

CITY OF CONCORD NEW HAMPSHIRE



ANNUAL COMPREHENSIVE FINANCIAL REPORT

**For the Fiscal Year Ended
June 30, 2021**

CITY OF CONCORD

NEW HAMPSHIRE

Annual Comprehensive Financial Report For the Fiscal Year Ended June 30, 2021



Prepared by:
The Finance Department

Brian G. LeBrun
Deputy City Manager – Finance

Katherine A. Graff
Assistant Finance Director

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(For the Fiscal Year Ended June 30, 2021)



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INTRODUCTORY SECTION





CITY OF CONCORD

New Hampshire's Main Street™

Finance

December 13, 2021

To the Honorable Mayor, Members of the City Council,
and Citizens of the City of Concord:

The Concord Finance Department is pleased to submit the Annual Comprehensive Financial Report (ACFR) for the City of Concord, New Hampshire (the City) for the Fiscal Year ending June 30, 2021.

This report is published to provide citizens, City Council, investors and other interested parties with detailed information regarding the financial position of the City. City Management is responsible for the accuracy of the data, and the completeness and fairness of this report, including all disclosures and schedules.

To the best of our knowledge and belief, the following data is accurate in all material respects and is reported in a manner designed to fairly present the City's financial position and the results of operations of the various Funds of the City. The accompanying disclosures are necessary to enable the reader to gain the maximum understanding of the City's financial activities.

The Report

The ACFR is presented in three main sections: Introductory, Financial and Statistical. The Introductory Section includes the transmittal letter and the Government Finance Officers Association of the United States and Canada's Certificate of Achievement for Excellence in Financial Reporting Award.

The Financial Section contains the City's basic financial statements as required under the Governmental Accounting Standards Board's (GASB) Statement No. 34, and is in accordance with Generally Accepted Accounting Principles. It also includes the auditor's opinion, management's discussion and analysis (MD&A) report, combining and individual financial statements, and schedules for the City's Funds.

The MD&A report is designed to be used in conjunction with this transmittal letter and can be found after the independent auditors' report.

The Statistical Section includes financial and demographic information on a ten-year historical basis.

This ACFR does not report on the Funds of the Concord School District, Merrimack Valley School District or the County of Merrimack. These governmental units are independent of the City and do not meet established reporting entity criteria for inclusion in this report.

Profile of the Government

The City of Concord is located in Merrimack County, approximately 70 miles north of Boston, Massachusetts, on the Merrimack River in South Central New Hampshire. According to the U.S. Census Bureau, the City has an estimated population of 43,976 as of the July 2020 Official US Census, a 3.03% increase over the last official census as of April 1, 2010 number of 42,683, and occupies a land area of 64 square miles.

Concord was originally settled in 1727, incorporated in 1765, and established as the state capital in 1808. Government is by an elected 15-member council and an appointed City Manager. The City also serves as the Merrimack County seat and Federal Court seat. Two separate school districts serve the City - the Concord School District and the Merrimack Valley School District.

Policymaking and legislative authority are vested by City Charter in the 15-member Council. Under the Charter, originally adopted in 1853, and most recently amended in 2012, the appointed City Manager is solely responsible for carrying out the policies and ordinances of the City Council. The Council is elected on a non-partisan basis. Ten ward councilors, and the mayor, are elected every two years. The four remaining "at-large" councilors are elected to staggered 4-year terms, two every two years. The current mayor is former City Councilor James P. Bouley who was first elected mayor in November 2007. In November 2021 he was re-elected for his eighth consecutive term. Thomas J. Aspell, Jr., the City Manager, was appointed in April 2006. The City has had four City Managers since 1978. The City Manager, pursuant to the City Charter, has all appointive and dismissal powers for paid employees of the City. Appointive authority for boards and commissions is shared between the Mayor, City Council and City Manager.

In addition to serving as the seat of state and county government, Concord hosts several federal agencies, and is the only full-service local government between Laconia - 25 miles to the north, Manchester - 20 miles to the south, Keene - 54 miles to the west, and Portsmouth - 50 miles to the east. The City provides and annually appropriates for the following services: water treatment and supply; wastewater collection and treatment; solid waste collection and recycling; highway construction and maintenance, including snow plowing, storm sewer system and related infrastructure maintenance and construction; prosecutorial, police and fire protective services (including advanced life support); airport, parks, golf course

and ice arena; library and recreational facilities and programs; human services; planning, economic and community development, and code enforcement services.

Local Economy

Fiscal year 2021 brought about many challenges as the coronavirus pandemic continued to impact our community and nation during the fiscal year. The City continued to take steps to aid in the mitigation of the health and economical effects of the virus to its employees and citizens including enhanced cleaning protocols and encouraging social distancing in public buildings, encouraging employees to work from home if able to, providing employees a bank of emergency paid sick leave (beyond their normal sick time) for use during COVID-19 related leave, and working with local eateries and easing outdoor dining regulations to enable them to offer new or additional outdoor dining options to their customers. To help offset the cost of some of these programs, the City applied for and recognized revenues from a variety of sources, including \$1,245,112 from the State of New Hampshire Governor's Office for Emergency Relief and Recovery (GOFERR) which includes \$927,660 as a reimbursement for Fire and Police services provided at state run vaccine clinics, \$62,389 from the United States Department of Justice, \$87,354 from the State of New Hampshire Secretary of State's office as part of the CARES Act Election funds, and \$7,782 from the Federal Emergency Management Agency (FEMA).

Compared to other cities in New Hampshire, New England and the Nation, Concord has comparably low unemployment. As reported by the New Hampshire Department of Employment Security, Concord's unemployment rate as of June 2021 was 2.9%. This compares favorably to New Hampshire's rate of 3.1% and to the United States rate of 5.9%. Concord's rate also remains the lowest among the top three New Hampshire cities with Manchester at 3.5% and Nashua at 3.6%. Concord's unemployment rates have remained lower than the State since 1992 except for the months of March, April and June, 2005.

The assessed value of taxable property as of April 1, 2020 increased overall by 6.65% compared to April 1, 2019. The cumulative total residential, manufactured homes and condominiums increased 9.66% in assessed value. The average assessed value of a single family home in Concord as of April 1, 2020 was \$288,067, up 7.8% from \$267,155 the year before.

Tax collections percentage as of June 30, 2021 for the 2020 Tax Year was 99.2%, slightly higher than the previous year. Total tax delinquencies for all years were stated at \$1.5 million, down \$1.6 million from the previous year. Vigorous collection efforts by the Tax Collector's Office have resulted in no material increases in the number of properties which the City takes title through tax deeds. Anticipating increased delinquencies, the Collector's Office initiated a significant outreach, communication and visitation program to affect this result. The City Council's Number One Fiscal Goal for cash management is directed towards a targeted property tax collection program which is aimed at maintaining high collection rates.

The City has a robust program of business attraction and retention coordinated by its Community Development Department and City Administration. Resources include a separate Economic Development website as well as a real estate database to assist site selectors.

Economic Development successes that occurred during FY2021 included the following:

- 1) On June 12, 2020, the City, through its Revolving Loan Fund Program, entered into a Loan Participation Agreement with the Capital Regional Development Council in support of a \$4.1 million financing package to develop a new corporate headquarters for Eastern Analytical, Inc. (EAI) at 51 Antrim Avenue. Specifically, the City provided \$287,000 of gap financing for the project. The project helped retain EAI and its 32 full-time equivalent employees in Concord, as well as create a new 15,600SF corporate headquarters which will generate \$45,000 - \$55,000, annually. The project was completed in September 2020. Eastern Analytical plans to add 3-4 FTEs in the near future.

- 2) On May 11, 2021, the City entered into a Development Agreement with Interchange Development L.L.C. which established a public / private partnership concerning development of 210,000SF of new commercial / industrial uses on a 43 acre site located at 1 Whitney Road. Phase I of the project features an 80,000SF grocery store, 20,000SF attached retail space, and 13,500SF State of NH Liquor and Wine Outlet. To support the development, the City has agreed to construct \$4.9 million of roadway improvements to U.S. Route 4 and Whitney Road. Phase I of the Developer's project, as well as the City's highway improvements, are underway and will be completed in summer 2023.

Phase I of the Developer's project will create 435 employment opportunities, as well as \$9.5+/- million of net new assessed value, which will generate approximately \$295,000 in property taxes annually.

- 3) On May 17, 2021 the City entered into a Purchase and Sales Agreement to sell property located at 32-34 South Main Street and 33 South State Street to the John Flatley Company for redevelopment. The Developer plans to construct a new 80,000SF, 64 unit apartment building. Construction is scheduled for spring 2022. When completed in summer 2023, the project will have an assessed value of \$8 - \$10.24 million and generate \$215,000 - \$275,000 in property taxes annually.

Long-term Financial Planning

The City Finance Department presents regular financial reports to elected officials and management staff. In addition to these reports, annually and/or as part of the

budget process, the City prepares a five year General Fund operating pro forma and tax rate projection, a twenty year Capital Improvement Plan and a pro forma for each enterprise and special revenue fund.

Also, as part of the annual budget process, the City reviews all General Fund revenues to determine budgetary needs. Enterprise and Special Revenue Funds are reviewed for competitiveness and support of operations. Most Enterprise/Special Revenue Funds are fully self-supporting and provide administrative overhead payments to the General Fund. The exception is the Golf Fund, which received general fund support for their Fiscal Year 2021 operations, and Solid Waste Fund, which receives approximately \$1,000,000 annually.

Financial Position

The City Council has adopted a General Fund balanced budget every year since Fiscal Year 2010, with the exception of Fiscal Year 2012. The Fiscal Year 2012 Budget was adopted using \$300,000 from prior year surplus to help offset the significant funding changes that were occurring with the State Retirement System. Other than Fiscal Year 2014, Fiscal Years 2010 through 2020 reported surpluses ranging from \$369,286 to \$1.5 million. The Fiscal Year 2021 surplus is \$1,067,732. In June 2021, the City Council adopted the Fiscal Year 2022 General Fund operating budget using \$1.75 million from prior year surplus to offset tax rate increases, which was reduced to \$820,389 due to increased State funding.

The total General Fund Unassigned Fund Balance increased to \$12.1 million after City management assigned \$2,800,389, \$1,730,000 of which is anticipated to be transferred to trust fund reserve accounts in Fiscal Year 2022, \$250,000 which is assigned for overlay for the settlement of future abatements, and \$820,389 for use of fund balance for the Fiscal Year 2022 budget. The \$12.1 million Unassigned Fund Balance represents a \$1,041,412 increase over Fiscal Year 2020. The purposes of the Assigned Fund Balance to be transferred to Trust Fund reserves in Fiscal Year 2022 are for transfers to Highway Paving Reserve (\$1,000,000), Equipment Reserve (\$480,000), and Recreation (\$250,000).

Relevant Financial Policies

Goals

Introduced in 1996, the City Council adopted a Fiscal Policy Statement which is a series of 31 goals to help guide the financial direction and management of the City. These goals are regularly reviewed and updated when necessary.

The goals address the topics of: Accounting, Auditing and Financial Reporting, Budgetary and Financial Management, Capital Improvements, Cash Management, Debt Management, Employee Compensation and Benefits, Enterprise/Special Revenue & Other Funds Management, Municipal Services Expenditures and Revenues and Tax Rate Management. In addition to the cash management goal

cited above; another goal that stands out is Goal E1 under Debt Management that limits debt service to 10 to 14% of total appropriations. For Fiscal Year 2021, this amount was 11.2%.

In Fiscal Year 2013, the City adopted a new Fund Balance, Reserves and CIP Spending Priority Policy. The Policy was established following discussions with the City's outside auditors, receipt of their subsequent Management Letter recommendation and in conjunction with GASB Statement No. 54.

Section IV(A)(1)(a) of the Policy requires that the City achieve a General Fund Unassigned Fund Balance of 18.5% of expenditures by the end of Fiscal Year 2017. For Fiscal Year ending June 30, 2021 the Unassigned Fund Balance was 18.5%.

Credit Rating and Debt Limit

As of October 2020 Standard and Poor's Rating Group affirmed the city's bond rating of AA+ in conjunction with a \$6.36 million General Obligation bond offering and affirmed the AA+ rating on the City's \$96.3 million of outstanding parity debt.

Financial Structure and Management

In accordance with the *City Charter and Code of Ordinances*, the Finance-Accounting Office is responsible for establishing an accounting and internal control structure designed to ensure that the City's assets are protected from loss, theft, and misuse. It also ensures that adequate accounting information is maintained and reported in conformity with GAAP. The internal control structure is designed to provide reasonable assurances that these objectives are attained. In providing these reasonable assurances, it is recognized that the cost of control should not exceed the benefits and the valuation of costs and benefits requires management's judgment.

Major Initiatives

The Fiscal Year 2021 budget was adopted by the City Council with several major initiatives to further the City's efforts to create a more sustainable and economically viable community. Specific investments include replacement of the pool located at Merrill Park, the replacement of the Hookset Turnpike bridge, vehicle and equipment replacement including a pumper truck for the Fire Department, continuation of the Annual Neighborhood Paving Program, water pump station #4 relocation and replacement, and the replacement of the Hannah Dustin wastewater pump station.

Awards and Acknowledgements

The Government Finance Officers Association of the United States and Canada (GFOA) has awarded twenty-six consecutive Certificates of Achievement for

Excellence in Financial Reporting to the City of Concord, NH for its ACFR beginning with the fiscal year ended December 31, 1995, through June 30, 2020 including the six-month transitional fiscal period ending June 30, 1996. The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports.

A Certificate of Achievement is valid for a period of one year only. The City believes this current ACFR conforms to the Certificate of Achievement program requirements and will be submitted to GFOA.

The timely preparation of this year's ACFR was made possible by the dedicated services provided by the City's Finance Department – Accounting Office staff. We also extend a sincere thanks and appreciation to Melanson for their work in conducting the City's audit and preparing this report. Additionally, Administration thanks the Mayor, members of the City Council and Fiscal Policy Advisory Committee for their leadership, and commitment of transparency for the financial operations of the City. Without their diligence, hard work, professionalism and support, this report would not meet such high standards.

Other Information

Although state statutes do not require an annual audit, the City has continually produced an independently audited set of Financial Statements since the 1920's. Presently, the firm of Melanson of Merrimack, New Hampshire conducts the annual audit for the City. In addition, the audit was designed to meet the requirements of Title 2 CFR Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements of Federal Awards* (the Uniform Guidance), as applicable. The auditors' report related specifically to the single audit section is included in a separately issued single audit report.

The City invites you to visit our website at www.concordnh.gov, where this ACFR is expected to be prominently displayed by December 31, 2021. Also displayed are previous ACFR's and other summary financial information.

