-	-	-	-	50,000
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	-	<b>50,000</b>	-	-	-	-	-	<b>50,000</b>

**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
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## Equipment Fund (Fleet Services)

The City of Keene's Fleet Services Division supports the Comprehensive Master Plan's vision for a resilient, well-maintained, and fiscally responsible community by ensuring that City vehicles and equipment are safe, reliable, efficient, and aligned with long-term sustainability goals.

Fleet infrastructure is a foundational component of municipal service delivery. Emergency response, public safety, winter operations, water and sewer utility maintenance, solid waste management, parks maintenance, cemetery operations, and airport services all depend upon dependable rolling stock. Without functional vehicles and equipment, the City cannot provide essential public services.

Located at 330 Marlboro Street, the Fleet Services Division maintains and services all City-owned vehicles and equipment, including assets assigned to Police, Fire & Rescue, Public Works, Parks & Recreation, Cemetery, and the Airport. The Division manages:

- 163 vehicles in the City's formal replacement program
- 99 additional vehicles and pieces of equipment serviced but not currently in the replacement schedule

Fleet staff includes an Operations Manager, Shop Foreman, Administrative Coordinator, one Lead Mechanic, and three Mechanics. The Division provides preventative maintenance, diagnostics, emergency repairs, procurement support, and lifecycle planning services across all departments.

Consistent with the CMP's emphasis on infrastructure stewardship and responsible capital planning, the Equipment Fund operates on a structured replacement program designed to optimize total lifecycle cost. Each replacement is evaluated collaboratively with the receiving department to ensure the most reliable, efficient, and cost-effective vehicle or equipment is procured.

The objective of the replacement program is to:

- Maintain service reliability and public safety
- Minimize long-term repair and downtime costs
- Avoid premature asset failure
- Stabilize capital planning through predictable replacement cycles

Over the past several years, inflation and supply chain volatility have increased the cost of like-for-like vehicle replacement by approximately 40 percent. For example, a Ford F-450 configured for road and infrastructure maintenance increased from \$52,000 in 2020 to \$82,000 in 2023 for the same build. These cost escalations threaten the sustainability of the current funding model.

Without adjustment to the funding profile, vehicles will remain in service beyond their optimal replacement window. Extended service life increases repair costs, elevates safety risks, and may ultimately result in equipment being removed from service, thereby reducing the City's ability to maintain service levels.

The requested funding adjustments ensure that the Equipment Fund remains aligned with best practices in asset management and supports predictable, long-term financial planning.

Fleet operations directly support the Comprehensive Master Plan's climate and sustainability goals. Vehicle procurement decisions consider fuel efficiency, emissions reduction, alternative fuel options, and emerging technologies where operationally appropriate.

Maintaining a modern fleet:

- Reduces greenhouse gas emissions
- Improves fuel efficiency
- Enhances reliability during extreme weather events
- Positions the City to transition toward lower-emission and electric fleet assets where feasible

A disciplined replacement program prevents reliance on aging, higher-emission vehicles and supports the City's broader goal of transitioning toward a more energy-efficient and carbon-conscious municipal operation.

Fleet readiness is critical to emergency response, winter storm operations, and infrastructure resilience. Delayed replacement schedules increase the risk of mechanical failure during peak demand events, including severe weather and public safety incidents.

Investment in the Equipment Fund directly supports:

- Emergency preparedness and response capability
- Reliable snow and ice control operations
- Utility system maintenance and restoration
- Continuity of government services

A properly funded replacement schedule ensures that the City can maintain the level of service expected by residents and businesses while reducing long-term operational risk.

