



FINANCE, ORGANIZATION AND PERSONNEL COMMITTEE  
Council Chambers B, Keene City Hall  
January 25, 2024  
5:30 PM

**A. AGENDA ITEMS**

1. Authorization to Apply for Grant Funding - Downtown Infrastructure Improvement Project - City Engineer
2. Engineering Services Pertaining to Airport Snow Removal Equipment Purchases - Airport Director
3. Airport Engineering and Architectural Services - Airport Director
4. Subordination Agreement - 310 Marlboro Street - City Attorney
5. Expenditure of Trust Funds - Acquisition of Lights at Cemetery
6. Relating to the Acceptance and Appropriation of Unanticipated Bridge Revenue  
Resolution R-2024-04
7. Capital Improvement Plan - City Manager

**B. MORE TIME ITEMS**

**NON PUBLIC SESSION**

**ADJOURNMENT**



## CITY OF KEENE NEW HAMPSHIRE

ITEM #A.1.

**Meeting Date:** January 25, 2024

**To:** Finance, Organization and Personnel Committee

**From:** Donald Lussier, City Engineer

**Through:** Elizabeth Dragon, City Manager

**Subject:** **Authorization to Apply for Grant Funding - Downtown Infrastructure Improvement Project - City Engineer**

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**Recommendation:**

Move that the Finance, Organization and Personnel Committee recommend that the City Manager be authorized to do all things necessary to apply for applicable state and federal grant funding for the Downtown Infrastructure Improvement and Reconstruction Project.

**Attachments:**

None

**Background:**

On November 2nd, 2023, The City Council authorized a professional services agreement with Stantec Consulting Services for the Preliminary Design phase of the Downtown project. One of the first tasks that Stantec will be completing under that agreement is the preparation of a grant application package for the US Department of Transportation "Rebuilding America's Infrastructure with Sustainability and Equity" (RAISE) program. This program is an annual grant that is intended to help communities carry out transportation-related projects with significant local or regional impact.

Grant applications for this program are due on February 28, 2024. Awards are typically announced in June of the same year.

Although we believe that the RAISE grant is the most attractive opportunity for the downtown project, staff continues to search for and evaluate other grant programs. Therefore, the recommended motion would allow the City Manager to apply for any grants that may be beneficial to the project. If our application is selected for an award, Staff will return to request authorization to accept and expend the grant funds.



## CITY OF KEENE NEW HAMPSHIRE

ITEM #A.2.

**Meeting Date:** January 25, 2024

**To:** Finance, Organization and Personnel Committee

**From:** David Hickling, Airport Director

**Through:** Elizabeth Dragon, City Manager

**Subject:** **Engineering Services Pertaining to Airport Snow Removal Equipment Purchases - Airport Director**

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**Recommendation:**

Move that the City Manager be authorized to all things necessary to execute a professional engineering services contract with McFarland Johnson Inc. for the development of bid specifications and associated grant administration for airport Snow Removal Equipment purchase.

**Attachments:**

None

**Background:**

The airport CIP includes a project that would purchase snow removal equipment to replace a 2009 Freightliner Runway Sweeper which has exceeded its useful life.

This equipment is essential to provide safe runways for winter operations and dependability is necessary to ensure uninterrupted airport availability.

As this project is eligible for funding under the F.A.A. Airport Improvement Program, McFarland Johnson, the airport engineer of record, has provided a scope and fee to create bid specs and provide grant administration for this project.

This phase of the project will be funded as follows:

|                                     |          |
|-------------------------------------|----------|
| F.A.A. Airport Improvement Program: | \$43,830 |
| New Hampshire D.O.T:                | \$2,435  |
| Dillant Hopkins Airport:            | \$2,435  |



## CITY OF KEENE NEW HAMPSHIRE

ITEM #A.3.

**Meeting Date:** January 25, 2024  
**To:** Finance, Organization and Personnel Committee  
**From:** David Hickling, Airport Director  
**Through:** Elizabeth Dragon, City Manager  
**Subject:** **Airport Engineering and Architectural Services - Airport Director**

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**Recommendation:**

Move that the Finance, Organization and Personnel Committee recommend that the City Manager be authorized to do all things necessary to enter into an agreement with McFarland Johnson Inc. for Airport Engineering and Architectural Services for the Keene Dillant-Hopkins Airport.