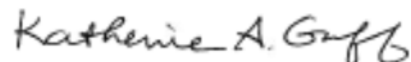
Sincerely,



Thomas J. Aspell, Jr.
City Manager

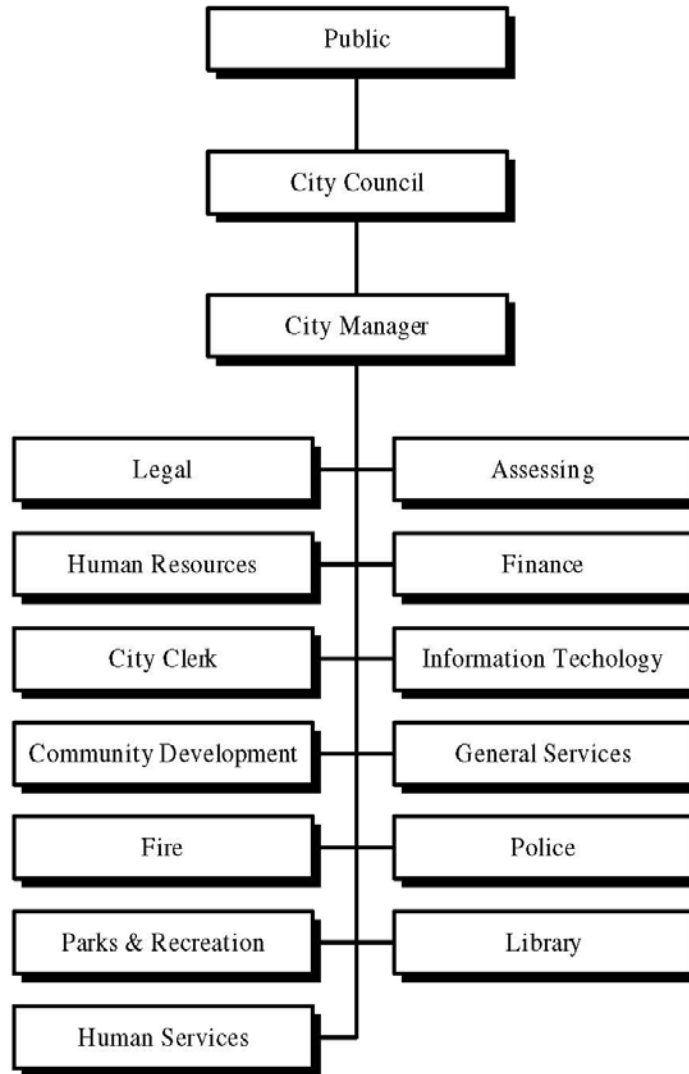


Brian G. LeBrun
Deputy City Manager – Finance



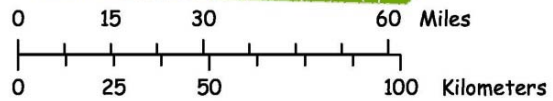
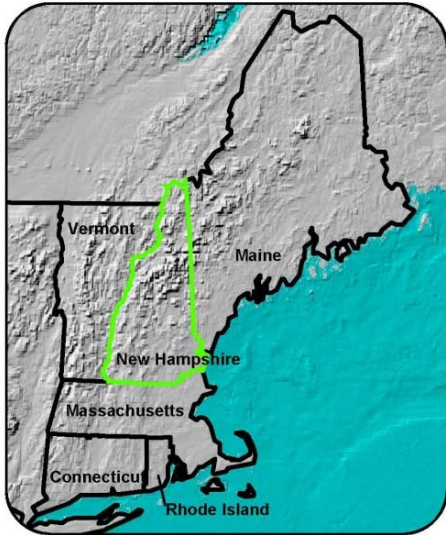
Katherine A. Graff
Assistant Finance Director

CITY OF CONCORD, NEW HAMPSHIRE
TABLE OF ORGANIZATION



City of Concord, NH

Geographic Location



**City of Concord, New Hampshire
List of Principal Officials
As of June 30, 2021**

Title:	Name:
<u>Elected by the Public:</u>	
Mayor	James P. Bouley
Councilor-at-Large	Nathan R. Fennessy
Councilor-at-Large	Amanda K. Grady Sexton
Councilor-at-Large	Fred Keach
Councilor-at-Large	Byron O. Champlin
Councilor – Ward 1	Brent G. Todd
Councilor – Ward 2	Erle B. Pierce
Councilor – Ward 3	Jennifer Kretovic
Councilor – Ward 4	Vacant
Councilor – Ward 5	Robert Werner
Councilor – Ward 6	Linda Kenison
Councilor – Ward 7	Keith E. Nyhan
Councilor – Ward 8	Gail R. Matson
Councilor – Ward 9	Candace C.W. Bouchard
Councilor – Ward 10	Zandra Rice Hawkins
<u>Appointed by Council:</u>	
City Manager	Thomas J. Aspell
<u>Appointed by City Manager:</u>	
Deputy City Manager – Development	Carlos P. Baia
Deputy City Manager – Finance	Brian G. Lebrun
City Clerk	Janice L. Bonenfant
City Solicitor	James W. Kennedy
Director of Personnel and Labor Relations	Jennifer Johnston
Director of Real Estate Assessments	Kathryn H. Temchack
Director of Redevelopment, Downtown & Special Projects	Matthew R. Walsh
Fire Chief	Sean W. Brown
Director of General Services	Earle M. Chesley
Director of Human Services	Karen O. Emis-Williams
Library Director	Andrew T. Fabian
Director of Parks & Recreation	David B. Gill
Police Chief	Bradley C. Osgood
Assistant Finance Director	Katherine A. Graff
Budget Director	Robert J. McManus
City Engineer	David Cedarholm
Code Administrator	David V. Hall
Purchasing Director	Tina M. Waterman
Treasurer / Tax Collector	Dawn K. Enwright



Government Finance Officers Association

Certificate of
Achievement
for Excellence
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Presented to

**City of Concord
New Hampshire**

For its Comprehensive Annual
Financial Report
For the Fiscal Year Ended

June 30, 2020

Christopher P. Morill

Executive Director/CEO

FINANCIAL SECTION





Independent Auditors' Report

To the Mayor and City Council
City of Concord, New Hampshire

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the Table of Contents.

Management's Responsibility for the Financial Statements

The City's management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the City's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of



significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of June 30, 2021, and the respective changes in financial position and, where applicable, cash flows thereof and the respective budgetary comparison for the general fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter

As discussed in Note 25 to the financial statements, in fiscal year 2021 the City adopted Governmental Accounting Standards Board (GASB) Statement No. 84, *Fiduciary Activities*. Our opinion is not modified with respect to this matter.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that Management's Discussion and Analysis, and certain Pension and OPEB schedules be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with evidence sufficient to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The accompanying supplementary information appearing on pages 96 through 120 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly



to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

The Introductory and Statistical sections are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 13, 2021 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering City's internal control over financial reporting and compliance.

A handwritten signature in dark ink that reads "Melanson". The signature is written in a cursive, flowing style.

Merrimack, New Hampshire
December 13, 2021



Management's Discussion and Analysis

As management of the City of Concord, New Hampshire (the City), we offer readers this narrative overview and analysis of the financial activities of the City for the fiscal year ended June 30, 2021. We encourage readers to consider the information presented here in conjunction with the Letter of Transmittal beginning on page 1 of this report.

A. OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an introduction to the basic financial statements. The basic financial statements are comprised of three components: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to financial statements. This report also contains required and other supplementary information in addition to the basic financial statements themselves.

Government-wide financial statements

The government-wide financial statements are designed to provide readers with a broad overview of our finances in a manner similar to a private-sector business.

The Statement of Net Position presents information on all assets, liabilities, and deferred outflows/inflows of resources with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position is improving or deteriorating.

The Statement of Activities presents information showing how the government's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The governmental activities include general government, public safety, general services, community development, leisure and information services, and human services. The business-type activities include water and sewer activities.

Fund financial statements

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

Governmental funds

Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund Statement of Revenues, Expenditures and Changes in Fund Balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

Information is presented separately in the governmental fund balance sheet and in the governmental fund Statement of Revenues, Expenditures and Changes in Fund Balances for the general fund, major capital project fund, and major cemetery permanent fund, which are considered to be major funds. Data from the other governmental funds are combined into a single aggregated presentation.

An annual appropriated budget is adopted for the general fund and certain nonmajor governmental (special revenue) funds. Budgetary comparison statements have been provided to demonstrate compliance with budgets.

Proprietary funds

Proprietary fund reporting focuses on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. The proprietary fund category includes enterprise funds.

Enterprise funds are used to report activity for which a fee is charged to external users, and must be used when one of the following criteria are met: (1) activity is financed with debt that is secured solely by a pledge of the net revenues from fees and charges, (2) laws or regulations require the activity's costs of providing services be recovered with fees and charges, and (3) the pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs such as depreciation or debt service. The primary focus on these criteria is on fees charged to external users.

Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements, only in more detail. The proprietary fund financial statements provide separate information for the water and sewer operations. The water and sewer funds are considered major funds.

Fiduciary funds

Fiduciary funds are used to account for resources held for the benefit of parties outside the City. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

Notes to financial statements

The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Required Supplementary Information

In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information which is required to be disclosed by accounting principles generally accepted in the United States of America.

Other Supplementary Information

The combining statements referred to earlier in connection with nonmajor governmental funds, as well as certain budgetary schedules are presented immediately following the required supplementary information on pension and OPEB.

B. FINANCIAL HIGHLIGHTS

- As of the close of the current fiscal year, the total of assets and deferred outflows exceeded liabilities and deferred inflows by \$173,349,436 (i.e., net position), a change of \$3,729,922 in comparison to the prior year.
- As of the close of the current fiscal year, governmental funds reported combined ending fund balances of \$56,940,973, a change of \$2,695,478 in comparison to the prior year.
- At the end of the current fiscal year, unassigned fund balance for the general fund was \$12,067,362, a change of \$1,041,412 in comparison to the prior year. In addition, total general fund balance increased by \$997,022.

C. GOVERNMENT-WIDE FINANCIAL ANALYSIS

The following is a summary of condensed government-wide financial data for the current and prior fiscal years. All amounts are presented in thousands.

	Summary of Net Position					
	Governmental Activities		Business-Type Activities		Total	
	2021	2020	2021	2020	2021	2020
Current and other assets	\$ 132,289	\$ 128,278	\$ 21,474	\$ 20,498	\$ 153,763	\$ 148,776
Capital assets	193,320	189,912	124,018	125,685	317,338	315,597
Total assets	<u>325,609</u>	<u>318,190</u>	<u>145,492</u>	<u>146,183</u>	<u>471,101</u>	<u>464,373</u>
Deferred outflows of resources	<u>27,533</u>	<u>13,986</u>	<u>1,881</u>	<u>1,103</u>	<u>29,414</u>	<u>15,089</u>
Total assets and deferred outflows of resources	<u>\$ 353,142</u>	<u>\$ 332,176</u>	<u>\$ 147,373</u>	<u>\$ 147,286</u>	<u>\$ 500,515</u>	<u>\$ 479,462</u>
Long-term liabilities outstanding	\$ 192,079	\$ 180,021	\$ 46,518	\$ 46,826	\$ 238,597	\$ 226,847
Other liabilities	8,930	8,799	2,360	1,647	11,290	10,446
Total liabilities	<u>201,009</u>	<u>188,820</u>	<u>48,878</u>	<u>48,473</u>	<u>249,887</u>	<u>237,293</u>
Deferred inflows of resources	76,230	71,773	1,049	776	77,279	72,549
Net Position:						
Net investment in capital assets	132,253	126,815	93,327	95,739	225,580	222,554
Restricted	28,204	23,522	2,302	1,079	30,506	24,601
Unrestricted	<u>(84,554)</u>	<u>(78,754)</u>	<u>1,817</u>	<u>1,219</u>	<u>(82,737)</u>	<u>(77,535)</u>
Total net position	<u>75,903</u>	<u>71,583</u>	<u>97,446</u>	<u>98,037</u>	<u>173,349</u>	<u>169,620</u>
Total liabilities, deferred inflows of resources and net position	<u>\$ 353,142</u>	<u>\$ 332,176</u>	<u>\$ 147,373</u>	<u>\$ 147,286</u>	<u>\$ 500,515</u>	<u>\$ 479,462</u>

The largest portion of net position \$225,579,375 reflects our investment in capital assets (e.g., land, buildings, machinery and equipment, and infrastructure), less any related debt used to acquire those assets that are still outstanding. These capital assets are used to provide services to citizens; consequently, these assets are not available for future spending. Although the investment in capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of net position, \$30,507,139 represents resources that are subject to external restrictions on how they may be used. The remaining balance of unrestricted net position reflects a deficit of (\$82,737,078) primarily resulting from the City's unfunded net pension and total OPEB liabilities.

The City's overall net position improved by \$3,729,922 from the prior year. The reasons for this overall increase are discussed in the following sections for governmental activities and business-type activities.

Changes in Net Position

	<u>Governmental</u>		<u>Business-Type</u>		<u>Total</u>	
	<u>Activities</u>		<u>Activities</u>			
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
Revenues:						
Program revenues:						
Charges for services	\$ 14,565	\$ 13,878	\$ 15,356	\$ 13,977	\$ 29,921	\$ 27,855
Operating grants and contributions	7,040	6,617	130	59	7,170	6,676
Capital grants and contributions	2,129	4,005	1,460	74	3,589	4,079
General revenues:						
Property taxes	45,607	44,943	-	-	45,607	44,943
Penalties and interest on taxes	567	444	-	-	567	444
Motor vehicle registrations	7,468	7,105	-	-	7,468	7,105
Investment income	4,376	1,991	13	143	4,389	2,134
Other	763	711	597	233	1,360	944
Total revenues	<u>82,515</u>	<u>79,694</u>	<u>17,556</u>	<u>14,486</u>	<u>100,071</u>	<u>94,180</u>
Expenses:						
General government	11,025	11,183	-	-	11,025	11,183
Public safety	34,026	31,863	-	-	34,026	31,863
General services	18,927	18,401	-	-	18,927	18,401
Community development	7,235	6,894	-	-	7,235	6,894
Leisure and information services	6,560	6,247	-	-	6,560	6,247
Human services	608	662	-	-	608	662
Interest on long-term debt	2,340	2,502	-	-	2,340	2,502
Water operations	-	-	6,393	5,800	6,393	5,800
Sewer operations	-	-	9,698	7,478	9,698	7,478
Total expenses	<u>80,721</u>	<u>77,752</u>	<u>16,091</u>	<u>13,278</u>	<u>96,812</u>	<u>91,030</u>
Change in net position before transfers, permanent fund contributions and special item	1,794	1,942	1,465	1,208	3,259	3,150
Transfers in (out)	2,056	2,336	(2,056)	(2,336)	-	-
Permanent fund contributions	470	287	-	-	470	287
Special item	-	(798)	-	-	-	(798)
Change in net position	<u>4,320</u>	<u>3,767</u>	<u>(591)</u>	<u>(1,128)</u>	<u>3,729</u>	<u>2,639</u>
Net position - beginning of year	<u>71,583</u>	<u>67,816</u>	<u>98,037</u>	<u>99,165</u>	<u>169,620</u>	<u>166,981</u>
Net position - end of year	<u>\$ 75,903</u>	<u>\$ 71,583</u>	<u>\$ 97,446</u>	<u>\$ 98,037</u>	<u>\$ 173,349</u>	<u>\$ 169,620</u>

Governmental activities

Governmental activities for the year resulted in a positive change in net position of \$4,320,907. Key elements of this change are as follows:

- Investment income increased by \$2,384,712 from the prior year as a result of favorable market performance exceeding benchmarks.
- Charges for services increased \$687,673 from the prior year, primary due to golf fund fees and sales exceeding last year's amounts.
- Property taxes increased by \$664,494 from the prior year. Although the tax rate was not raised for fiscal year 2021, the assessed value of taxable property increased overall by 6.65%, driven by increased local real estate market values.
- Capital grants and contributions decreased by \$1,875,805 from prior year resulting grant from reimbursement from Federal Aviation Administration of \$1,333,108 in

the prior comparing to \$275,683 in the current year as the Division of Aeronautics Reconstruct Taxiway project is nearing completion.

- Total expenses increased by \$2,970,985 from the previous year, with \$2,163,334 of the increase relating to public safety. The most significant reason for this change represents increase in pension expense primarily resulting from discount rate change from 7.25% to 6.75%. Public safety represents 73.7% of pension expense.
- In the prior year, we incurred a loss on disposal of capital asset (special item) of \$797,864, which did not reoccur in current year.

Business-type activities

Business-type activities for the year resulted in a change in net position of (\$590,985). The change primarily results from the use of available net position and depreciation expense (not raised in the rates) exceeding debt service principal payments (raised in the rates).

D. FINANCIAL ANALYSIS OF FUNDS

As noted earlier, fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements.

Governmental funds

The focus of governmental funds is to provide information on near-term inflows, outflows and balances of spendable resources. Such information is useful in assessing financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, governmental funds reported combined ending fund balances of \$56,940,973, an increase of \$2,695,478 in comparison with the prior year. Of this amount, \$9,667,773, or 16.9%, constitutes unassigned fund balance, which is available for spending at the City's discretion. This fund balance increase is discussed in further detail in the following paragraphs.

General fund

The general fund is the chief operating fund of the City. At the end of the current fiscal year, unassigned fund balance of the general fund was \$12,067,362, while total fund balance was \$20,718,046. As a measure of the general fund's liquidity, it may be

useful to compare both unassigned fund balance and total fund balance to total general fund expenditures. Refer to the table below.

<u>General Fund</u>	<u>6/30/21</u>	<u>6/30/20*</u>	<u>Change</u>	<u>% of Total General Fund Expenditures</u>
Unassigned fund balance	\$ 12,067,362	\$ 11,025,950	\$ 1,041,412	18.5%
Total fund balance ⁽¹⁾	\$ 20,718,046	\$ 19,721,024	\$ 997,022	31.8%

⁽¹⁾ Includes capital reserve funds.

* The June 30, 2020 unassigned fund balance has been revised to reflect the prior year budgeted use of fund balance amount of \$1,500,000.

The unassigned amount met the City Council Fund Balance Policy minimum requirement of 18.5%.

The total general fund balance increased by \$997,022 during the fiscal year due to the result of higher property tax collection rates than the past fiscal year due to earlier property liens and nonbudgeted operating grants from the Federal Emergency Management Agency and the Coronavirus Aid, Relief, and Economic Security Act (“CARES Act”) for the City’s COVID-19 response and relief efforts, which were the primary factors contributing to the \$3,216,369 revenues exceeding expectations. The net surplus was reduced by the budgetary use of fund balance of \$2,501,693.

Included in the total general fund committed fund balance is the City’s capital reserve accounts and other City Council approved reserves with the following balances:

	<u>6/30/21</u>	<u>6/30/20</u>	<u>Change</u>
Highways	\$ 1,701,273	\$ 1,613,168	\$ 88,105
Economic development	516,191	950,738	(434,547)
Equipment	414,486	216,440	198,046
OPEB	1,365,287	1,121,294	243,993
Community improvement	90,347	180,439	(90,092)
Recreation	750,202	835,534	(85,332)
Other	195,217	186,101	9,116
Total	\$ <u>5,033,003</u>	\$ <u>5,103,714</u>	\$ <u>(70,711)</u>

General Capital Project Fund

The general capital project fund, a major fund, had a decrease in fund balance of \$2,766,596. The main reason for this decrease was the City using unspent bond proceeds to fund current year projects. The City had \$10,806,734 in capital outlay in the current year. Current year capital projects included on-going paving and the replacement of three bridges: Hooksett Turnpike, Birchdale Road, and the North Pembroke Road bridge. At the end of fiscal year 2021, the fund had \$4,132,128 in fund balance which will be used for future capital projects.