## Equipment (Fleet) Fund

### 2027-2033 Capital Improvement Program

<u>Project Name</u>	<u>2026/2027</u>	<u>2027/2028</u>	<u>2028/2029</u>	<u>2029/2030</u>	<u>2030/2031</u>	<u>2031/2032</u>	<u>2032/2033</u>	<u>TOTAL</u>
CR Appropriation: Equipment Replacement	\$ 950,000	\$ 950,000	\$ 950,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 7,650,000
Equipment Replacement Program	943,233	884,666	924,160	1,171,183	988,864	1,245,527	1,582,508	7,740,141
Fleet Services Building Upgrade Project	-	110,000	900,000	-	-	-	-	1,010,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 1,893,233</b>	<b>\$ 1,944,666</b>	<b>\$ 2,774,160</b>	<b>\$ 2,371,183</b>	<b>\$ 2,188,864</b>	<b>\$ 2,445,527</b>	<b>\$ 2,782,508</b>	<b>\$ 16,400,141</b>
<b>PROJECT FUNDING DETAIL</b>								
<b>Capital Reserve Appropriations</b>								
Capital Reserve: Equipment Replacement	\$ 950,000	\$ 950,000	\$ 950,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 7,650,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 7,650,000</b>
<b>Reserve Funded Projects</b>								
Equipment Replacement Program	\$ 943,233	\$ 884,666	\$ 924,160	\$ 1,171,183	\$ 988,864	\$ 1,245,527	\$ 1,582,508	\$ 7,740,141
Fleet Services Building Upgrade Project	-	110,000	900,000	-	-	-	-	1,010,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 943,233</b>	<b>\$ 994,666</b>	<b>\$ 1,824,160</b>	<b>\$ 1,171,183</b>	<b>\$ 988,864</b>	<b>\$ 1,245,527</b>	<b>\$ 1,582,508</b>	<b>\$ 8,750,141</b>
<b>Projects Funded with Debt</b>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Debt</b>	<b>\$ -</b>							
<b>Projects Funded with Grants</b>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Grants</b>	<b>\$ -</b>							
<b>Projects Funded with Cash</b>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Cash</b>	<b>\$ -</b>							
<b>Subtotal: Uses of Cash</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 7,650,000</b>
(Capital Reserve Appropriations plus Projects Funded with Cash)								
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 1,893,233</b>	<b>\$ 1,944,666</b>	<b>\$ 2,774,160</b>	<b>\$ 2,371,183</b>	<b>\$ 2,188,864</b>	<b>\$ 2,445,527</b>	<b>\$ 2,782,508</b>	<b>\$ 16,400,141</b>
<b>New Cash Requirement FY 27-33: Reconciliation</b>								
Capital Reserve Appropriation	\$ 950,000	\$ 950,000	\$ 950,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 7,650,000
User of Current Revenues for Projects	-	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 7,650,000</b>
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>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
Estimated Reserve Beginning Balance	\$382,788	\$393,451	\$463,372	\$494,105	\$528,151	\$746,680	\$708,164
<b><u>Proposed Revenues</u></b>							
Appropriation - Current Revenues	950,000	950,000	950,000	1,200,000	1,200,000	1,200,000	1,200,000
Estimated Investment Earnings	3,896	4,588	4,892	5,229	7,393	7,012	3,257
Total Receipts	<u>\$953,896</u>	<u>\$954,588</u>	<u>\$954,892</u>	<u>\$1,205,229</u>	<u>\$1,207,393</u>	<u>\$1,207,012</u>	<u>\$1,203,257</u>
<b><u>Proposed Project Expenditures</u></b>							
Equipment Replacement Program	(943,233)	(884,666)	(924,160)	(1,171,183)	(988,864)	(1,245,527)	(1,582,508)
Total Expenditures	<u>(\$943,233)</u>	<u>(\$884,666)</u>	<u>(\$924,160)</u>	<u>(\$1,171,183)</u>	<u>(\$988,864)</u>	<u>(\$1,245,527)</u>	<u>(\$1,582,508)</u>
<b>Estimated End of Year Reserve Balance</b>	<u>\$393,451</u>	<u>\$463,372</u>	<u>\$494,105</u>	<u>\$528,151</u>	<u>\$746,680</u>	<u>\$708,164</u>	<u>\$328,913</u>