**Attachments:**

None

**Background:**

In March 2022, an RFQ was released to select an Engineer of Record for the Airport and through a thorough selection process, McFarland Johnson Inc. was selected and approved by the City Council as the Engineer of Record. The RFQ used for this selection process listed several projects on the Airport CIP that the Engineer of Record was expected to be involved in. Since that time, the Airport has added two new projects to the CIP, which we will need to work with an airport engineer to complete.

In January 2024, a new RFQ was issued for airport engineering services specifying the new airport projects. McFarland Johnson was the sole respondent to this RFQ.



ITEM #A.4.

## CITY OF KEENE NEW HAMPSHIRE

**Meeting Date:** January 25, 2024  
**To:** Finance, Organization and Personnel Committee  
**From:** Thomas Mullins, City Attorney  
**Through:**  
**Subject:** Subordination Agreement - 310 Marlboro Street - City Attorney

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**Recommendation:**

That the Finance, Organization and Personnel Committee Recommend to the City Council that the City Manager be authorized to sign a Subordination Agreement to a mortgage from 310 Marlboro Street, LLC to Newburyport Five Cents Savings Bank.

**Attachments:**

None

**Background:**

In 2023, the City designated property located at 310 Marlboro Street for redevelopment as a qualifying structure defined by RSA 79-E. A Declaration of Covenants was entered into by 310 Marlboro Street, LLC and the City of Keene, which was recorded at the Cheshire County Registry of Deeds. Provisions of the Declaration include a lien on the property by the City against any proceeds from any casualty and flood insurance claims to ensure restoration of the property. The subordination is required for the property owner to refinance the mortgage with the bank. It is not in the City's interest to take the insurance proceeds and assume responsibility for the repair or replacement of the property.



## CITY OF KEENE NEW HAMPSHIRE

ITEM #A.5.

**Meeting Date:** January 25, 2024  
**To:** Finance, Organization and Personnel Committee  
**From:** Andrew Bohannon, Parks, Recreation and Facilities Director  
**Through:** Elizabeth Dragon, City Manager  
**Subject:** **Expenditure of Trust Funds - Acquisition of Lights at Cemetery**

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**Recommendation:**

Move that the Finance, Organizational and Personnel Committee do all things necessary for the City Manager for the expenditure of Cemetery Trust Fund B – Capital Reserve of \$7,890.00 for the purpose of replacing light fixtures in the maintenance building at Monadnock View Cemetery.

**Attachments:**

None

**Background:**

On January 17, 2024, the Trustees of Trust Funds approved the expenditure for the purpose of replacing the lighting at the maintenance building at Monadnock View Cemetery. Currently, more than half the 20 fluorescent light fixtures are out, and will be replaced with 12 LED fixtures that will provide brighter light and less energy consumption. In addition, the building will have motion sensors to provide additional energy savings.

As of December 31, 2023, the current principle is \$1,343,495.57 and income is \$200,872.24. The fund was created in 1986 through Ordinance O-85-11A which states that the funds derived from the sale of lots will be split 50/50 between Monadnock Cemetery Trust Fund A and B.

Funds for this project are being utilized by the Cemetery Trust Fund B – Capital Reserve. The purpose of this Trust shall be a capital reserve fund to be utilized by the Cemetery Trustees from time to time for capital improvements to and enlargements of the public cemeteries of the City.



# CITY OF KEENE

In the Year of Our Lord Two Thousand and Twenty Four

A RESOLUTION Relating to the Acceptance and Appropriation of Unanticipated Bridge Revenue

***Resolved by the City Council of the City of Keene, as follows:***

WHEREAS, the New Hampshire State Legislature passed and the Governor signed House Bill 2 (HB 2) as part of the 2023 legislative session; and,

WHEREAS, HB 2 provides for a total of \$10 Million in one-time payments to municipalities, to be distributed based upon each municipality's population and share of statewide municipal bridge deck area; and,

Whereas, HB 2 restricts the use of these funds to "the maintenance, construction, or reconstruction of municipally owned bridges"; and,

WHEREAS, the New Hampshire Department of Transportation has notified the City that our share of this one-time payment will be \$194,942.93.