Cemetery Permanent Fund

The cemetery permanent fund, the remaining major governmental fund, had an increase in fund balance during the year of \$3,111,312, bringing year end fund balance to \$16,716,750. This increase was driven by strong investment earnings. \$11,413,020 of the fund balance is nonspendable, which cannot be expended, but must be held in perpetuity, the City invests these resources and can spend the earnings on perpetual care.

Proprietary funds

Proprietary funds provide the same type of information found in the business-type activities reported in the government-wide financial statements, but in more detail.

Unrestricted net position of the proprietary funds at the end of the year amounted to \$1,816,502, a change of \$597,395 in comparison to the prior year.

Factors concerning the finances of proprietary funds have already been addressed in the entity-wide discussion of business-type activities.

E. GENERAL FUND BUDGETARY HIGHLIGHTS

Differences between the original budget and the final amended budget resulted in an overall change in appropriations of \$1,692,821. The majority of this increase results from two supplemental resolutions. In February 2021, the City amended the budget by increasing transfers out to the capital reserve funds by \$980,000 funded by fiscal year 2020 assigned fund balance. In March 2021, the City was allocated funding from the GOFERR program, increasing the general fund budget by \$284,540. Other City Council resolutions included minor supplemental appropriations as well as the transfer of funds between departmental line items.

The favorable variance in our Intergovernmental revenues results primarily from an increase in State and Federal funding due to the ongoing COVID-19 pandemic. A large portion of the unspent appropriation represents contingency funds, which are reported in the general overhead budget.

F. CAPITAL ASSET AND DEBT ADMINISTRATION

Capital assets

Total investment in capital assets for governmental and business-type activities at year-end amounted to \$317,337,811 (net of accumulated depreciation), a change of \$1,740,569 from the prior year. This investment in capital assets includes land, buildings, system improvements, and machinery and equipment, park facilities, roads, highways and bridges.

Major capital asset events during the fiscal year included on going paving operations, the replacement of three bridges: Hooksett Turnpike, Birchdale Road, and North

Pembroke Road, water main replacements, and the start of replacing Pump Station #4 at the Water Treatment Facility.

Credit rating

The City is currently assigned an “Aa1” rating from Moody’s for general obligation debt and an “AA+” rating for Standard and Poor’s for general obligation debt.

Long-term debt

At the end of the current fiscal year, total bonded debt outstanding, loans and unamortized bond premiums, was \$102,478,890, all of which was backed by the full faith and credit of the government.

Additional information on capital assets and long-term debt can be found in Notes 9 and 14, respectively, of this report.

G. ECONOMIC FACTORS AND NEXT YEAR’S BUDGETS AND RATES

Comments regarding local economic conditions can be found in the Transmittal letter section on the Local Economy.

Following is a comparison of the fiscal 2021 adopted to the fiscal 2022 adopted City General Fund budget and tax rate:

<u>Use of Funds</u>	2021 COUNCIL ADOPTED	2022 COUNCIL ADOPTED
Budget Appropriations	\$ 68,497,653	\$ 69,668,734
War Credits	267,400	267,400
Overlay	300,000	200,000
Total Uses of Funds	<u>\$ 69,065,053</u>	<u>\$ 70,136,134</u>
 <u>Sources of Funds</u>		
Miscellaneous Revenues	\$ 24,802,701	\$ 23,760,881
Amount to be raised by property taxes	42,762,352	44,625,253
Use of fund balance	1,500,000	* 1,750,000
Total Sources of Funds	<u>\$ 69,065,053</u>	<u>\$ 70,136,134</u>

*The \$1,750,000 of use of fund balance adopted by the City Council in 2022 was reduced to \$820,389 during the tax rate setting, as it was offset by an increase in Meals and Rooms Tax distribution.

	2021 COUNCIL <u>ADOPTED</u>	2022 COUNCIL <u>ADOPTED</u>
<u>Tax Rate Determination</u>		
Assessed Value (A.V.) in thousands of dollars*	\$ 4,376,904	\$ 4,672,801
Amount to be Raised	\$ 42,762,352	\$ 44,625,253
Current Year Recommended Tax Rate/\$ 1,000 A.V.	\$ 9.77	\$ 9.55 **
Prior Year Tax Rate/\$ 1,000 A.V.	<u>9.77</u>	<u>9.32 *</u>
Increase over Prior Year	\$ 0.00	\$ 0.23
% Change	0.00%	2.50%
* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$4,632,801,359 for municipal purposes and a tax rate of \$9.32 per \$1,000 of assessed value.		
** Portion of Recommended Tax Rate Allocated to Debt Service		1.62
Portion of Prior Year Tax Rate Allocated to Debt Service		<u>1.66</u>
Increase over Prior Year		-0.04
% Change		-2.41%
** Portion of Recommended Tax Rate Allocated to All Other Costs		7.93
Portion of Prior Year Tax Rate Allocated to All Other Costs		<u>7.66</u>
Increase over Prior Year		0.27
% Change		3.52%

REQUESTS FOR INFORMATION

This financial report is designed to provide a general overview of the City of Concord's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

Office of the Deputy City Manager - Finance
City of Concord, New Hampshire
41 Green Street
Concord, New Hampshire 03301

Basic Financial Statements

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Net Position
June 30, 2021

	<u>Governmental Activities</u>	<u>Business-Type Activities</u>	<u>Total</u>
Assets and Deferred Outflows of Resources			
Assets			
Current:			
Cash and short-term investments	\$ 65,517,158	\$ 17,607,799	\$ 83,124,957
Investments	24,870,326	-	24,870,326
Receivables, net of allowance for uncollectibles:			
Property taxes	35,983,428	-	35,983,428
Accounts	4,193,641	-	4,193,641
User fees	-	1,509,688	1,509,688
Intergovernmental	-	190,556	190,556
Loans	626,300	-	626,300
Other assets	<u>1,098,462</u>	<u>53,685</u>	<u>1,152,147</u>
Total Current Assets	132,289,315	19,361,728	151,651,043
Noncurrent:			
Receivables:			
Intergovernmental	-	2,111,920	2,111,920
Capital assets:			
Land and construction in progress	49,314,265	5,676,884	54,991,149
Other capital assets, net of accumulated depreciation	<u>144,005,621</u>	<u>118,341,041</u>	<u>262,346,662</u>
Total Noncurrent Assets	<u>193,319,886</u>	<u>126,129,845</u>	<u>319,449,731</u>
Total Assets	325,609,201	145,491,573	471,100,774
Deferred Outflows of Resources			
Related to pensions	20,671,289	1,064,984	21,736,273
Related to OPEB	6,785,626	683,527	7,469,153
Related to refunding	<u>75,888</u>	<u>132,554</u>	<u>208,442</u>
Total Deferred Outflows of Resources	<u>27,532,803</u>	<u>1,881,065</u>	<u>29,413,868</u>
Total Assets and Deferred Outflows of Resources	\$ <u>353,142,004</u>	\$ <u>147,372,638</u>	\$ <u>500,514,642</u>

(continued)

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Net Position
June 30, 2021

	<u>Governmental Activities</u>	<u>Business-Type Activities</u>	<u>Total</u>
Liabilities, Deferred Inflows of Resources, and Net Position			
Liabilities			
Current:			
Accounts payable	\$ 3,548,676	\$ 1,419,534	\$ 4,968,210
Retainage payable	374,396	262,632	637,028
Accrued liabilities	2,731,465	599,201	3,330,666
Notes payable	1,520,000	-	1,520,000
Other current liabilities	755,497	78,966	834,463
Current portion of long-term liabilities:			
Bonds and loans payable	7,582,132	3,592,080	11,174,212
Other liabilities	2,696,601	185,063	2,881,664
Total Current Liabilities	19,208,767	6,137,476	25,346,243
Noncurrent:			
Bonds and loans payable, net of current portion	57,159,681	34,144,997	91,304,678
Net pension liability	76,908,059	3,962,325	80,870,384
Total OPEB liability	46,802,218	4,633,564	51,435,782
Other liabilities, net of current portion	929,854	-	929,854
Total Noncurrent Liabilities	181,799,812	42,740,886	224,540,698
Total Liabilities	201,008,579	48,878,362	249,886,941
Deferred Inflows of Resources			
Related to pensions	4,205,424	216,665	4,422,089
Related to OPEB	7,636,814	831,986	8,468,800
Related to taxes	64,387,376	-	64,387,376
Total Deferred Inflows of Resources	76,229,614	1,048,651	77,278,265
Net Position:			
Net investment in capital assets	132,252,728	93,326,647	225,579,375
Restricted for:			
Dedicated income library	3,571,462	-	3,571,462
Housing revolving loans	1,547,320	-	1,547,320
Other purposes	1,370,150	-	1,370,150
Permanent funds:			
Nonexpendable	12,810,250	-	12,810,250
Expendable	6,084,572	-	6,084,572
Debt service	2,820,909	2,302,476	5,123,385
Unrestricted	(84,553,580)	1,816,502	(82,737,078)
Total Net Position	75,903,811	97,445,625	173,349,436
Total Liabilities, Deferred Inflows of Resources and Net Position	\$ 353,142,004	\$ 147,372,638	\$ 500,514,642

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Activities
For the Year Ended June 30, 2021

	<u>Expenses</u>	<u>Program Revenues</u>			<u>Net (Expenses) Revenues</u>
		<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>	
Governmental Activities:					
General government	\$ 11,025,410	\$ 1,679,314	\$ 4,806,613	\$ 1,114,988	\$ (3,424,495)
Public safety	34,025,973	4,912,176	2,031,518	-	(27,082,279)
General services	18,926,630	4,105,405	115,496	426,037	(14,279,692)
Community development	7,235,451	1,871,430	46,704	588,303	(4,729,014)
Leisure and information services	6,560,200	1,996,897	23,160	-	(4,540,143)
Human services	608,290	-	16,168	-	(592,122)
Interest on long-term debt	2,339,915	-	-	-	(2,339,915)
Total Governmental Activities	<u>80,721,869</u>	<u>14,565,222</u>	<u>7,039,659</u>	<u>2,129,328</u>	<u>(56,987,660)</u>
Business-Type Activities:					
Water	6,393,209	6,597,621	5,296	-	209,708
Sewer	9,698,160	8,758,340	125,138	1,460,205	645,523
Total Business-Type Activities	<u>16,091,369</u>	<u>15,355,961</u>	<u>130,434</u>	<u>1,460,205</u>	<u>855,231</u>
Total	<u>\$ 96,813,238</u>	<u>\$ 29,921,183</u>	<u>\$ 7,170,093</u>	<u>\$ 3,589,533</u>	<u>\$ (56,132,429)</u>

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Activities
For the Year Ended June 30, 2021

(continued)

	<u>Governmental Activities</u>	<u>Business-Type Activities</u>	<u>Total</u>
Changes in Net Position:			
Net (expenses) revenues from previous page	\$ (56,987,660)	\$ 855,231	\$ (56,132,429)
General Revenues:			
Property taxes	45,607,417	-	45,607,417
Penalties and Interest on taxes	567,468	-	567,468
Motor vehicle registrations	7,468,140	-	7,468,140
Investment income	4,375,785	13,470	4,389,255
Miscellaneous	763,110	596,775	1,359,885
Transfers, net	2,056,461	(2,056,461)	-
Permanent fund contributions	470,186	-	470,186
	<u>61,308,567</u>	<u>(1,446,216)</u>	<u>59,862,351</u>
Total general revenues, transfers, permanent fund and contributions			
Change in Net Position	4,320,907	(590,985)	3,729,922
Net Position			
Beginning of year	<u>71,582,904</u>	<u>98,036,610</u>	<u>169,619,514</u>
End of year	<u>\$ 75,903,811</u>	<u>\$ 97,445,625</u>	<u>\$ 173,349,436</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Governmental Funds
Balance Sheet
June 30, 2021

	General Fund	General Capital Project Fund	Cemetery Permanent Fund	Nonmajor Governmental Funds	Total Governmental Funds
Assets					
Cash and short-term investments	\$ 49,599,080	\$ 6,925,677	\$ 314,436	\$ 8,677,965	\$ 65,517,158
Investments	1,339,606	-	16,402,314	7,128,406	24,870,326
Receivables:					
Property taxes	35,983,428	-	-	-	35,983,428
Accounts	2,481,935	354,398	-	1,357,308	4,193,641
Loans	-	-	-	626,300	626,300
Due from other funds	609,231	-	-	-	609,231
Inventory	309,296	-	-	252,530	561,826
Prepaid items	507,996	-	-	28,640	536,636
Total Assets	\$ 90,830,572	\$ 7,280,075	\$ 16,716,750	\$ 18,071,149	\$ 132,898,546
Liabilities, Deferred Inflows of Resource, and Fund Balances					
Liabilities					
Accounts payable	\$ 1,427,006	\$ 1,209,323	\$ -	\$ 912,347	\$ 3,548,676
Retainage payable	-	364,396	-	10,000	374,396
Accrued liabilities	1,708,483	-	-	122,042	1,830,525
Due to other funds	-	-	-	609,231	609,231
Notes payable	-	1,520,000	-	-	1,520,000
Compensated absences	-	-	-	33,002	33,002
Other liabilities	592,620	54,228	-	8,516	655,364
Total Liabilities	3,728,109	3,147,947	-	1,695,138	8,571,194
Deferred Inflows of Resources:					
Taxes collected in advance	26,506,335	-	-	-	26,506,335
Unavailable revenues	39,878,082	-	-	1,001,962	40,880,044
Total Deferred Inflows of Resources	66,384,417	-	-	1,001,962	67,386,379
Fund Balances:					
Nonspendable	817,292	-	11,413,020	1,678,399	13,908,711
Restricted	-	6,107,871	5,303,730	11,209,651	22,621,252
Committed	5,033,003	-	-	2,909,845	7,942,848
Assigned	2,800,389	-	-	-	2,800,389
Unassigned	12,067,362	(1,975,743)	-	(423,846)	9,667,773
Total Fund Balances	20,718,046	4,132,128	16,716,750	15,374,049	56,940,973
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	\$ 90,830,572	\$ 7,280,075	\$ 16,716,750	\$ 18,071,149	\$ 132,898,546

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Reconciliation of Total Governmental Fund
Balances to Net Position of Governmental
Activities in the Statement of Net Position

June 30, 2021

Total governmental fund balances	\$ 56,940,973
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the governmental funds.	193,319,886
Other assets are not available to pay for current-period expenditures and, therefore, are deferred in the governmental funds.	3,007,520
Deferred outflows and inflows of pension resources are not financial resources nor are they available to pay current-period financial expenditures. Pension related outflows and inflows consist of:	
Deferred outflows	20,671,289
Deferred inflows	(4,205,424)
Deferred outflows and inflows of OPEB resources are not financial resources nor are they available to pay current-period financial expenditures. OPEB related outflows and inflows consist of:	
Deferred outflows	6,785,626
Deferred inflows	(7,636,814)
Deferred outflows of resources related to deferred amount on advanced refunding will be recognized in future years.	75,888
Interest accrued on outstanding long-term debt.	(1,009,592)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds:	
Bonds payable	(64,741,813)
Net pension liability	(76,908,059)
Total OPEB liability	(46,802,218)
Other (compensated absences, landfill closure liability, and capital leases)	<u>(3,593,451)</u>
Net position of governmental activities	\$ <u>75,903,811</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Governmental Funds
Statement of Revenues, Expenditures and Changes in Fund Balance
For the Year Ended June 30, 2021