## Equipment Fund

### 2027 - 2033 Capital Improvement Program Multi-Year Projections

<b>041 REVENUES</b>	<b>PROJECTED FY26/27</b>	<b>PROJECTED FY27/28</b>	<b>PROJECTED FY28/29</b>	<b>PROJECTED FY29/30</b>	<b>PROJECTED FY30/31</b>	<b>PROJECTED FY31/32</b>	<b>PROJECTED FY32/33</b>
Charges for Services	\$ 3,083,769	\$ 3,361,308	\$ 3,663,826	\$ 3,773,741	\$ 3,886,953	\$ 4,003,562	\$ 4,123,669
Miscellaneous	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Use of (Addition to) Surplus	384,423	182,730	(41,667)	178,884	148,550	117,307	85,126
Capital Reserve	943,233	884,666	924,160	1,171,183	988,864	1,245,526	1,582,507
Intra (same)Fund Appropriation	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 4,421,426</b>	<b>\$ 4,438,704</b>	<b>\$ 4,556,319</b>	<b>\$ 5,133,808</b>	<b>\$ 5,034,367</b>	<b>\$ 5,376,395</b>	<b>\$ 5,801,302</b>
<b>EXPENDITURES</b>							
Personnel & Benefits	\$ 813,373	\$ 837,775	\$ 862,908	\$ 888,795	\$ 915,459	\$ 942,923	\$ 971,210
Operating Costs	1,714,819	1,766,264	1,819,252	1,873,829	1,930,044	1,987,945	2,047,584
Capital Reserve Appropriations	950,000	950,000	950,000	1,200,000	1,200,000	1,200,000	1,200,000
Capitalized Project Transfer	943,233	884,666	924,160	1,171,183	988,864	1,245,527	1,582,508
Projects Funded with Cash				-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,421,426</b>	<b>\$ 4,438,704</b>	<b>\$ 4,556,320</b>	<b>\$ 5,133,807</b>	<b>\$ 5,034,367</b>	<b>\$ 5,376,395</b>	<b>\$ 5,801,302</b>
<b>NET REVENUE (EXPENSE)</b>	<b>\$ -</b>						
<i>Projected Fund Balance at year-end</i>	<i>\$ 1,597,960</i>	<i>\$ 1,480,564</i>	<i>\$ 1,548,071</i>	<i>\$ 1,398,004</i>	<i>\$ 1,460,590</i>	<i>\$ 1,297,756</i>	<i>\$ 830,122</i>



## 2027 - 2033 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 162 vehicles and pieces of equipment in the replacement program. The age of the fleet ranges from one year to more than 17 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, they are evaluated by Fleet Services on a continuing basis to optimize the economic service life. Frequently, that means vehicles will be purchased for one purpose and transition to a lighter-duty or less mission-critical purpose as they age. For example, patrol cars are recycled as general staff cars.

The modest increases in the CIP replacement schedule for the 2030 to 2033 years are due to Large Dump Trucks equipped with plows and material spreaders that will be due for replacement.

#### SCHEDULE & FINANCIAL PLAN

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	-	-	-	-	-	-	-
Construction / Implementation	-	-	-	-	-	-	-	-
Property / Equipment Acquisition	943,233	884,666	924,160	1,171,183	988,864	1,245,527	1,582,508	7,740,141
<b>TOTAL EXPENDITURES</b>	<b>\$ 943,233</b>	<b>\$ 884,666</b>	<b>\$ 924,160</b>	<b>\$ 1,171,183</b>	<b>\$ 988,864</b>	<b>\$ 1,245,527</b>	<b>\$ 1,582,508</b>	<b>\$ 7,740,141</b>
<b>FUNDING</b>								
Current Revenue	-	-	-	-	-	-	-	-
CR - Equipment Replace	943,233	884,666	924,160	1,171,183	988,864	1,245,527	1,582,508	7,740,141
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 943,233</b>	<b>\$ 884,666</b>	<b>\$ 924,160</b>	<b>\$ 1,171,183</b>	<b>\$ 988,864</b>	<b>\$ 1,245,527</b>	<b>\$ 1,582,508</b>	<b>\$ 7,740,141</b>



**2027 - 2033 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**

The previous edition of the Capital Improvement Plan included a “placeholder” for potential fleet facility upgrades based on the findings of our 2024 Fleet Building Assessment. The assessment has been completed and recommends significant upgrades to meet the City’s needs. Some of the key findings include:

- The current number of Maintenance and Repair bays is half of what is required for our current workload
- The size of our bays is smaller than optimal
- Overhead doors are too small to safely accommodate plow trucks
- We lack adequate space for tools, equipment, supplies and parts
- Overhead clearance is inadequate for heavy duty repair bays

Full implementation of the recommendations is not feasible within the current facility. However, significant improvements can be made at a relatively lower cost by expanding and renovating the existing building. Funding if FY28 will be used to prepare detailed plans and specifications for the building upgrades. Construction will be completed in FY29.