NOW, THEREFORE, BE IT RESOLVED that the Sum of \$194,942.93 be accepted as a one-time payment from the State of New Hampshire pursuant to House Bill 2; and further,

That said Sum of \$194,942.93 be appropriated to the Bridge Capital Reserve.

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Jay V. Kahn, Mayor

In City Council January 18, 2024.  
Referred to the Finance, Organization and  
Personnel Committee.

City Clerk

In City Council January 18, 2024.  
Mayor set a Public Hearing for  
Thursday, March 7, 2024 at 7:00PM.



City Clerk



January 18, 2024

Honorable Mayor Kahn and members of the Keene City Council:

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

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

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

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

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

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

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

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

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

#### CAPITAL IMPROVEMENT PLAN

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

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

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

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

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

#### FISCAL POLICY IMPACT

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

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

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

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

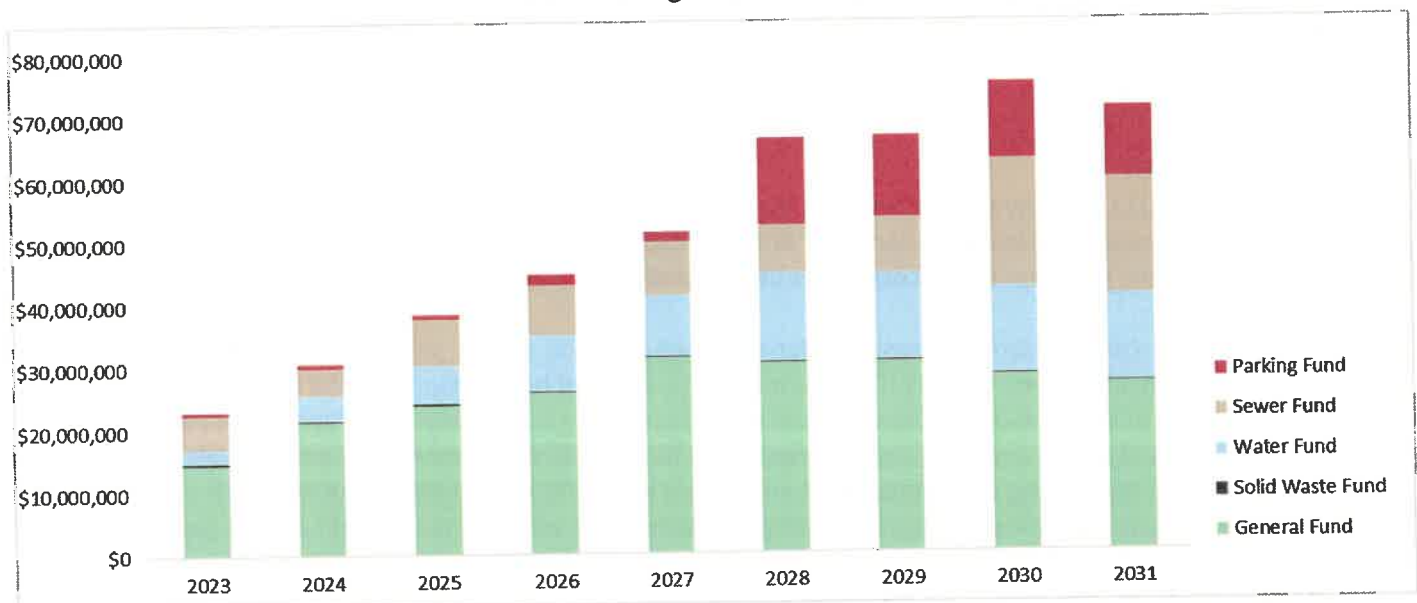
The current Fiscal Policies on debt service establishes a limit on the annual debt service payment amount based on a five (5) year average, at or less than 12% of the General Fund operating budget. Estimates of projected debt service levels during this Capital Improvements Plan's seven-year cycle range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

#### Debt Service

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

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

#### Outstanding Debt - All Funds



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

#### OPPORTUNITIES AND FUTURE INITIATIVES

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

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

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

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

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

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

## PROJECT REQUESTS AND FINANCIAL INFORMATION

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

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

### 1) Program Overview (All Funds)

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

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

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

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

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

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

Each Fund section follows a consistent format and includes:

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

## 8) Appendix

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

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

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

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

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

Respectfully Submitted,



Elizabeth A. Dragon  
City Manager