	General Fund	General Capital Project Fund	Cemetery Permanent Fund	Nonmajor Governmental Funds	Total Governmental Funds
Revenues					
Taxes	\$ 52,386,040	\$ -	\$ -	\$ 1,760,747	\$ 54,146,787
Licenses and permits	1,126,552	-	-	-	1,126,552
Intergovernmental	7,510,575	426,037	-	976,697	8,913,309
Charges for services	5,231,265	-	-	8,356,106	13,587,371
Investment income	310,017	-	3,264,224	801,545	4,375,786
Contributions	-	74,706	99,974	551,185	725,865
Miscellaneous	589,207	-	-	185,182	774,389
Total Revenues	<u>67,153,656</u>	<u>500,743</u>	<u>3,364,198</u>	<u>12,631,462</u>	<u>83,650,059</u>
Expenditures					
Current:					
General government	10,338,229	46,383	-	354,974	10,739,586
Public safety	29,140,986	-	-	975,653	30,116,639
General services	9,304,650	-	-	5,187,012	14,491,662
Community development	3,604,494	-	-	1,033,735	4,638,229
Leisure and information services	4,537,314	-	-	1,184,179	5,721,493
Human services	583,586	-	-	-	583,586
Debt service:					
Principal	5,836,386	-	-	1,622,625	7,459,011
Interest	1,842,089	-	-	492,097	2,334,186
Capital outlay	-	10,806,734	-	645,666	11,452,400
Total Expenditures	<u>65,187,734</u>	<u>10,853,117</u>	<u>-</u>	<u>11,495,941</u>	<u>87,536,792</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	1,965,922	(10,352,374)	3,364,198	1,135,521	(3,886,733)
Other Financing Sources (Uses)					
Issuance of refunding debt	2,038,500	-	-	-	2,038,500
Issuance of bonds	-	3,998,900	-	-	3,998,900
Premium on issuance of bonds	-	574,900	-	-	574,900
Premium on issuance of refunding bonds	384,887	-	-	-	384,887
Payment to refunded bond escrow agent	(2,471,437)	-	-	-	(2,471,437)
Transfers in	3,365,966	3,011,978	-	1,542,099	7,920,043
Transfers out	(4,286,816)	-	(252,886)	(1,323,880)	(5,863,582)
Total Other Financing Sources (Uses)	<u>(968,900)</u>	<u>7,585,778</u>	<u>(252,886)</u>	<u>218,219</u>	<u>6,582,211</u>
Net Change in Fund Balance	997,022	(2,766,596)	3,111,312	1,353,740	2,695,478
Fund Balance, at Beginning of Year, as reclassified	19,721,024	6,898,724	13,605,438	14,020,309	54,245,495
Fund Balance, at End of Year	\$ <u>20,718,046</u>	\$ <u>4,132,128</u>	\$ <u>16,716,750</u>	\$ <u>15,374,049</u>	\$ <u>56,940,973</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Reconciliation of the Statement of Revenues,
Expenditures and Changes in Fund Balances of
Governmental Funds to the Statement of Activities

For the Year Ended June 30, 2021

Net changes in fund balances - total governmental funds	\$ 2,695,478
<p>Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense:</p>	
Capital outlay purchases	10,342,191
Net effect from disposal of assets	(11,278)
Depreciation	(6,923,731)
<p>Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures, and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., property, liens, land use, and timber yield) differ between the two statements. This amount represents the net change in deferred revenue.</p>	
	(651,618)
<p>The issuance of long-term debt (i.e., bonds) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net position:</p>	
Repayments of debt, including current year refunding	9,882,398
Issuance of debt	(6,037,400)
Bond premiums	(959,787)
Amortization of bond premiums	217,992
Amortization of refunding	(12,648)
<p>In the Statement of Activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.</p>	
	(5,729)
<p>Pension and OPEB related outflows and inflows are not reported as expenditures in the governmental funds, but are recorded as expenses in the statement of activities.</p>	
Net pension liability	(16,378,769)
Pension related deferred outflows and inflows of resources	11,488,055
Other post employment benefits liability	1,364,727
OPEB related deferred outflows and inflows of resources	(521,683)
<p>Some expenses reported in the Statement of Activities do not require the use of current financial resources and therefore, are not reported as expenditures in the governmental funds.</p>	
Compensated absences	(201,886)
Capital lease	9,595
Landfill post-closure liability	25,000
Change in net position of governmental activities	\$ 4,320,907

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Revenues, Expenditures, and Other Financing Sources and Uses -
Budget and Actual - General Fund - Budget Basis
For the Year Ended June 30, 2021

	Budgeted Amounts			Variance with Final Budget Positive (Negative)
	Original Budget	Final Budget	Actual Amounts	
Revenues				
Property Taxes	\$ 50,003,431	\$ 50,417,054	\$ 52,307,835	\$ 1,890,781
Licenses and permits	912,980	872,980	1,002,004	129,024
Intergovernmental	6,205,388	6,547,318	7,510,575	963,257
Charges for services	5,384,509	5,384,509	5,385,314	805
Investment income	390,000	140,000	60,116	(79,884)
Miscellaneous	136,945	247,320	559,706	312,386
Total Revenues	63,033,253	63,609,181	66,825,550	3,216,369
Expenditures				
General government	11,051,292	11,192,905	10,725,008	467,897
Public safety	28,051,162	28,345,378	29,140,987	(795,609)
General services	9,978,764	10,084,449	9,979,458	104,991
Community development	3,662,560	3,702,291	3,724,168	(21,877)
Leisure and information services	5,037,881	5,050,115	4,537,314	512,801
Human services	718,205	729,979	583,586	146,393
Debt service	7,737,439	7,737,439	7,726,525	10,914
Total Expenditures	66,237,303	66,842,556	66,417,046	425,510
Excess (deficiency) of revenue over expenditures	(3,204,050)	(3,233,375)	408,504	3,641,879
Other Financing Sources (Uses)				
Transfers in	3,964,400	4,079,600	4,007,379	(72,221)
Transfers out	(2,260,350)	(3,347,918)	(3,348,151)	(233)
Budgetary use of fund balance	1,500,000	2,501,693	-	(2,501,693)
Total Other Financing Sources (Uses)	3,204,050	3,233,375	659,228	(2,574,147)
Excess of revenues and other financing sources over expenditures and other financing uses	\$ -	\$ -	\$ 1,067,732	\$ 1,067,732

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Proprietary Funds
Statement of Net Position
June 30, 2021

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Assets and Deferred Outflows of Resources			
Assets			
Current:			
Cash and short-term investments	\$ 10,082,314	\$ 7,525,485	\$ 17,607,799
Receivables:			
User fees	607,081	902,607	1,509,688
Intergovernmental	-	190,556	190,556
Prepays	23,229	21,668	44,897
Inventory	8,788	-	8,788
Total Current Assets	10,721,412	8,640,316	19,361,728
Noncurrent:			
Intergovernmental	-	2,111,920	2,111,920
Capital assets:			
Land and construction in progress	2,530,994	3,145,890	5,676,884
Other capital assets, net of accumulated depreciation	62,358,665	55,982,376	118,341,041
Total Noncurrent Assets	64,889,659	61,240,186	126,129,845
Total Assets	75,611,071	69,880,502	145,491,573
Deferred Outflows of Resources			
Related to pensions	518,646	546,338	1,064,984
Related to OPEB	340,715	342,812	683,527
Related to refunding	84,068	48,486	132,554
Total Deferred Outflows of Resources	943,429	937,636	1,881,065
Total Assets and Deferred Outflows of Resources	\$ 76,554,500	\$ 70,818,138	\$ 147,372,638

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Proprietary Funds
Statement of Net Position
June 30, 2021

(continued)

Liabilities, Deferred Inflows of Resources, and Net Position	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Liabilities:			
Current:			
Accounts payable	\$ 974,208	\$ 445,326	\$ 1,419,534
Retainage payable	188,529	74,103	262,632
Accrued liabilities	293,991	305,210	599,201
Other current liabilities	72,487	6,479	78,966
Current portion of long-term liabilities:			
Bonds and loans payable	1,705,487	1,886,593	3,592,080
Other liabilities	101,206	83,857	185,063
Total Current Liabilities	3,335,908	2,801,568	6,137,476
Noncurrent:			
Bonds and loans payable, net of current portion	17,108,778	17,036,219	34,144,997
Net pension liability	1,929,648	2,032,677	3,962,325
Total OPEB liability	2,309,547	2,324,017	4,633,564
Total Noncurrent Liabilities	21,347,973	21,392,913	42,740,886
Total liabilities	24,683,881	24,194,481	48,878,362
Deferred Inflows of Resources			
Related to pensions	105,516	111,149	216,665
Related to OPEB	414,819	417,167	831,986
Total Deferred Inflows of Resources	520,335	528,316	1,048,651
Net Position:			
Net investment in capital assets	50,928,793	42,397,854	93,326,647
Restricted for debt service	-	2,302,476	2,302,476
Unrestricted	421,491	1,395,011	1,816,502
Total Net Position	51,350,284	46,095,341	97,445,625
Total Liabilities, Deferred Inflows of Resources, and Net Position	\$ 76,554,500	\$ 70,818,138	\$ 147,372,638

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Proprietary Funds
Statement of Revenues, Expenses, and Changes in Fund Net Position
For the Year Ended June 30, 2021

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Operating Revenues			
Charges for services	\$ 6,597,621	\$ 8,758,340	\$ 15,355,961
Other	316,353	280,422	596,775
	6,913,974	9,038,762	15,952,736
Operating Expenses			
Salaries and benefits	2,269,973	2,567,701	4,837,674
Other operating expenses	1,315,041	2,583,739	3,898,780
Depreciation	2,168,642	3,912,780	6,081,422
	5,753,656	9,064,220	14,817,876
Operating Income (Loss)	1,160,318	(25,458)	1,134,860
Nonoperating Revenues (Expenses)			
Investment income	7,733	5,737	13,470
Intergovernmental	5,296	125,138	130,434
Interest expense	(639,553)	(633,940)	(1,273,493)
	(626,524)	(503,065)	(1,129,589)
Total Nonoperating Revenues (Expenses), Net			
Income (Loss) Before Contributions and Transfers	533,794	(528,523)	5,271
Capital contributions	-	1,460,205	1,460,205
Transfers in	600,087	279,084	879,171
Transfers out	(1,533,669)	(1,401,963)	(2,935,632)
	(399,788)	(191,197)	(590,985)
Change in Net Position			
Net Position at Beginning of Year	51,750,072	46,286,538	98,036,610
Net Position at End of Year	\$ 51,350,284	\$ 46,095,341	\$ 97,445,625

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Proprietary Funds
Statement of Cash Flows
For the Year Ended June 30, 2021

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Cash Flows From Operating Activities			
Receipts from customers and users	\$ 6,932,585	\$ 8,990,177	\$ 15,922,762
Payments to employees for services	(2,162,215)	(2,269,446)	(4,431,661)
Payments to vendor for goods and services	(1,331,409)	(2,608,491)	(3,939,900)
Net Cash Provided By Operating Activities	3,438,961	4,112,240	7,551,201
Cash Flows From Noncapital Financing Activities			
Intergovernmental revenues	5,296	(1,099,085)	(1,093,789)
Transfers in	600,087	279,084	879,171
Transfers out	(1,533,669)	(1,401,963)	(2,935,632)
Net Cash Used For Noncapital Financing Activities	(928,286)	(2,221,964)	(3,150,250)
Cash Flows From Capital and Related Financing Activities			
Proceeds from issuance of bonds	1,031,000	1,334,900	2,365,900
Principal payments on bonds and loans	(1,769,607)	(2,018,449)	(3,788,056)
Bond premium	150,000	215,100	365,100
Acquisition and construction of capital assets, net disposals	(951,085)	(2,727,906)	(3,678,991)
Capital contributions	-	1,460,205	1,460,205
Interest expense	(633,252)	(622,436)	(1,255,688)
Net Cash Used For Capital and Related Financing Activities	(2,172,944)	(2,358,586)	(4,531,530)
Cash Flow From Investing Activities			
Investment income	7,733	5,737	13,470
Net Cash Provided by Investing Activities	7,733	5,737	13,470
Net Change in Cash and Short-Term Investments	345,464	(462,573)	(117,109)
Cash and Short-Term Investments, Beginning of Year	9,736,850	7,988,058	17,724,908
Cash and Short-Term Investments, End of Year	\$ 10,082,314	\$ 7,525,485	\$ 17,607,799
Reconciliation of Operating Income (Loss) to Net Cash Provided by Operating Activities			
Operating income (loss)	\$ 1,160,318	\$ (25,458)	\$ 1,134,860
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation	2,168,642	3,912,780	6,081,422
Bond premium amortization	(89,485)	(72,989)	(162,474)
Changes in assets, deferred outflows, liabilities, and deferred inflows:			
User fees	108,097	24,403	132,500
Other assets	(1,472)	-	(1,472)
Deferred outflows	(367,883)	(410,358)	(778,241)
Accounts payable	(14,957)	(23,915)	(38,872)
Compensated absences	6,611	1,391	8,002
Net pension liability	415,760	421,653	837,413
Total OPEB liability	(69,786)	135,789	66,003
Deferred inflows	123,056	149,780	272,836
Other liabilities	60	(836)	(776)
Net Cash Provided By Operating Activities	\$ 3,438,961	\$ 4,112,240	\$ 7,551,201

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Fiduciary Funds
Statement of Fiduciary Net Position
June 30, 2021

	<u>Custodial Fund</u>
Assets	
Cash and short-term investments	\$ <u>120,797</u>
Total Assets	\$ <u><u>120,797</u></u>
Liabilities and Net Position	
Liabilities	
Due to State of New Hampshire	\$ 16,055
Due to Merrimack Valley School District	<u>104,742</u>
Total Liabilities	120,797
Net Position	
Restricted for other governments	<u>-</u>
Total Liabilities and Net Position	\$ <u><u>120,797</u></u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Fiduciary Funds
Statement of Changes in Fiduciary Net Position
For the Year Ended June 30, 2021

	Custodial Fund
Additions	
Property taxes collected for Schools	\$ 70,717,440
Property taxes collected for County	11,292,971
Fees collected for State of New Hampshire	<u>2,508,494</u>
Total Additions	84,518,905
Deductions	
Payment of taxes to Schools	70,717,440
Payment of taxes to County	11,292,971
Payment of fees to State of New Hampshire	<u>2,508,494</u>
Total Deductions	<u>84,518,905</u>
Net Change	-
Net Position	
Beginning of year	<u>-</u>
End of year	<u>\$ -</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE
Notes to the Financial Statements
June 30, 2021

1. Summary of Significant Accounting Policies

The accounting policies of the City of Concord, New Hampshire (the City) conform to generally accepted accounting principles (GAAP) as applicable to governmental units. The following is a summary of the significant policies:

Reporting Entity

The government is a municipal corporation governed by an elected Mayor, 15-member Council and an appointed City Manager. As required by generally accepted accounting principles, these financial statements present the government and applicable component units for which the government is considered to be financially accountable. In fiscal year 2021, it was determined that no entities met the required GASB 14 (as amended) criteria of component units.

Government-wide and Fund Financial Statements

Government-wide Financial Statements

The government-wide financial statements (i.e., the Statement of Net Position and the Statement of Activities) report information on all of the nonfiduciary activities of the primary government. With the exception of interfund services provided and used, the effect of interfund activity has been removed from these statements. *Governmental activities*, which normally are supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which rely to a significant extent on fees and charges for support.

The Statement of Activities demonstrates the degree to which the direct expenses of a given function or segment are offset by program revenues. *Direct expenses* are those that are clearly identifiable with a specific function or segment. Program revenues include (1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and (2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as *general revenues*.

Fund Financial Statements

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual governmental funds and

major individual enterprise funds are reported as separate columns in the fund financial statements.

Measurement Focus, Basis of Accounting, and Financial Statement Presentation

Government-wide Financial Statements

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements.

Amounts reported as *program revenues* include (1) charges to customers or applicants for goods, services, or privileges provided, (2) operating grants and contributions, and (3) capital grants and contributions, including special assessments. Internally dedicated resources are reported as *general revenues* rather than as program revenues. Likewise, general revenues include all taxes.

Fund Financial Statements

Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers property tax revenues to be available if they are collected within 60 days of the end of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the government. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, certain expenditures such as debt service, claims and judgments, compensated absences, OPEB, and pension are recorded only when payment is due.

The City reports the following major governmental funds:

- The General Fund is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
- The General Capital Project Fund accounts for various construction projects.
- The Cemetery Permanent Fund accounts for nonexpendable gifts to the City. Income is available for maintenance of various cemeteries.

The proprietary fund financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. Under this method, revenues are recognized when earned and expenses are recorded when liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the enterprise fund are charges to customers for sales and services. Operating expenses for enterprise funds include the cost of sales and services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The City reports the following major proprietary funds:

- The Water Fund - to account for the operation and maintenance of the City's water lines, pumping stations and plant.
- The Sewer Fund - to account for the operation and maintenance of the City's sewer lines, pumping stations, and two wastewater treatment plants.

The fiduciary fund financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*, similar to proprietary funds. Under this method, revenues are recognized when earned and expenses are recorded when liabilities are incurred.

The City reports the following fiduciary fund:

- The Custodial Fund - to account for fiduciary assets held by the City in a custodial capacity as an agent on behalf of others and is not required to be reported elsewhere in the financial statements. The custodial fund includes taxes and fees collected on behalf of other governments.

Cash and Investments

The City's cash is considered to be cash on hand, demand deposits, and short-term investments with original maturities of three months or less from the date of acquisition. The New Hampshire Public Deposit Investment Pool (NHPDIP) operates in accordance with RSA 383:22, and regulations and is under the control of the New Hampshire Banking Commission and Advisory Committee. Participation units of the NHPDIP are considered short-term for financial presentation purposes due to high liquidity of the fund and is carried at amortized cost in accordance with GASB Statement 79.

Investments are considered holdings of greater than three months and are reported at fair value, except certificates of deposits which are reported at cost.