**SCHEDULE & FINANCIAL PLAN**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	TOTAL
<b>EXPENDITURES</b>								
Design	-	110,000	-	-	-	-	-	110,000
Construction / Implementation	-	-	750,000	-	-	-	-	750,000
Property / Equipment Acquisition	-	-	150,000	-	-	-	-	150,000
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 110,000</b>	<b>\$ 900,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,010,000</b>
<b>FUNDING</b>								
Current Revenue	-	110,000	900,000	-	-	-	-	1,010,000
Capital Reserve	-	-	-	-	-	-	-	-
Debt Funded	-	-	-	-	-	-	-	-
Federal / State Grants	-	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ 110,000</b>	<b>\$ 900,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,010,000</b>

**VEHICLE AND EQUIPMENT 6 YEAR REPLACEMENT SCHEDULE**

VEHICLE NUMBER	MODEL YEAR	Purchase Price	DESCRIPTION	VEHICLE DEPT. NO	USING DEPT/DIV	FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031	FY 2031/2032	FY 2032/2033
<b>STAFF CARS</b>			<b>REPLACE AT 7Yrs./60,000</b>									
1608	2016	\$23,080	Toyota RAV4	110	Assessing			\$45,600				
1609	2016	\$23,080	Toyota RAV4	P&R	Youth Services			\$45,600				
2107	2021	\$26,700	Toyota Rav4	P1	Poolcar							
3118	2014	\$18,559	Ford Fusion	118	Health/Code				\$28,766			
09C1	2009	\$29,879	Ford Explorer	102	Engineering							
7114	2017	\$22,995	Ford Fusion	114	Code	\$43,643						
2302	2023	\$58,500	Tahoe	19C2	Fire							
19C1	2017	\$54,000	Chevy Tahoe	19C1	Fire	\$102,400						
19C3	2016	\$42,000	Ford F350	19C3	Fire							
19U3	2012	\$34,970	Ford Interceptor	19U3	Fire							
0973	2009	\$29,879	Ford Escape	57	Engineering							
1001	2009	\$29,879	Ford Escape	112	Health/Code	\$46,400						
1144	2011	\$18,989	Ford Transit connect	21	Engineering							
1243	2012	\$22,374	Ford Transit connect	125	City Clerk							
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							
2302	2023	\$32,000	Toyota Rav4	P3	Fleet							
2101	2021	\$37,000	Ford F350	19C2	Fire					\$59,570		
<b>VANS</b>			<b>REPLACE AT 10 YEARS/70,000 (8 YEARS/70,000 old)</b>									
2470	2024	\$55,925	Ford Transit	70	Water Meter							
2208	2022	\$25,640	GMC Savannah	8	Water Meter						\$41,280	
1711	2017	\$42,000	Chevy Tahoe	1145	PD Parking							
8101	2018	\$53,000	Ford E-350 Transit Bus	101	Parks & Rec						\$85,330	
1258	2012	\$16,491	Ford E-150	58	WWTP							
<b>AMBULANCE</b>			(Funding by separate Fire Department Capital Reserve Program)									
1601	2016		Ford	19A3	Fire							
1201	2012		Ford	19A4	Fire							
1901	2019		Ford	19A2	Fire							
2103	2021		Ford	19A1	Fire							