City Funds

Under New Hampshire RSA 48:16, the City Treasurer may invest excess funds which are not immediately needed for the purpose of expenditure, in obligations of the United States government, in participation units in the public deposit investment pool established pursuant to RSA 383:22, in savings bank deposits of banks incorporated under the laws of the state of New Hampshire or in certificates of deposits and repurchase agreements of banks incorporated under the laws of the state of New Hampshire or in banks recognized by the state treasurer.

Trust Funds

Under New Hampshire RSA 34:5, capital reserve funds of the City shall be invested only by deposit in some savings bank or in the savings department of a national bank or trust company, or in the shares of a cooperative bank, building and loan association, or federal savings and loan association, in this state or in bonds, notes or other obligations of the United States government, in bonds or notes of this state, in such stocks and bonds as are legal for investment by New Hampshire savings banks, or in participation units in the public deposit investment pool established pursuant to RSA 383:22 by the trustees of the trust funds.

Under New Hampshire RSA 31:27, the city trustees of trust funds may establish, maintain and operate one or more common trust funds, in which may be combined money and property belonging to the various trusts in their care, for the purpose of facilitating investments, providing diversification and obtaining reasonable income; provided however that said common trust funds shall be limited to the investments authorized in RSA 31:25; provided further, that not more than \$10,000, or more than 10 percent of the fund whichever is greater of any City or city common trust funds shall be invested under RSA 31:25 in the obligations of any one corporation or organization, excepting deposits in any federally or state-chartered bank or association authorized to engage in a banking business in this state, in credit unions in this state, or in obligations of the United States and of the state of New Hampshire and its subdivisions; or in participation units in the public deposit investment pool established pursuant to RSA 383:22, or in shares of open-ended mutual funds selected by the trustees for investment under RSA 31:25.

Under New Hampshire RSA 31:25, at least yearly, the trustees of trust funds shall review and adopt an investment policy for the investment of public funds in conformance with the provisions of applicable statutes. The significant sections of that policy are disclosed in Note 3.

The Investment Policy of the City's Trustees of the Trust Funds does not permit deposits and investments in the following, without prior written approval:

- Unregistered or restricted stock
- Commodities, including gold, precious gems, or currency futures
- Private placement debt
- Conditional sales contracts
- Uncovered options
- Short sales or margin purchases
- Transferable certificates of participation in business trusts and limited partnerships
- Securities of the investment managers or their respective parents, subsidiaries or affiliates
- Tobacco stock
- Alcoholic beverage stock

Interfund Transactions

Transactions between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year are referred to as either "due from/to other funds" (i.e., the current portion of interfund loans).

Inventories

Inventories are valued at cost using the cost-averaging method.

Capital Assets

Capital assets, which include property, plant, equipment, and infrastructure assets, are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. Capital assets are defined by the government as assets with an initial individual cost of more than \$10,000 and an estimated useful life in excess of five years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at acquisition value at the date of donation.

Major outlays for capital assets and improvements are capitalized as projects are constructed. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized.

Capital assets are depreciated using the straight-line method over the following estimated useful lives:

<u>Assets</u>	<u>Years</u>
Buildings	40
Building improvements	20
Infrastructure	30 - 75
Vehicles	5
Office equipment	5
Computer equipment	5

Accrued Employee Benefits

City employees are granted vacation and sick leave in varying amounts. Upon retirement, termination, or death, certain employees are compensated for unused vacation leave which is at their then current rates of pay. All vested vacation pay is accrued when incurred in the government-wide and proprietary fund financial statements. A liability for these amounts is reported in governmental funds only if they have matured; for example, as a result of employee resignations and retirements.

Long-Term Liabilities and Related Costs

All long-term liabilities are reported in the government wide and proprietary funds *Statement of Net Position*. Bond premiums are amortized over the life of the bonds using the straight-line method, which approximates the effective interest method. The unamortized portion is presented in the *Statement of Net Position* as a component of bonds and loans payable. Bond issuance costs are reported as expenses when incurred.

Fund Equity

Fund equity at the governmental fund financial reporting level is classified as “fund balance”. Fund equity for all other reporting is classified as “net position”.

Fund Balance

In general., fund balance represents the difference between current assets and current liabilities. The City reserves those portions of fund balance that are legally segregated for a specific future use or which do not represent available, spendable resources and therefore, are not available for appropriation or expenditure. Unassigned fund balance indicates that portion of fund balance that is available for appropriation in future periods.

The City's fund balance classification policies and procedures are as follows:

- Nonspendable funds are either unspendable in the current form (i.e., inventory or prepaid items) or can never be spent because they are legally or contractually required to be maintained intact (i.e., perpetual care).
- Restricted funds are used for specific purposes as imposed by creditors, grantors, contributors, or laws or regulations of other governments, or have constraints imposed by law through constitutional provisions or enabling legislation. In the case of special revenue funds, these funds are created by statute or otherwise have external constraints on how the funds can be expended.
- Committed funds are reported and expended as a result of motions passed by the highest decision-making authority in the government, the City Council. A resolution, the highest-level action, constitutes the most binding constraint that should be considered to establish, modify, or rescind a fund balance commitment.
- Assigned funds are used for specific purposes as established by management with City Council approval. The City's fund balance policy, approved by the City Council, permits the City Manager and Finance Director to assign fund balance amounts to a specific purpose.
- Unassigned funds represent the residual classification for the General Fund and include all amounts not contained in the other classifications. Unassigned amounts are available for any purpose. Temporary fund balance deficits are reported as negative amounts in the unassigned classification in other governmental funds. Positive unassigned amounts are reported only in the General Fund.

When an expenditure is incurred that would qualify for payment from multiple fund balance types, the City uses the following order to liquidate liabilities: restricted, committed, assigned and unassigned.

Net Position

Net position represents the difference between assets/deferred outflows and liabilities/deferred inflows. Net investment in capital assets consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing used for the acquisition, construction or improvement of those assets. Net position is reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors, or laws or regulations of other governments. The remaining net position is reported as unrestricted.

Use of Estimates

The preparation of basic financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures for contingent assets and liabilities at the date of the basic financial statements, and the reported amounts of the revenues and expenditures/expenses during the fiscal year. Actual results could vary from estimates that were used.

2. Stewardship, Compliance, and Accountability

Budgetary Information

The City adopts a legal budget for its General Fund and enterprise funds, as well as the following special revenue funds: parking, airport, community development engineering inspection, community development conservation property management, golf, arena, and solid-waste funds. The City observes the following procedures in establishing the budgetary data reflected in the financial statements:

- At such time, as may be requested by the City Manager, or specified by the administrative code, each director of a department submits an itemized estimate of the expenditures for the next fiscal year for the departments or activities under his control.
- Under the City charter, the City Manager must submit the budget to Council 45 days before the start of the fiscal year.
- A public hearing on the budget is held before its final adoption by the City Council. Notice of the public hearing, together with a summary of the budget as submitted, is published at least one week in advance by the City Clerk.
- By City charter, the budget must be legally adopted not later than the twenty-seventh day of July. In connection with converting to a June 30 fiscal year end, an adopted ordinance requires budget adoption by July 1 of the new fiscal year. Should the City Council take no final action by the date specified in the charter, the budget, as submitted, is deemed to have been finally adopted by the City Council.
- No appropriation is made for any purpose not included in the annual budget as adopted unless voted by a two-thirds majority of the City Council after a public hearing held to discuss the appropriation. The City Council shall by resolution designate the source of any money so appropriated.

- At the beginning of each quarterly period during the fiscal year, and more often if required by the City Council, the City Manager submits data to the City Council showing a comparison of the estimated and actual revenues and expenditures to date. If it appears that the revenues are less than anticipated, the City Council or City Manager may reduce the appropriation for any item or items, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the City's revenues. The City Manager may provide for monthly or quarterly allotments of appropriations to departments, funds, or agencies under such rules as he may prescribe.
- After the budget has been adopted no expenditure may be incurred, except pursuant to a budget appropriation unless there is a specific additional appropriation thereof. The head of any department, with the approval of the City Manager, may transfer any unencumbered balance or any portion thereof from one fund or agency within his/her department to another fund or agency within his/her department. The City Manager must report these transfers to the City Council. The City Manager, with the approval of the Council, may transfer any unencumbered appropriation balance or any portion thereof from one department to another. The legal level of control is at the department level.
- Budget appropriations lapse at the end of the fiscal year.

Budgetary Basis

The General Fund final appropriation appearing on the “Budget and Actual” page of the fund financial statements represents the final amended budget after all reserve fund transfers and supplemental appropriations.

Budget/GAAP Reconciliation

The budgetary data for the general, special revenue, and proprietary funds is based upon accounting principles that differ from generally accepted accounting principles (GAAP). Therefore, in addition to the GAAP basis financial statements, the results of operations of the General Fund, budgeted special revenue funds, and proprietary funds are presented in accordance with budgetary accounting principles to provide a meaningful comparison to budgetary data.

The following is a summary of adjustments made to the general fund actual revenues and other sources, and expenditures and other uses, to conform to the budgetary basis of accounting.

<u>General Fund</u>	<u>Revenues and Other Financing Sources</u>	<u>Expenditures and other Financing Uses</u>
Revenues/expenditures (GAAP Basis)	\$ 67,153,656	\$ 65,187,734
Other financing sources/uses (GAAP Basis)	<u>5,789,353</u>	<u>6,758,253</u>
Subtotal (GAAP Basis)	72,943,009	71,945,987
Capital reserve fund activity	313,307	242,596
Refunding	<u>(2,423,387)</u>	<u>(2,423,386)</u>
Budgetary Basis	<u>\$ 70,832,929</u>	<u>\$ 69,765,197</u>

In addition, adjustments were made to the enterprise funds to conform to the budgetary basis, primarily for the omission of depreciation expense which is not budgeted, the inclusion of principal debt service and capital expenses which are budgeted expenses.

Excess of Expenditures Over Appropriations

The City reflected expenditures in excess of appropriation in the following departments and transfers out:

<u>General Fund</u>	
Fire	\$ (1,186,106)
Community development	(21,877)
Transfers out	(233)

Deficit Fund Equity

The City's Major Capital Project fund and the Penacook Village Capital Nonmajor Fund reported temporary deficits at June 30, 2021 of \$1,975,743 and \$423,846 respectively, which will be eliminated when permanent financing is issued. At June 30, 2021, authorized but unissued debt was available for the projects contributing to the deficit fund equity.

3. Deposits and Investments

State statutes (RSA 48:16) place certain limitation on the nature of deposits and investments available to the City. Deposits may be made in the NHPDIP, in NH Banks or banks outside the State if such banks pledge and deliver to a third-party custodial bank with various collateralized security, in accordance with RSA 383:22.

Custodial Credit Risk

The custodial credit risk for deposits or investments is the risk that, in the event of the failure of the bank or counterparty to a transaction, the City will not be able to recover the value of its deposits, investments, or collateral securities that are in the possession of another party.

City Funds

At June 30, 2021, the City's bank deposits of \$75,631,873 were fully collateralized. Additionally, held in investment in the state pool, NHPDIP, of \$6,525,636 is not subject to custodial credit risk disclosure. The City's deposit policy for custodial credit risk is to fully collateralize all deposits.

Trust Funds

The Investment Policy of the City's Trustees of Trust Funds does not have a policy for custodial credit risk.

Investment Summary

The following is a summary of the City's investments as of June 30, 2021:

<u>Investment Type</u>	<u>Amount</u>
U.S. Treasury notes	\$ 6,358,335
Federal agencies	803,420
Corporate bonds	3,741,739
Equity securities	9,453,108
Equity mutual funds	<u>4,513,724</u>
Total	<u>\$ 24,870,326</u>

Credit Risk

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. State law employs the prudent person rule whereby investments are made as a prudent person would be expected to act, with discretion and intelligence, to seek reasonable income, preserve capital, and, in general, avoid speculative investments.

City Funds

The City's Investment Policy minimizes credit risk by limiting investments to the safest types of securities, pre-qualifying institutions and diversifying the portfolio.

Trust Funds

The Investment Policy of the City's Trustees of Trust Funds does not address custodial credit risk. All U.S. Treasury notes have an implied credit rating of AAA. As of June 30, 2021, the credit quality ratings as rated by S&P Global Ratings, of the Trust Fund's remaining debt securities are as follows:

<u>Investment Type</u>	<u>Amount</u>	<u>Standard and Poor's Rating as of June 30, 2021</u>			
		<u>AAA</u>	<u>AA</u>	<u>A</u>	<u>BBB</u>
Federal agencies	\$ 803,420	\$ 803,420	\$ -	\$ -	\$ -
Corporate bonds	3,741,739	-	732,349	2,660,102	349,288
Total	\$ 4,545,159	\$ 803,420	\$ 732,349	\$ 2,660,102	\$ 349,288

Concentration of Credit Risk

City Funds

The City's Investment Policy limits its exposure to concentration credit risk by limiting the types of investment securities that it holds to U.S. Government Obligations and by splitting its short-term deposits between financial institutions that fully collateralize them and the NHPDIP that also collateralizes the deposits and fully insures them.

Trust Funds

It is the policy of the Trustees that common investments shall be diversified to eliminate the risk of loss resulting from over-concentration of assets in a specific maturity, industry or specific issuer. As of June 30, 2021, the Trust Funds did not have investments in any one issuer that exceeded 5% of total investments.

Interest Rate Risk

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value is to changes in market interest rates.

City Funds

The City's investment policy is to minimize the risk that the fair value of securities will fall due to changes in general interest rates by structuring the portfolio so securities mature to meet the cash requirements for ongoing operations, thus avoiding the need to sell securities on the open market prior to maturity. The policy also provides for investing primarily in shorter-term securities, including the local government investment pool.

Trust Funds

The Trust recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary loss of liquidity. Portfolio diversification is to be employed as a way to control risk. The Trust Fund has a primary total return objective of exceeding the long-term rate of inflation, as measured by the CPI. The Trustee is expected to use prudence in the selection of securities as a way to minimize default risk. No individual investment transaction shall be undertaken that jeopardizes the total capital position of the specific issuer. The Trustee shall review and, if appropriate, proceed to liquidate any securities having comparable credit risks.

Information about the sensitivity of the fair value of the Trust Fund's investments to market interest rate fluctuations is as follows:

<u>Investment Type</u>	<u>Fair Value</u>	<u>Weighted Average Maturity</u>
U.S. Treasury notes	\$ 6,358,335	3.47
Federal agencies	803,420	5.92
Corporate bonds	<u>3,741,739</u>	3.53
Total	\$ <u>10,903,494</u>	

Foreign Currency Risk

Foreign currency risk is the risk that changes in foreign exchange rates will adversely affect the fair value of an investment. The City's and Trustees' investment policies do not specifically address foreign currency issues; however, the City and Trustee's believe that they have minimal exposure to foreign currency risk.

Fair Value

The City and Trustees categorizes their fair value measurements within the fair value hierarchy established by *Governmental Accounting Standards Board Statement No. 72 Fair Value Measurement and Application* (GASB 72).

The hierarchy is based on the valuation inputs used to measure the fair value of the asset and give the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurements) and the lowest

priority to unobservable inputs (level 3 measurements). The hierarchy categorizes the inputs to valuation techniques used for fair value measurement into three levels as follows:

- Level 1 – inputs that reflect quoted prices (unadjusted) in active markets for identical assets or liabilities that the fund has the ability to access at the measurement date.
- Level 2 – inputs other than quoted prices that are observable for an asset or liability either directly or indirectly, including inputs in markets that are not considered to be active. Because they must often be priced on the basis of transactions involving similar but not identical securities or do not trade with sufficient frequency, certain directly held securities are categorized as level 2.
- Level 3 – unobservable inputs based on the best information available using assumptions in determining the fair value of investments and derivative investments.

The net asset value (NAV) per share is the amount of net assets attributable to each share of capital stock outstanding at the close of the period. Investments measured at the NAV for fair value are not subject to level classification.

In instances where inputs used to measure fair value fall into different levels in the fair value hierarchy, fair value measurements in their entirety are categorized based on the lowest level input that is significant to the valuation. The City's assessment of the significance of particular inputs to these fair value measurements requires judgment and considers factors specific to each asset or liability.

The City has the following fair value measurements as of June 30, 2021:

<u>Investment Type</u>	<u>Amount</u>	<u>Fair Value Measurements Using:</u>		
		<u>Quoted prices in active markets for identical assets (Level 1)</u>	<u>Significant observable inputs (Level 2)</u>	<u>Significant unobservable inputs (Level 3)</u>
Investments by fair value level:				
Debt securities:				
U.S. Treasury notes	\$ 6,358,335	\$ 6,358,335	\$ -	\$ -
Federal agencies	803,420	-	803,420	-
Corporate bonds	3,741,739	-	3,741,739	-
Equity securities:				
Equity securities	9,453,108	9,453,108	-	-
Equity mutual funds	4,513,724	4,513,724	-	-
Total	\$ 24,870,326	\$ 20,325,167	\$ 4,545,159	\$ -

Equity securities classified in Level 1 are valued using prices quoted in active markets for those securities.

Debt securities classified in Level 2 are valued using either a bid evaluation or a matrix pricing technique. Bid evaluations may include market quotations, yields, maturities, call features, and ratings. Matrix pricing is used to value securities based on the securities' relationship to benchmark quote prices. Level 2 debt securities have non-proprietary information that was readily available to market participants, from multiple independent sources, which are known to be actively involved in the market.

4. Property Taxes Receivable

The City bills property taxes semi-annually and collects taxes quarterly. Payments are due July 1, October 1, January 2, and March 31. The July and October bills are estimates, each based upon 25% of the prior year's total bill (four quarters). The January 2 and March 31 payments are final bills for the year. Each represents one quarter of the total amount due, adjusted by the estimated July and October bills. The City sends the July and October bills in a single mailing on or about June 1. The January and March bills are mailed about December 1.

Property tax revenues are recognized in the fiscal year for which taxes have been levied to the extent that they become available, i.e., due or receivable, within the current fiscal year and collected within the current period or within 60 days of year-end.

Property taxes collected before the due date, and in advance of the year for which they are levied, are recorded as a prepaid tax liability as they are intended to finance the subsequent year's budget.

At the time of the tax lien, which the City usually places within 60 to 90 days after the due date, a lien is recorded on the property at the Registry of Deeds. If the property taxes (redemptions) are not paid within two years and one day of the tax lien date, the property could be conveyed to the City by deed and subsequently sold at public sale held in November of each year.

The City annually raises through tax levy an amount (overlay for abatements) for property tax abatements and interest refunds. All abatements and interest refunds are charged to overlay.

Property tax receivables at June 30, 2021 consist of the following, net of an estimated allowance for doubtful account in the fund financial statements:

<u>Receivables</u>	<u>Amount</u>
Property taxes:	
Tax Year 2021	\$ 36,568,845
Tax Year 2020	967,347
Tax Year 2019 and prior	4,233
Tax liens	548,866
Excavation tax	12
Timber yield	1,479
Elderly liens	<u>13,220</u>
Gross tax receivable	38,104,002
Allowance for abatements (overlay)	<u>(2,120,574)</u>
Net total taxes receivable	<u>\$ 35,983,428</u>

5. **Water, Sewer and Solid Waste User Fees**

The City provides public water, sewer and solid waste services. Water and sewer user charges are based on water usage data read by the City's water meters. Bills are mailed monthly and cover both water and sewer charges, as well as an availability charge (if applicable).

Water charges are calculated by multiplying the amount of water used by the appropriate rate found in the monthly water rate schedule. The amount of water usage is measured in cubic feet. A minimum monthly charge is also included in the bill depending on the size of the water meter.

Sewer charges are similarly calculated by multiplying the metered water usage by the sewer rate of \$5.42 per hundred cubic feet. There is a minimum monthly charge of \$16.26 for the first 300 cubic feet used. Sewer bills are based upon the metered consumption of water on any premise connected with the sewer system.

Availability charges are assessed to cover the costs of the oversized piping, pumps and water tanks needed in order to provide adequate water flow for fire protection. Any property owners who have building or property improvements within six hundred feet of a City fire hydrant are assessed annually for this charge. The fee is calculated at the rate of fifty cents (\$0.50) per thousand dollars of appraised value of improvements.

Solid Waste charges are based on Pay-As-You-Throw (PAYT) bag purchases. Residents purchase purple PAYT bags to set out for weekly curbside trash collection. There is no charge for recycling. The program is designed to offset the cost of trash collection and disposal while allowing residents to control the cost of their trash disposal.

6. Loans Receivable

Loans receivable of \$626,300 in non-major governmental funds represent the uncollected balance of community development loans.

7. Intergovernmental Receivables

Intergovernmental receivables in the sewer fund represent annual reimbursements from the New Hampshire Department of Environmental Services. The amount due from the State in future years is as follows:

Fiscal Year Ended	Reimbursement For		
	June 30	Principal	Interest
2022	\$ 190,556	\$ 69,979	\$ 260,535
2023	195,959	63,498	259,457
2024	194,294	58,283	252,577
2025	191,151	52,629	243,780
2026	192,805	46,871	239,676
2027 - 2031	789,715	151,772	941,487
2032 - 2036	432,712	44,826	477,538
2037 - 2041	111,284	5,428	116,712
2042	4,000	63	4,063
Total	\$ <u>2,302,476</u>	\$ <u>493,349</u>	\$ <u>2,795,825</u>

8. Interfund Transfers

The City reports interfund transfers between various funds. Most transfers result from budgetary or statutory actions, whereby funds are moved to accomplish various expenditure purposes. The following is an analysis of interfund transfers:

	<u>Transfers In</u>	<u>Transfers Out</u>
<u>Governmental Fund:</u>		
Major Funds:		
General fund	\$ 3,365,966	\$ 4,286,816
General Capital Project fund	3,011,978	-
Cemetery Permanent fund	-	252,886
Nonmajor Funds:		
Special Revenue Funds:		
Community Development		
Engineering Inspection	-	2,771
Community Development		
Conservation Property Management	-	25,000
Parking	365,607	93,308
Airport	-	61,383
Impact Fee	12,285	90,750
Miscellaneous Special Revenue fund	720	-
Forest and Conservation	233	174,263
Cemetery fund	-	1,010
Dedicated Income Library	-	180,000
Golf fund	40,596	3,000
Arena fund	-	70,555
Solid Waste fund	1,076,478	3,600
Capital Project Funds:		
NEOC	-	13,140
Sears Block	200,000	-
Penacook	190,750	-
Permanent Funds:		
Library	-	6,824
Debt Service Funds:		
NEOC	-	163,976
Sears Block	-	770,735
Penacook	-	8,135
<u>Business-Type Funds:</u>		
Major Funds:		
Water	600,087	1,533,669
Sewer	279,084	1,401,963
Total	<u>\$ 9,143,784</u>	<u>\$ 9,143,784</u>

The majority of the Solid Waste fund transfer in is from the General fund to subsidize the fund operations. In addition, the majority of the transfers from the Water and Sewer funds are to the General fund for indirect costs. \$2,697,855 of the transfer into the Major Capital Project fund was transferred from the General fund (Highway Reserve Trust fund) as part of the City's practice of financing various capital projects with operating revenues. The transfers out of the Debt Service funds are to pay debt service in other funds.

9. Capital Assets

Capital asset activity for the year ended June 30, 2021 was as follows (in thousands):

	Beginning <u>Balance</u>	<u>Increases</u>	<u>Decreases</u>	Ending <u>Balance</u>
Governmental Activities				
Capital assets, being depreciated:				
Land improvements	\$ 10,398	\$ 622	\$ -	\$ 11,020
Buildings and improvement	53,846	9,841	-	63,687
Machinery, equipment, and furnishing	14,374	1,237	(25)	15,586
Infrastructure	119,566	12,411	(49)	131,928
Licensed vehicles	<u>17,787</u>	<u>1,111</u>	<u>(3,031)</u>	<u>15,867</u>
Total capital assets, being depreciated	215,971	25,222	(3,105)	238,088
Less accumulated depreciation for:				
Land improvements	(5,323)	(402)	-	(5,725)
Buildings and improvement	(29,005)	(2,219)	-	(31,224)
Machinery, equipment, and furnishing	(11,661)	(934)	25	(12,570)
Infrastructure	(28,779)	(2,444)	49	(31,174)
Licensed vehicles	<u>(15,484)</u>	<u>(925)</u>	<u>3,020</u>	<u>(13,389)</u>
Total accumulated depreciation	<u>(90,252)</u>	<u>(6,924)</u>	<u>3,094</u>	<u>(94,082)</u>
Total capital assets, being depreciated, net	125,719	18,298	(11)	144,006
Capital assets, not being depreciated:				
Land	20,129	98	-	20,227
Historical items	75	-	-	75
Construction in progress	<u>43,989</u>	<u>8,532</u>	<u>(23,509)</u>	<u>29,012</u>
Total capital assets, not being depreciated	<u>64,193</u>	<u>8,630</u>	<u>(23,509)</u>	<u>49,314</u>
Governmental activities capital assets, net	<u>\$ 189,912</u>	<u>\$ 26,928</u>	<u>\$ (23,520)</u>	<u>\$ 193,320</u>

	Beginning <u>Balance</u>	<u>Increases</u>	<u>Decreases</u>	Ending <u>Balance</u>
Business-Type Activities				
Capital assets, being depreciated:				
Buildings and improvement	\$ 70,086	\$ 5,187	\$ -	\$ 75,273
Machinery, equipment, and furnishing	10,136	1,524	-	11,660
Infrastructure	150,752	2,881	-	153,633
Licensed vehicles	<u>1,693</u>	<u>224</u>	<u>(226)</u>	<u>1,691</u>
Total capital assets, being depreciated	232,667	9,816	(226)	242,257
Less accumulated depreciation for:				
Buildings and improvement	(35,760)	(2,145)	-	(37,905)
Machinery, equipment, and furnishing	(6,186)	(940)	-	(7,126)
Infrastructure	(74,822)	(2,850)	-	(77,672)
Licensed vehicles	<u>(1,293)</u>	<u>(146)</u>	<u>226</u>	<u>(1,213)</u>
Total accumulated depreciation	<u>(118,061)</u>	<u>(6,081)</u>	<u>226</u>	<u>(123,916)</u>
Total capital assets, being depreciated, net	114,606	3,735	-	118,341
Capital assets, not being depreciated:				
Land	824	-	-	824
Construction in progress	<u>10,255</u>	<u>3,839</u>	<u>(9,241)</u>	<u>4,853</u>
Total capital assets, not being depreciated	<u>11,079</u>	<u>3,839</u>	<u>(9,241)</u>	<u>5,677</u>
Business-type activities capital assets, net	<u>\$ 125,685</u>	<u>\$ 7,574</u>	<u>\$ (9,241)</u>	<u>\$ 124,018</u>

Depreciation expense was charged to functions of the City as follows:

Governmental Activities	
Public safety	\$ 423,514
General services	3,728,530
Community development	2,242,341
Leisure and information services	<u>529,346</u>
Total governmental activities	<u>\$ 6,923,731</u>
Business-Type Activities	
Water	\$ 2,168,642
Sewer	<u>3,912,780</u>
Total business-type activities	<u>\$ 6,081,422</u>

10. Accounts Payable

Accounts payable represent fiscal year 2021 expenditures paid in July and August 2021.

11. Deferred Outflows of Resources

Deferred outflows of resources represent the consumption of net position by the City that is applicable to future reporting periods. Deferred outflows of resources have a positive effect on net position, similar to assets. Deferred outflows of resources related to the City's net pension and total OPEB liabilities, in accordance with GASB Statements No. 68 and 75, are more fully discussed in the corresponding pension and OPEB notes.

As of June 30, 2021, non-pension and OPEB related deferred outflows of resources consisted of a loss on advance refunding.

12. Notes Payables

The following summarizes the notes payable activity for the year ending June 30, 2021:

Governmental Activities:	Interest Rate	Date of Issue	Date of Maturity	Balance Beginning of Year	New Issues	Maturities	Balance End of Year
Downtown Complete Streets Underground Utilities	1.95%	12/13/19	12/11/20	\$ 1,520,000	\$ -	\$ (1,520,000)	\$ -
Downtown Complete Streets Underground Utilities	0.70%	12/11/20	01/25/22	-	1,520,000	-	1,520,000
Total				\$ 1,520,000	\$ 1,520,000	\$ (1,520,000)	\$ 1,520,000

13. Capital Lease Liability

The City is the lessee of certain equipment under capital leases expiring in 2022. The interest free lease has a net present value of \$3,998 as of June 30, 2021, all of which will be paid in 2022.

14. Long-Term Debt

Long-Term Debt Supporting Governmental Activities

General obligation bonds and loans issued by the City for various municipal projects are approved by City Council and repaid with property taxes recorded in the general fund, debt services funds and user fees recorded in enterprise funds. Compensated absences, pension and other postemployment benefits are repaid from the funds that the costs relate to, mostly general fund, and also water and sewer enterprise funds and solid waste, golf, arena, and other special revenue funds.

General Obligation Bonds and Loans Payable

The City issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds have been issued for both governmental and business-type activities. The City has not issued any revenue bonds. All bonds and loans outstanding were used in calculating the net

investment in capital assets. General obligation bonds currently outstanding are as follows:

<u>Governmental Activities</u>	<u>Original Amount</u>	<u>Serial Maturities Through</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of 6/30/21</u>
Public Offerings				
Public improvements	\$ 10,161,000	07/15/25	3.75 - 5.00	\$ 2,685,000
Public improvements	2,380,631	07/15/26	2.00 - 3.20	819,260
Public improvements	4,333,851	01/15/32	2.00 - 3.00	1,687,600
Public improvements	6,988,240	01/15/33	2.125 - 4.00	2,421,750
Public improvements	96,500	12/15/25	3.00 - 4.00	30,000
Public improvements	8,635,500	06/15/34	2.00 - 4.00	5,025,000
Public improvements	14,264,050	07/15/34	2.00 - 4.00	8,069,500
Public improvements	1,975,000	01/15/36	2.25 - 5.00	1,260,000
Public improvements	3,435,750	01/15/36	2.00 - 2.75	1,900,000
Public improvements	9,658,600	01/15/37	2.00 - 4.00	6,553,500
Public improvements	11,090,200	01/15/38	3.25 - 4.00	8,475,000
Public improvements	6,993,700	01/15/39	3.125 - 5.00	5,790,000
Public improvements	2,550,000	01/15/39	3.50 - 5.00	2,280,000
Public improvements	8,692,150	01/15/40	2.00 - 5.00	7,870,000
Public improvements	5,702,400	10/15/40	2.00 - 5.00	5,702,400
Total governmental activities - public offerings				60,569,010

<u>Business-Type Activities</u>	<u>Original Amount</u>	<u>Serial Maturities Through</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of 6/30/21</u>
Water Fund:				
Public Offerings				
Water	\$ 1,653,750	01/15/32	2.00 - 3.00	\$ 797,700
Water	3,766,650	01/15/33	2.125 - 4.00	1,034,500
Water	1,627,800	12/15/29	3.00 - 4.00	822,500
Water	2,594,900	07/15/34	2.00 - 4.00	1,505,200
Water	2,420,000	01/15/36	2.25 - 5.00	1,800,000
Water	707,750	01/15/36	2.00 - 2.75	390,000
Water	3,613,050	01/15/37	2.00 - 4.00	2,800,050
Water	1,917,800	01/15/38	3.25 - 4.00	1,520,000
Water	1,180,300	01/15/39	3.125 - 5.00	1,010,000
Water	4,259,750	01/15/40	2.00 - 5.00	4,020,000
Water	1,884,000	10/15/40	2.00 - 5.00	1,884,000
Total water public offerings				17,583,950
Other Long-term Debt:				
Water state revolving loan	245,000	05/01/30	0.864	126,305
Total water fund				17,710,255

(continued)

(continued)

<u>Business-Type Activities:</u>	<u>Original Amount</u>	<u>Serial Maturities Through</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of 6/30/21</u>
Sewer Fund:				
Public Offerings				
Sanitary sewer	1,399,900	01/15/32	2.00 - 3.00	444,700
Sanitary sewer	78,182	07/15/26	2.00 - 3.20	45,740
Sanitary sewer	3,080,660	01/15/33	2.125 - 4.00	1,298,750
Sanitary sewer	1,176,200	12/15/29	3.00 - 4.00	557,500
Sanitary sewer	3,058,150	07/15/34	2.00 - 4.00	1,485,300
Sanitary sewer	4,833,500	01/15/36	2.00 - 2.75	3,160,000
Sanitary sewer	4,057,950	01/15/37	2.00 - 4.00	3,026,450
Sanitary sewer	3,296,100	01/15/38	3.25 - 4.00	2,585,000
Sanitary sewer	2,548,800	01/15/39	3.50 - 5.00	2,170,000
Sanitary sewer	1,023,100	01/15/40	2.00 - 5.00	910,000
Sanitary sewer	2,028,600	10/15/40	2.00 - 5.00	2,028,600
Total sewer public offerings				<u>17,712,040</u>
Total business-type activities				<u>\$ 35,422,295</u>

Future Debt Service

The annual payments to retire all general obligation long-term debt outstanding as of June 30, 2021 are as follows:

<u>Governmental</u>	<u>Public Offering Bonds</u>		
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	\$ 7,281,151	\$ 2,318,703	\$ 9,599,854
2023	6,800,222	1,913,057	8,713,279
2024	6,500,622	1,642,026	8,142,648
2025	6,192,422	1,378,534	7,570,956
2026	5,758,822	1,141,090	6,899,912
2027-2031	17,325,071	3,200,911	20,525,982
2032-2036	8,044,500	1,007,610	9,052,110
2037-2041	2,666,200	162,301	2,828,501
Total	<u>\$ 60,569,010</u>	<u>\$ 12,764,232</u>	<u>\$ 73,333,242</u>