**VEHICLE AND EQUIPMENT 6 YEAR REPLACEMENT SCHEDULE**

VEHICLE NUMBER	MODEL YEAR	Purchase Price	DESCRIPTION	VEHICLE DEPT. NO	USING DEPT/DIV	FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031	FY 2031/2032	FY 2032/2033
<b>MARKED POLICE</b>			<b>REPLACE AT 60,000/3YEARS</b>									
2436	2024	\$58,000	Ford Interceptor	1136	Cruiser	\$204,400	\$137,080	\$145,920	\$218,880	\$225,380	\$154,675	\$230,758
2037	2020	\$37,500	Ford Interceptor	1137	Cruiser							
2434	2024	\$58,000	Ford Interceptor	1134	Cruiser							
2435	2024	\$58,000	Ford Interceptor	1135	Cruiser							
2341	2023	\$58,000	Ford Interceptor	1140	Cruiser							
2230	2022	\$52,000	Ford Interceptor	1130	Cruiser							
2238	2022	\$52,000	Ford Interceptor	1138	Cruiser							
2239	2022	\$52,000	Ford Interceptor	1139	Cruiser							
<b>PD UNMARKED/ STAFF CARS</b>			<b>REPLACE AT 80,000/ 6 YEARS</b>									
4121	2014	\$20,595	Ford Fusion	1121	Unmarked				\$31,922			
2311	2023	\$47,176	Tahoe	1111	Shift Commander						\$75,953	
2529	2024	\$68,000	Tahoe	1129	marked							
2110	2021	\$47,000	Ford Interceptor	1110	PD Staff							
2523	2025	\$33,000	Toyota Tacoma	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						
<b>DUMP TRUCKS 35/48/50 GVW</b>			<b>REPLACE AT 17 YEARS</b>									
2106	2020	\$188,000	International	6	Highway							
0526	2005	\$133,600	Freightliner	26	Highway							\$285,000
0527	2005	\$133,600	Freightliner	27	Water							\$285,000
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							\$281,613
1412	2014	\$80,463	Inter. Dump	12	Highway					\$128,458		
1607	2016	\$178,642	Inter. Dump	7	Highway							
2002	2020	\$188,000	Inter Dump	2	Highway							
1704	2017	\$156,000	Inter. Dump	4	Highway							
1910	2019	\$157,000	Inter. Dump	10	Highway							
2022	2020	\$167,000	Freightliner	22	Highway							
09AP8	2009	Grant	Freightliner	AP8	Airport							
1972	2019	\$154,000	Inter. Dump	72	Highway							

**VEHICLE AND EQUIPMENT 6 YEAR REPLACEMENT SCHEDULE**

VEHICLE NUMBER	MODEL YEAR	Purchase Price	DESCRIPTION	VEHICLE DEPT. NO	USING DEPT/DIV	FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031	FY 2031/2032	FY 2032/2033
<b>1 TON TRUCKS</b>												
<b>10,000 GVW</b>												
<b>REPLACE AT 60,000/10 YEARS</b>												
2011	2020	\$52,000	Ford F450	11	Highway							
1724	2017	\$60,000	Ford F450	24	Highway							\$112,000
1113	2011	\$23,967	Ford F350 Dump	73	Recycle							
1774	2017	\$60,000	Ford F450	74	Highway				\$93,000			
1923	2019	\$75,000	Ford F450	23	WWTP						\$120,750	
4134	2014	\$33,562	GMC K3500	134	Cemetery							\$112,000
0105	2001	\$25,000	Ford E350 Stepván	54	Water	\$73,000						
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							
1214	2012	\$31,623	Ford F350	14	Water				\$65,000			
1815	2018	\$55,000	Ford F350	15	Water					\$86,900		
2520	2025	\$147,000	Ford F550	20	Fleet							
2213	2022	\$53,628	Ford F450	13	Water							
2359	2023	\$45,000	Ford F350	59	WWTP							
1113	2011	\$27,659	Ford F 350	19	Fleet			\$91,200				
<b>3/4 TON TRUCKS</b>												
<b>REPLACE AT 80,000/10 YEARS</b>												
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							\$65,000
18AP3	2018	\$22,232	Ford F250	AP3	Airport		\$74,500					\$65,000
104	2022	\$39,223	Ford F250	104	Parks						\$63,149	
2416	2024	\$52,000	Ford F350	16	Water							
<b>1/2 TON TRUCKS</b>												
<b>REPLACE AT 70,000/10 YEARS</b>												
4103	2014	\$31,348	GMC 1500 Crew	103	Parks							
1832	2018	\$24,000	Ford F150	32	Parks						\$38,640	
1538	2015	\$36,000	Ford Interceptor	18	Highway							
2425	2024	\$33,000	Toyota Tacoma	25	Highway							
<b>1/4 TON TRUCKS</b>												
<b>REPLACE AT 70,000/10 YEARS</b>												
0502	2005	\$14,707	Ford Ranger		Code							
<b>SIDE WALK PLOWS</b>												
<b>REPLACE AT 10 YEARS</b>												
1350	2013	\$40,000	Wacker WL 30	50	Highway			\$124,640				
1551	2015	\$63,159	Bocat Toolcat	51	Highway		\$122,231					
0653	1999	\$52,000	Trackless (sidewalk plow)	53	Highway							\$250,000
0752	2007	\$82,357	Trackless (sidewalk plow)	52	Highway		\$208,600					
0659	2006	\$110,000	Trackless (sidewalk plow)	49	Highway	\$204,400						