Public Offering Bonds			
<u>Business-Type</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	\$ 3,398,849	\$ 1,312,068	\$ 4,710,917
2023	3,364,778	1,099,998	4,464,776
2024	3,294,378	972,095	4,266,473
2025	3,267,578	843,373	4,110,951
2026	3,166,178	725,135	3,891,313
2027-2031	12,314,929	2,072,076	14,387,005
2032-2036	5,055,500	538,825	5,594,325
2037-2041	1,433,800	78,819	1,512,619
Total	\$ <u>35,295,990</u>	\$ <u>7,642,389</u>	\$ <u>42,938,379</u>

Loans - Direct Borrowing			
<u>Business-Type</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	\$ 12,502	\$ 1,091	\$ 13,593
2023	12,860	983	13,843
2024	13,228	872	14,100
2025	13,607	758	14,365
2026	13,997	640	14,637
2027-2030	60,111	1,316	61,427
Total	\$ <u>126,305</u>	\$ <u>5,660</u>	\$ <u>131,965</u>

Bond Authorizations

Long-term debt authorizations which have not been issued or rescinded as of June 30, 2021 are as follows:

<u>Purpose</u>	<u>Amount</u>
Balance Land Acquisitions	\$ 2,565,626
Information Systems Application Timekeeping Software	103,000
Bond Anticipation Notes Outstanding u/g Utilities (SBTIF debt)	1,520,000
Merrill Pool Replacement	550,000
Replace Green St Community Center Exterior Doors	10,000
Holt Road / Whitney Road Intersection Improvement Project	4,240,000
2021 North Pembroke Rd Bridge Subproject	6,480
Merrimack River Greenway Trail Project	600,000
Complete Streets Phase II Underground Utilities	150,000
Information Systems Application Timekeeping Software (Parking)	3,000
Information Systems Application Timekeeping Software (Arena)	3,000
Information Systems Application Timekeeping Software (Golf)	3,000
Information Systems Application Timekeeping Software (Water)	36,500
Pump Station #4 Relocation and Replacement Subproject	325,000
Information Systems Application Timekeeping Software (Sewer)	36,500
Total	\$ <u>10,152,106</u>

Changes in General Long-Term Liabilities

During the year ended June 30, 2021, the following changes occurred in long-term liabilities (in thousands):

	Beginning Balance	Additions	Refunding	Reductions	Ending Balance	Less Current Portion	Equals Long-Term Portion
Governmental Activities							
Public offering bonds	\$ 64,749	\$ 5,702	\$ (2,423)	\$ (7,459)	\$ 60,569	\$ (7,281)	\$ 53,288
Direct placement bond	-	335	-	-	335	(35)	300
Unamortized debt premiums	3,096	960	-	(218)	3,838	(266)	3,572
Subtotal	67,845	6,997	(2,423)	(7,677)	64,742	(7,582)	57,160
Net pension liability	60,529	16,379	-	-	76,908	-	76,908
Net OPEB liability	48,167	-	-	(1,365)	46,802	-	46,802
Other:							
Accrued employee benefits	2,958	2,296	-	(2,115)	3,139	(2,668)	471
Capital leases	13	-	-	(9)	4	(4)	-
Landfill closure	509	-	-	(25)	484	(25)	459
Subtotal	3,480	2,296	-	(2,149)	3,627	(2,697)	930
Totals	\$ 180,021	\$ 25,672	\$ (2,423)	\$ (11,191)	\$ 192,079	\$ (10,279)	\$ 181,800
Business-Type Activities							
Public offering bonds	\$ 36,706	\$ 3,913	\$ (1,837)	\$ (3,486)	\$ 35,296	\$ (3,398)	\$ 31,898
Loans from direct borrowings	138	-	-	(12)	126	(13)	113
Unamortized debt premiums	2,112	365	-	(162)	2,315	(181)	2,134
Subtotal	38,956	4,278	(1,837)	(3,660)	37,737	(3,592)	34,145
Net pension liability	3,125	837	-	-	3,962	-	3,962
Net OPEB liability	4,568	66	-	-	4,634	-	4,634
Accrued employee benefits	177	212	-	(204)	185	(185) ^(A)	-
Totals	\$ 46,826	\$ 5,393	\$ (1,837)	\$ (3,864)	\$ 46,518	\$ (3,777)	\$ 42,741

^(A) The City estimates that all of this liability is current.

Current Refunding

On October 28, 2020, the City issued bonds in the amount of \$3,585,200 to refund January 15, 2011 and 2010 outstanding issues, resulting in net present value of savings in the amount of \$618,095. Outstanding issues were called on January 15, 2021, therefore, there is no defeased debt outstanding at June 30, 2021 associated with the current refunding.

Prior Year's Debt Defeasance

In prior years, the City has defeased various bond issues by creating separate irrevocable trust funds. The proceeds from the new issuances of the general obligation bonds were used to purchase U.S. government securities, and those securities were deposited in irrevocable trusts with an escrow agent to provide debt service payments until the refunded bonds mature. For financial reporting purposes, the debt has been considered defeased, and therefore, removed as a liability from the City's balance sheet. As of June 30, 2021, the amount of defeased debt still outstanding is as follows:

- Fiscal year 2015 refunding of the 2005 issuance: \$480,000
- Fiscal year 2015 refunding of the 2006 issuance: \$535,000
- Fiscal year 2015 refunding of the 2007 issuance: \$1,965,000

15. Landfill Closure and Postclosure Care Costs

The City is required by State and Federal laws and regulations to construct a final capping system on the Concord Sanitary Landfill and perform certain maintenance and monitoring functions at the site for 30 years. The landfill stopped accepting waste in May 1994, and the final capping system was completed in July 1995.

The City has reflected \$484,100 as the estimate of the remaining postclosure care liability at June 30, 2021 in the Governmental Activities Statement of Net Position. Actual costs may differ due to inflation, changes in technology, or changes in regulations.

16. Deferred Inflows of Resources

Deferred inflows of resources are the acquisition of net position by the City that are applicable to future reporting periods. Deferred inflows of resources have a negative effect on net position, similar to liabilities. Deferred inflows of resources related to pension and OPEB will be recognized in expense in future years and is more fully described in in the corresponding pension and OPEB notes.

Taxes collected in advance are reported in the governmental funds balance sheet and statement of net position in connection with May tax bills due July 1 for subsequent fiscal year taxes that were collected prior to June 30.

Unavailable revenues are reported in the governmental funds balance sheet in connection with receivables for which revenues are not considered available to liquidate liabilities for the current year.

17. Governmental Funds - Balances

Fund balances are segregated to account for resources that are either not available for expenditure in the future or are legally set aside for a specific future use.

The City has implemented *GASB Statement No. 54 (GASB 54), Fund Balance Reporting and Governmental Fund Type Definitions*, which enhances the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying existing governmental fund type definitions.

The following types of fund balances are reported at June 30, 2021:

Nonspendable - This fund balance classification includes an offset for inventory and reserves for the principal portion of permanent trust funds.

Restricted - This fund balance classification includes various special revenue funds, capital project balances funded by bond issuances, debt service fund balances and the income portion of permanent trust funds.

Committed - This fund balance classification includes General Fund capital reserve funds set aside by City Council vote for future capital acquisitions and improvements, amounts used from operations for capital per City Council resolutions, and various special revenue funds.

Assigned - This fund balance classification includes General Fund surplus balances that management assigns for specific purposes with City Manager approval.

Unassigned - This fund balance classification includes General Fund available balance and other funds' temporary fund balance deficits.

Following is a breakdown of the City's fund balances at June 30, 2021:

	General Fund	Major Capital Project Fund	Major Cemetery Fund	Nonmajor Governmental Funds	Total Governmental Funds
Nonspendable;					
Inventories and prepaids	\$ 817,292	\$ -	\$ -	\$ 281,169	\$ 1,098,461
Nonspendable permanent funds:					
Cemetery fund	-	-	11,413,020	-	11,413,020
Library fund	-	-	-	1,380,495	1,380,495
Other	-	-	-	16,735	16,735
Total Nonspendable	817,292	-	11,413,020	1,678,399	13,908,711
Restricted:					
General capital project fund	-	6,107,871	-	-	6,107,871
Dedicated income library	-	-	-	3,571,462	3,571,462
Forest and conservation	-	-	-	1,491,386	1,491,386
House revolving loan	-	-	-	921,020	921,020
Miscellaneous special revenue	-	-	-	758,703	758,703
Impact Fees	-	-	-	611,447	611,447
Sears Block capital	-	-	-	228,037	228,037
Cemetery fund	-	-	-	24,139	24,139
Community Development	-	-	-	1,707	1,707
Expendable permanent funds:					
Cemetery fund	-	-	5,303,730	-	5,303,730
Library fund	-	-	-	766,865	766,865
Other	-	-	-	13,977	13,977
NEOC TIF	-	-	-	2,125,597	2,125,597
Sears Block TIF	-	-	-	454,050	454,050
Penacook Village TIF	-	-	-	241,261	241,261
Total Restricted	-	6,107,871	5,303,730	11,209,651	22,621,252
Committed:					
Highways	1,701,273	-	-	-	1,701,273
Economic development	516,191	-	-	-	516,191
Recreation reserve	750,202	-	-	-	750,202
Equipment	414,486	-	-	-	414,486
Community improvement	90,347	-	-	-	90,347
Other capital reserves	195,217	-	-	-	195,217
Other post-employment benefits	1,365,287	-	-	-	1,365,287
Solid waste fund	-	-	-	1,972,695	1,972,695
Parking fund	-	-	-	256,231	256,231
Airport fund	-	-	-	381,210	381,210
Golf fund	-	-	-	155,618	155,618
Arena fund	-	-	-	74,929	74,929
Community Development / Property Management	-	-	-	60,302	60,302
Community Development / Engineering	-	-	-	8,860	8,860
Total Committed	5,033,003	-	-	2,909,845	7,942,848
Assigned:					
Highway / paving	1,000,000	-	-	-	1,000,000
For 2022 budget	820,389	-	-	-	820,389
Equipment	480,000	-	-	-	480,000
Recreation	250,000	-	-	-	250,000
Abatements	250,000	-	-	-	250,000
Total Assigned	2,800,389	-	-	-	2,800,389
Unassigned	12,067,362	(1,975,743)	-	(423,846)	9,667,773
Total Fund Balance	\$ 20,718,046	\$ 4,132,128	\$ 16,716,750	\$ 15,374,049	\$ 56,940,973

18. Retirement System

The City follows the provisions of GASB Statement No. 68, *Accounting and Financial Reporting for Pensions – an amendment of GASB Statement No. 27*, with respect to the State of New Hampshire Retirement System (NHRS).

The following pension disclosures for the New Hampshire Retirement System pension plan are based upon an actuarial valuation performed as of June 30, 2019, using a measurement date of June 30, 2020.

Plan Description

Full-time employees participate in the New Hampshire Retirement System (NHRS), a cost sharing, multiple-employer defined benefit contributory pension plan and trust established in 1967 by RSA 100-A:2 and qualified as a tax-exempt organization under Sections 401(a) and 501(a) of the Internal Revenue Code. The plan is a contributory, defined benefit plan providing service, disability, death, and vested retirement benefits to members and their beneficiaries. Substantially all full-time state employees, public school teachers and administrators, permanent firefighters, and permanent police officers within the State of New Hampshire are eligible and required to participate in the system. Full-time employees of political subdivisions, including counties, municipalities, and school districts, are also eligible to participate as a group if the governing body of the political subdivision has elected participation.

The New Hampshire Retirement System, a Public Employees Retirement System (PERS), is divided into two membership groups. State or local employees and teachers belong to *Group I*. Police officers and firefighters belong to *Group II*. All assets are held in a single trust and are available to each group. Additional information is disclosed in the NHRS annual report publicly available from the New Hampshire Retirement System located at nhrs.org.

Benefits Provided

Group I benefits are provided based on creditable service and average final salary for the highest of either three or five years, depending on when service commenced.

Group II benefits are provided based on age, years of creditable service, and a benefit multiplier depending on vesting status as of January 1, 2012. The maximum retirement allowance for Group II members vested by January 1, 2012 (45 years of age with 20 years of service or age 60 regardless of years of creditable service) is the average final compensation multiplied by 2.5% multiplied by creditable service. For Group II members not vested by January 1, 2012, the

benefit is calculated the same way, but the multiplier used in the calculation will change depending on age and years of creditable service, as follows:

<u>Years of creditable service as of January 1, 2012</u>	<u>Minimum Age</u>	<u>Minimum Service</u>	<u>Benefit Multiplier</u>
At least 3 but less than 10 years	46	21	2.4%
At least 6 but less than 8 years	47	22	2.3%
At least 4 but less than 6 years	48	23	2.2%
Less than 4 years	49	24	2.1%

Contributions

Plan members are required to contribute a percentage of their earnable compensation to the pension plan, which the contribution rates are 7% for employees, 11.55% for police, and 11.80% for fire. The City makes contributions to the pension plan equal to the amount required by Revised Statutes Annotated 100 - A:16, III, which is 10.88% for employees, 24.77% for police, and 26.43% for fire. The City's contribution to NHRS for the year ended June 30, 2021 was \$5,616,819 (exclusive of \$579,306 in medical subsidy contributions), which was equal to its annual required contribution.

Summary of Significant Accounting Policies

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the NHRS and additions to/deductions from NHRS' fiduciary net position have been determined on the same basis as they are reported by NHRS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with benefit terms. Investments are reported at fair value.

Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred (Inflows) of Resources Related to Pensions

At June 30, 2021, the City reported a liability of \$80,870,384 for its proportionate share of the net pension liability. The net pension liability was measured as of June 30, 2020, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of June 30, 2019. The City's proportion of the net pension liability was based on a projection of the City's long-term share of contributions to the pension plan relative to the projected contributions of all participating employers, actuarially determined. At June 30, 2020, the City's proportion was 1.26%.

For the year ended June 30, 2021, the City recognized pension expense of \$11,273,506. In addition, the City reported deferred outflows of resources and deferred (inflows) of resources related to pensions from the following sources:

	<u>Deferred Outflows of Resources</u>	<u>Deferred (Inflows) of Resources</u>
Differences between expected and actual experience	\$ 2,183,892	\$ (868,316)
Net difference between projected and actual pension investment earnings	5,001,921	-
Changes in assumptions	7,999,685	-
Changes in proportion and differences between contributions and proportionate share of contributions	366,665	(3,553,773)
Pension contributions subsequent to the measurement date	<u>6,184,110</u>	<u>-</u>
Total	<u>\$ 21,736,273</u>	<u>\$ (4,422,089)</u>

The amounts reported as deferred outflows of resources and deferred (inflows) of resources related to pensions resulting from contributions subsequent to the measurement date will be recognized as a reduction of the net pension liability in the subsequent fiscal year. Other amounts reported as deferred outflows of resources and deferred (inflows) of resources related to pensions will be recognized in pension expense as follows:

Year ended June 30:	<u>Deferred Outflows/ (Inflows)</u>
2022	\$ 1,819,713
2023	2,617,139
2024	3,473,410
2025	<u>3,219,812</u>
Total	<u>\$ 11,130,074</u>

Actuarial Assumptions and Other Inputs

The collective total pension liability as of June 30, 2020, which was based on a roll-forward of the June 30, 2019 valuation, used the following actuarial assumptions:

Inflation	2.00%, previously 2.50%
Wage Inflation	2.75%, previously 3.25%
Salary increases	5.60% average, including inflation
Investment rate of return	6.75%, net of investment expenses, including inflation, previously 7.25%

Mortality rates were updated to be based on the Pub-2010 Healthy Retiree Mortality Tables with credibility adjustments for each group (Police and Fire combined) and projected fully generational mortality improvements using Scale MP-2019.

Actuarial assumptions also reflect benefit changes resulting from CH 340 laws of 2019 (HB 616), which grants a one-time, 1.5% COLA on the first \$50,000 of an annual pension benefit to members who retired on or before July 1, 2014, or any beneficiaries of such member who is receiving a survivorship pension benefit. The COLA will take effect on the retired member's first anniversary date of retirement occurring after July 1, 2020. The adjustment shall become a permanent addition to the member's base retirement allowance.

The actuarial assumptions used in the June 30, 2019 valuation were based on the results of the most recent actuarial experience study, which was for the period July 1, 2016 – June 30, 2019.