**VEHICLE AND EQUIPMENT 6 YEAR REPLACEMENT SCHEDULE**

VEHICLE NUMBER	MODEL YEAR	Purchase Price	DESCRIPTION	VEHICLE DEPT. NO	USING DEPT/DIV	FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031	FY 2031/2032	FY 2032/2033
<b>BACKHOE</b>			<b>REPLACE AT 12 YEARS</b>									
1541	2015	\$76,000	John Deere 310SK	41	Highway			\$150,176				
1639	2014	\$116,000	Hitachi Excavator	39	Water						\$186,760	
<b>PAYLOADERS</b>			<b>REPLACE AT 15 YEARS</b>									
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	
<b>TRACTORS</b>			<b>REPLACE AT 10 YEARS</b>									
2020	2020	\$110,000	JohnDeere	AP6	Airport							
2340	2023	\$170,000	Yanmar Excavator	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							
0513	2005	\$6,190	John Deere 1300	113	Parks & Rec	\$21,900						
8109	2018	\$10,000	John Deere X730	109	Parks & Rec				\$15,000			
1117	2011	\$32,250	Volvo MC115C	skidsteer	Highway							
1458	2014	\$45,000	Volvo MC115C	skidsteer	Solid Waste			\$88,920				
106	2020	\$119,649	Toro Mower	Mower	Cemetery				\$189,045			
6135	2016	\$10,600	Kubota Tractor	135	Cemetery							
2009	2020	\$42,000	JohnDeere	AP7	Airport							
<b>SPECIALTY EQUIPMENT</b>			<b>REPLACE AT 10 YEARS</b>									
1528	2015	\$307,000	Freightliner VacCon	28	Water/Sewer				\$475,850			
0317	2003	\$204,638	Sterling VacCon	36	Highway							
16AP9	2016		Oshkosh Snow Blower	AP4	Airport							
<b>AIR COMPRESSORS</b>			<b>REPLACE AT 10 YEARS</b>									
9503	1990	\$10,000	Ingersoll Compressor	133	Cemetery							
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 6 YEAR REPLACEMENT SCHEDULE**

VEHICLE NUMBER	MODEL YEAR	Purchase Price	DESCRIPTION	VEHICLE DEPT. NO	USING DEPT/DIV	FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031	FY 2031/2032	FY 2032/2033
<b>CONSTRUCTION EQUIPMENT</b>			<b>REPLACE AT 10 YEARS</b>									
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							\$40,250
0113	2001	\$21,208	Asphalt Reclaimer		Highway							
9301	1993	\$21,208	Asphalt Reclaimer		Highway							
8210	1982	\$20,000	Trailer		Highway							
0010	2000	\$5,800	Miller Curber		Highway							
0022	2000	\$33,000	Cimline Crack Sealer		Highway							\$137,500
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							
299	2002	\$20,000	RPM Tech Snowblower		Highway							
0663AP	2006		Salsco/Chipper		Airport							
0409	2004		Pronovost Snowblower		Highway	\$38,200						
1506	2015	\$8,000	Cam Trailer		Highway							
9815	1998	\$8,000	Pequa Trailer		Parks & Rec							
2130	2021	\$35,000	Bomag		Highway							
<b>Total</b>						<b>\$943,233</b>	<b>\$884,666</b>	<b>\$924,160</b>	<b>\$1,171,183</b>	<b>\$988,864</b>	<b>\$1,245,527</b>	<b>\$1,582,508</b>
						FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031	FY 2031/2032	FY 2032/2033

**APPENDIX**

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## APPENDIX A

This appendix includes General Fund projects that are NOT included in the proposed FY27-FY33 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.

### INFRASTRUCTURE

#### 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.

##### **Victoria Street Extension**

This project proposes extending 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, reducing 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.

##### **Traffic Signal Rehabilitation and Replacement**

A majority of the City's traffic signal lights are at the end of their serviceable life expectancy and require rehabilitation and/or replacement. In addition to the traffic signals that are currently programmed into the CIP, the traffic signals on West Street requiring replacement are currently scheduled to be included as part of the NHDOT West Street Corridor reconstruction project as part of the NHDOT's draft 10-year plan, dated August 16, 2025. Currently that project is scheduled for construction in 2032. Depending on whether the schedule changes, the City may elect to expedite the replacement of these traffic signals prior to the NHDOT planned project.

### **Beaver Street and Spring Street Bridge Replacements**

In 2025 the City received from NHDOT a letter of deficiency regarding the load rating for the Spring Street bridge over Beaver Brook and Beaver Street bridge over Beaver Brook. In response to that the City hired a consultant engineer to perform an engineering study and structural assessment for the proposed load rating of these bridges. This resulted in the bridges being posted with an associated load limit of 10-Tons. The posting impacts emergency and City vehicles operations based on this restriction. The City has contacted NHDOT about potentially replacing the currently scheduled Maple Avenue bridge replacement project with the Beaver Street bridge replacement. Their initial response was that they were not opposed to the change. The other two of the three bridges will need to be scheduled for replacement within the City's CIP as separate projects. These projects, and this planned update to the construction schedule, have not been finalized.

## **APPENDIX B**

This appendix includes a discussion of the Sewer Fund and Water Fund capital projects that are scheduled for FY34 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's (WWTP) current discharge permit expires February 1, 2027. The discharge permit issued in 2022 had lower limits for total phosphorus (summer), ammonia (winter), an annual rolling average for total nitrogen and contained a discharge limit for aluminum that took effect in 2025. The WWTP uses chemical treatment to comply with the aluminum and total phosphorus limits however process related issues with Daphnia blooms and increasing costs of Polyaluminum Chloride may require additional upgrades for the WWTP to comply with these limits.

It's also expected that the new discharge permit, due to take effect in 2027, may include new permit parameters or lower limits to existing parameters. Staff added funds for consulting services in FY28 to evaluate the new permit requirements, however due to the number unknowns at this time, construction or upgrade costs have not been included in the CIP.

#### **WWTP Tank Rehabilitation and Repair Program**

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, flow splitter boxes and storage tanks, are original to the plant and periodic maintenance is required to keep this infrastructure in good repair.

FY27 thru FY33 funds many repairs and rehabilitation work. However, there will be work needed that is outside this CIP. Work outside of this CIP will include coating of the two primary clarifiers, concrete repairs and coating the sludge storage tank, and repairs to the secondary splitter box. This work will be funded on a yearly basis and continuing until complete. The estimated cost at the time of construction for this work will be approximately \$4 million dollars, in addition to the budget requested within this CIP..

#### **Sludge Dryer Project**

Installation of the sludge dryer was originally scheduled for construction in FY30. However, the project has been removed from the current FY27-FY33 CIP. Two factors contributed to the project being bumped to the appendix. The first is due to recent developments in the solid waste management practices and the second is the need to prioritize the WWTP Tank Rehabilitation and Repair Program.

## **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 is 40 years old. The City recently performed a condition assessment of this valuable piece of infrastructure. The results of the condition assessment indicate the existing force main will need to be taken offline for repairs within the next 10 years. However, a new force main from Martell Court to the WWTP will need to be installed first.

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 and rehabilitation and repair of the existing is approximately \$26,700,000. Staff anticipates the new force main will be installed in FY35 with the repairs to the existing occurring in FY40.

## **Pump Station Upgrades**

The FY27-FY33 CIP project includes continued work and upgrades at the Martell Court pump station and significant upgrades to the Blackbrook and Court Street pump stations. The two remaining pump stations (Bradco and Farmstead Commons), are also in need of major upgrades and renovations and will be the basis for future CIP programs. Cost estimates to upgrade those pump stations will total approximately \$3 to \$4 million at the time of the upgrade. These stations have been well maintained but the equipment is reaching the end of its useful life.

## **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 FY27-FY33 Capital Improvement Program (CIP) funds the replacement of approximately 18,200 feet of sewer mains over the 7-year period (2,600 feet per year); which is even though this is roughly double the FY25-FY31 CIP. With roughly 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 190 years. An additional 3.2 miles of sewer pipe is also planned to 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 over 190 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.

## **Robertson Field Groundwater Source Development and West Street Well Improvements**

### **WATER FUND**

The City added funds for design of the West Street Well Facilities upgrade in FY33 and it's anticipated that construction will take place in FY35. The estimated costs to upgrade the facility are approximately \$2 million dollars in 2025, escalating the cost out 10 years would equate to approximately \$3 million dollars in FY35.

The City recently completed a grant-funded study to install and commission a new groundwater distribution well on the City owned Robertson Field property. Commissioning the well is outside the current CIP and should be performed after the West Street Well Facilities upgrades have been completed. The evaluation performed by Weston & Sampson have estimated a budget of \$3.3 million dollars in 2025 this would equate to approximately \$5 million dollars in FY40.

### **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 FY27-FY33 CIP. The City owns more than 102 miles of water mains and is scheduled to replace approximately 5.9 miles of water main – the equivalent of roughly 4,500 feet per year -- over the 7 years of the current CIP. At the rate of replacement reflected in the current CIP, all of the City's water mains will be replaced in approximately 120 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 maintains the current rate of replacement (at a minimum) in order to avoid more frequent occurrences of water main breaks and service interruptions.

## APPENDIX C

This appendix includes Equipment Fund projects that are NOT included in the proposed FY27-FY33 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.

### EQUIPMENT (FLEET) FUND

#### Fleet Electrification

As the City moves towards its goal of 100% renewable energy for Transportation by 2050, there will be changes in the City's fleet. Meeting this aspirational goal will require use of electrical vehicles (EV) for City operations and activities. Current EV technology continues to evolve for staff vehicles and light duty vehicles (small pickups). As EVs are brought into the fleet, supporting tools, equipment and infrastructure will be required. Investments will be required not just in new vehicles but also for chargers at various City facilities, and the fleet facilities needed to maintain the new equipment.

In 2024, the City completed an EV Infrastructure Plan. That plan suggested over a 20-year period, a total of 64 charging ports be installed at Public Works, City Hall, Parks and Recreation, Cemetery Maintenance Facility, Fire, and Police stations. Individual charging port installation costs in 2026 ranged from \$25,000 for overnight chargers to \$200,000 for DC Fast Chargers. The total cost for charging infrastructure to support full fleet electrification will be on the order of \$6.8M. Fleet facility changes, tools and diagnostic equipment are expected to cost an additional \$300,000

The current CIP does not include the costs for chargers or electric vehicles. However, staff will continue to search for suitable grants to make this goal attainable.

## **APPENDIX D**

This appendix includes Solid Waste Fund projects that are NOT included in the proposed FY27-FY33 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.

### **SOLID WASTE FUND**

#### **Three-Phase Power Supply**

The Solid Waste Facility is currently served by two distinct electrical systems; a grid-connected system provides 110 Volt, single-phase power while an on-site biodiesel generator provides 480 Volt, three-phase power to operate the conveyors, sorting equipment and baling machines used to process recyclables. This CIP includes funds to rebuild the existing biodiesel generator at the end of its service life (scheduled for FY32). However, before that work is completed, the Department will complete a cost-benefit analysis to determine if extending utility supplied three-phase power would be more economical in the long term.