Target Allocations

The long-term expected rate of return on pension plan investments was selected from a best estimate range determined using the building block approach. Under this method, an expected future real return range is calculated separately for each asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return net of investment expenses by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of arithmetic real rates of return for each major class are summarized in the following table:

<u>Asset Class</u>	<u>Target Allocation Percentage</u>	<u>Weighted Average Long-Term Expected Real Rate of Return</u>
Large cap equities	22.50 %	3.71%
Small/Mid cap equities	<u>7.50</u>	4.15%
Total domestic equities	30.00	
Int'l equities (unhedged)	13.00	3.96%
Emerging int'l equities	<u>7.00</u>	6.20%
Total international equities	20.00	
Core bonds	9.00	0.42%
Global multi-sector fixed income	10.00	1.66%
Absolute return fixed income	<u>6.00</u>	0.92%
Total fixed income	25.00	
Private equity	10.00	7.71%
Private debt	<u>5.00</u>	4.81%
Total alternative investments	15.00	
Real estate	<u>10.00</u>	2.95%
Total	<u><u>100.00</u></u> %	

Discount Rate

The discount rate used to measure the total pension liability was 6.75%. The projection of cash flows used to determine the discount rate assumed that the plan member contributions will be made at the current contribution rate and that employer contributions will be made at rates equal to the difference between actuarially determined contribution rates and the member rate. For purposes of the projection, member contributions and employer service cost contributions are projected based on the expected payroll of current members only. Employer contributions are determined based on the pension plan's actuarial funding policy and as required by RSA 100 – A:16. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments to current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Sensitivity of the Proportionate Share of the Net Pension Liability to Changes in the Discount Rate

The following presents the City's proportionate share of the net pension liability calculated using the discount rate of 6.75%, as well as what the City's proportionate share of the net pension liability would be if it were calculated using a discount rate that is one percentage-point lower or one percentage-point higher than the current rate:

<u>1% Decrease</u>	<u>Current Discount Rate</u>	<u>1% Increase</u>
\$104,694,235	\$80,870,384	\$61,403,143

Pension Plan Fiduciary Net Position

Detailed information about the pension plan's fiduciary net position is available in the separately issued NHRS financial report.

19. Other Post-Employment Benefits – OPEB (GASB 75)

GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*, replaces the requirements of *Statement No. 45, Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions*. The Statement establishes standards for recognizing and measuring liabilities, deferred outflows of resources, deferred inflows of resources, and expense/expenditures. This Statement identifies the methods and assumptions that are required to be used to project benefit payments, discounted projected benefit payments to their actuarial present value, and attribute that present value to periods of employee service.

City OPEB Plan

The following OPEB disclosures for the City OPEB Plan are based on an actuarial valuation performed as of June 30, 2021, with a measurement date of June 30, 2021.

General Information about the OPEB Plan

Plan Description

The City indirectly provides post-employment healthcare for retired employees, including an implicit rate covered by current employees. Since retirees are included in the same pool as active employees per New Hampshire RSA 100-A:50, the insurance rates are implicitly higher for current employees due to the age consideration. This increased rate is an implicit subsidy the City pays for the retirees. This is a single-employer plan, that does not issue a stand-alone financial report.

Benefits Provided

City Explicit Subsidy Eligibility

All employees meeting the following requirements are eligible for subsidized retiree health care benefits through the City:

- Hired in a permanent, full-time position prior to January 1, 1991
- Retire at the earlier of:
 - Age 62 with 10 years of service with the City; or
 - Age 60 with 35 years of City of Concord service

Employees, who retire after meeting the retirement eligibility requirements but prior to meeting the above explicit subsidy eligibility requirements, are still eligible for the City subsidy but it will commence at age 60 or 62 depending on the years of service at retirement.

Disabled employees hired prior to January 1, 1991 are not required to meet the above age and service requirements. Disabled employees hired after January 1, 1991 are not eligible for the City’s explicit subsidy.

City Subsidy

Beginning in FY 2017/18, the City will cover up to the full cost of the Harvard Best Buy 500 \$25, Harvard Elevate Health HMO, or Harvard Best Buy HSA plans. The premium rates effective on July 1, 2021 for these plans are as shown below.

Harvard Best Buy 500 \$25

1 Person - \$980.57

2 Person - \$1,980.36

Harvard Elevate Health HMO

1 Person - \$832.13

2 Person - \$1,680.38

Harvard Best Buy HSA

1 Person - \$834.08

2 Person - \$1,684.51

The City subsidy is expected to increase according to the assumed increase in the Harvard Best Buy 500 \$25, Harvard Elevate Health HMO, and Harvard Best Buy HSA plans premium rates.

Retiree Cost Sharing

Retirees are responsible for the portion of premium rates not covered by the City or State explicit subsidy.

Contributions

Employer and employee contribution rates are governed by the respective collective bargaining agreements. The OPEB plan is currently funded as a pay-as-you-go basis. The employer and plan members share the cost of benefits. As of June 30, 2021, the plan members contribute a percentage of the monthly premium cost, depending on the plan in which they are enrolled. The City contributes the balance of the premium cost.

Plan Membership

At June 30, 2021, the following employees were covered by the benefit terms:

Inactive employees or beneficiaries currently receiving benefit payments	247
Inactive employees entitled to but not yet receiving benefit payments	21
Active employees	<u>435</u>
Total	<u><u>703</u></u>

Funding Policy

The City’s funding policy includes financing the implicit subsidy on a pay-as-you-go basis, as required by statute.

Actuarial Assumptions and Other Inputs

The total OPEB liability was determined by an actuarial valuation as of June 30, 2021, using the following actuarial assumptions, applied to all periods included in the measurement, unless otherwise specified:

Inflation Rate	2.00%
Payroll Growth	2.75% per year for wage inflation plus merit and productivity increases, which are based on the NHRS actuarial valuation as of June 30, 2020
Discount rate	2.19% as of June 30, 2021
Healthcare cost trend rates	8.0% for 2022, fluctuating 0.5%, to an ultimate rate of 4.5% as of 2029 and later years

The discount rate was based on the 20-year tax-exempt general obligation municipal bond indices at June 30, 2021 (measurement date).

Mortality rates were based on the SOA Pub-2020 Total Dataset Mortality Table generational using scale MP-2020.

Discount Rate

The discount rate used to measure the total OPEB liability was 2.19%. The projection of cash flows used to determine the discount rate assumed that contributions from plan members will be made at the current contribution rate.

Changes in the Total OPEB Liability

The following summarizes the changes in the total OPEB liability during the year:

	Total OPEB <u>Liability</u>
Balance, beginning of year	\$ 46,602,364
Changes for the year:	
Service cost	621,200
Interest	1,232,371
Changes in assumptions or other inputs	5,030,178
Differences between expected and actual experience	(5,713,655)
Benefit payments	<u>(1,799,466)</u>
Net Changes	<u>(629,372)</u>
Balance, end of year	\$ <u>45,972,992</u>

Changes of assumptions and other inputs reflect a change in the discount rate from 2.66% in 2020 to 2.19% in 2021.

Sensitivity of the Total OPEB Liability to Changes in the Discount Rate

The following presents the total OPEB liability calculated using the discount rate of 2.19%, as well as what the total OPEB liability would be if it were calculated using a discount rate that is one percentage-point lower or one percentage-point higher than the current discount rate:

1% <u>Decrease</u>	Current Discount Rate	1% <u>Increase</u>
\$ 51,790,925	\$ 45,972,992	\$ 41,107,758

Sensitivity of the Total OPEB Liability to Changes in the Healthcare Cost Trend Rates

The following presents the total OPEB liability calculated using the current healthcare cost trend rates of 8.00%, as well as what the total OPEB liability would be if it were calculated using healthcare cost trend rates that are one percentage-point lower or one percentage-point higher than the current healthcare cost trend rates:

1% <u>Decrease</u>	Current Healthcare Cost Trend <u>Rates</u>	1% <u>Increase</u>
\$ 40,999,894	\$ 45,972,992	\$ 51,888,775

OPEB Expense and Deferred Outflows of Resources and Deferred (Inflows) of Resources Related to OPEB

For the year ended June 30, 2021, the City recognized an OPEB expense of \$1,790,665. At June 30, 2021, the City reported deferred outflows and (inflows) of resources related to OPEB from the following sources:

	<u>Deferred Outflows of Resources</u>	<u>Deferred (Inflows) of Resources</u>
Difference between expected and actual experience	\$ -	\$ (7,807,260)
Changes in assumptions	<u>6,799,694</u>	<u>(563,487)</u>
Total	<u>\$ 6,799,694</u>	<u>\$ (8,370,747)</u>

Amounts reported as deferred outflows and (inflows) of resources related to OPEB will be recognized in OPEB expense as follows:

<u>Fiscal Year Ended:</u>	
2022	\$ (854,949)
2023	(481,738)
2024	(97,669)
2025	<u>(136,697)</u>
Total	<u>\$ (1,571,053)</u>

New Hampshire Retirement System Medical Subsidy Plan Description

The following OPEB disclosures for the New Hampshire Retirement Medical Subsidy Plan are based upon an actuarial valuation performed as of June 30, 2019, using a measurement date of June 30, 2020.

General Information about the OPEB Plan

Plan Description

In addition to the OPEB plan discussed previously, the City participates in the New Hampshire Retirement System (NHRS) Medical Subsidy. The NHRS administers a cost-sharing, multiple-employer other post-employment benefit plan (OPEB Plan) for retiree health insurance subsidies. Benefit amounts and eligibility requirements are set by state law, and members are designated by type. The four membership groups are Group II Police Officer and Firefighters, Group I Teachers, Group I Political Subdivision Employees and Group I State Employees. Collectively, they are referred to as the OPEB Plan.

NHRS issues publicly available financial reports that can be obtained by writing to them at 54 Regional Drive, Concord, New Hampshire 03301-8507 or can be obtained directly from their website at <http://www.nhrs.org>.

Benefits Provided

The OPEB Plan provides a medical insurance subsidy to qualified retired members. The medical subsidy is a payment made by NHRS to the former employer or their insurance administrator toward the cost of health insurance for a qualified retiree, his/her qualified spouse, and his/her certifiably dependent children with a disability who are living in the household and being cared for by the retiree. Group I benefits are based on creditable service, age, and retirement date. Group II benefits are based on hire date, age, and creditable service. The OPEB plan is closed to new entrants.

The eligibility requirements for receiving OPEB Plan benefits differ for Group I and Group II members. The monthly Medical Subsidy rates are:

1 Person - \$375.56
2 Person - \$751.12
1 Person Medicare Supplement - \$236.84
2 person Medicare Supplement - \$473.68

Contributions

Pursuant to RSA 100-A:16, III, and the biennial actuarial valuation, funding for the Medical Subsidy payment is via the employer contributions rates set forth by NHRS. Employer contributions required to cover that amount of cost not met by the members' contributions are determined by a biennial actuarial valuation by the NHRS actuary using the entry age normal funding method and are expressed as a percentage of earnable compensation. The City contributed 0.29% of earnable compensation for Group I employees and 3.66% of earnable compensation for

Group II fire and police department members. Employees are not required to contribute. The State Legislature has the authority to establish, amend, and discontinue the contribution requirements of the Medical Subsidy plan.

Actuarial Assumptions and Other Inputs

Actuarial assumptions for the collective total OPEB liability are the same as the Retirement System, which is disclosed in Note 18.

Net OPEB Liability, Expense, and Deferred Outflows and (Inflows)

The City's proportionate share of the net NHRS Medical Subsidy (net OPEB liability) as of the measurement date of June 30, 2020 was \$5,462,790, representing 1.25%.

For the year ended June 30, 2021, the City recognized an OPEB expense related to the NHRS Medical Subsidy of (\$67,757). At June 30, 2021, the City reported deferred outflows and (inflows) of resources related to OPEB from the following sources:

	<u>Deferred Outflows of Resources</u>	<u>Deferred (Inflows) of Resources</u>
Differences between expected and actual experience	\$ -	\$ (15,829)
Net difference between projected and actual OPEB investment earnings	20,440	-
Changes in assumptions	35,124	-
Changes in proportion and differences between contributions and proportionate share of contributions	-	(82,224)
Contributions subsequent to measurement date	<u>613,895</u>	<u>-</u>
Total	<u>\$ 669,459</u>	<u>\$ (98,053)</u>

The amount reported as deferred outflows of resources related to OPEB resulting from contributions subsequent to the measurement date and before the end of the fiscal year will be included as a reduction of the net OPEB liability in the year ending June 30, 2022.

Other amounts reported as deferred outflows and (inflows) or resources related to OPEB will be recognized in OPEB expense as follows:

Year Ended:	Deferred Outflows/ (Inflows)
2022	\$ (61,379)
2023	6,050
2024	7,213
2025	<u>5,627</u>
Total	<u>\$ (42,489)</u>

Sensitivity of the Net NHRS Medical Subsidy OPEB Liability to Changes in the Discount Rate

The following presents the net OPEB liability calculated using the discount rate of 6.75%, as well as what the net OPEB liability would be if it were calculated using a discount rate that is one percentage-point lower or one percentage-point higher than the current discount rate:

<u>1%</u> <u>Decrease</u>	Current Discount <u>Rate</u>	<u>1%</u> <u>Increase</u>
\$ 5,932,021	\$ 5,462,790	\$ 5,055,406

Healthcare Cost Trend Rate

Healthcare cost trend rates are not applicable given that the benefits are fixed stipends.

Consolidation of Total OPEB Liabilities and Related Deferred Outflows and (Inflows)

Below is a summary of all OPEB related items in the aggregate as of June 30, 2021. Details related to these items are presented separately for each plan on the previous pages.

	Total OPEB Liability	Total Deferred Outflows of Resources	Total Deferred (Inflows) of Resources	Total OPEB Expense
City OPEB Plan	\$ 45,972,992	\$ 6,799,694	\$ (8,370,747)	\$ 1,790,665
Proportionate share of NHRS Medical Subsidy Plan	<u>5,462,790</u>	<u>669,459</u>	<u>(98,053)</u>	<u>(67,757)</u>
Total	<u>\$ 51,435,782</u>	<u>\$ 7,469,153</u>	<u>\$ (8,468,800)</u>	<u>\$ 1,722,908</u>

20. Deferred Compensation Plans

The City also offers its employees various deferred compensation plans in accordance with Internal Revenue Code Section 457(b) managed by the International City Management Association's Retirement Corporation (ICMA-RC), the Professional Fire Fighter, Police Officer and Public Employee (PFPOPE) and Empower. The plans permit full-time employees to defer a portion of their salary until future years. Deferred compensation is not available to employees until termination, retirement, or death. The City does not contribute to such plans. The investments are self-directed by employees.

21. Tax Abatements

The City provides property tax abatements authorized under New Hampshire RSA 79E, Community Revitalization Tax Relief Incentive. The purpose of the program is to provide significant tax relief on improvements made to existing buildings or selected properties in designated areas of the City. Projects which might be eligible for the RSA 79-E program are as follows:

a. Rehabilitation Projects:

- i. Buildings located within the Downtown or Penacook Village RSA 79-E Districts shall be eligible for RSA 79-E, provided that the cost of rehabilitation (excluding real estate acquisition, if any) equals at least 15% of existing assessed value (excluding land), or \$75,000, whichever is less.
- ii. Buildings not located within the Downtown or Penacook RSA 79-E Districts can also be eligible for RSA 79-E provided that the building is listed on, or has been determined eligible for, the State or National Register of Historic Places and cost of rehabilitation (excluding real estate acquisition, if any) equals at least 25% of existing assessed value (excluding land), or \$250,000, whichever is less.

b. Replacement Projects:

For projects involving the demolition and replacement of buildings, said projects might be eligible for RSA 79-E provided that the property is located in either the Downtown or Penacook Village RSA 79-E Districts; meets project 15% assessed value or \$75,000 cost thresholds; and, the property does not possess significant historical, cultural, or architectural value.

In order to qualify for tax relief, the proposed substantial rehabilitation must provide at least one of the following public benefits:

- Project enhances the economic vitality of the downtown Concord or Penacook Village.
- Project enhances and improves a structure that is culturally or historically important on a local, regional, state, or national level, either independently

or within the context of a historic district, town center, or village center in which the building is located.

- Project promotes the preservation and reuse of existing building stock throughout a municipality by the rehabilitation of historic structures, thereby conserving the embodied energy in accordance with energy efficiency guidelines established by the U.S. Secretary of the Interior's Standards for Rehabilitation.
- Project promotes development of municipal centers, providing for efficiency, safety, and a greater sense of community, consistent with RSA 9-B (NH Smart Growth Policy).
- Project increases residential housing in urban or town centers.

RSA Chapter 79E stipulates that the City Council must review the application submitted by the property owner, schedule a public hearing within 60 days of receiving the application, and render a decision on the application within 45 days of the public hearing.

22. Commitments and Contingencies

Outstanding Legal Issues

There are several pending legal issues in which the City is involved. The City's management is of the opinion that the potential future settlement of such claims would not materially affect its financial statements taken as a whole.

Grants

Amounts received or receivable from grantor agencies are subject to audit and adjustment by grantor agencies, principally the federal government. Any disallowed claims, including amounts already collected, may constitute a liability of the applicable funds. The amount of expenditures which may be disallowed by the grantor cannot be determined at this time, although the City expects such amounts, if any, to be immaterial.

Abatements

There are certain cases pending before the BTLA and Superior Court in NH in regard to alleged discrepancies in property assessments. According to the City's counsel, the probable outcome of these cases at the present time is indeterminable.

23. Tax Increment Districts

The following represents the North End Opportunity Corridor Tax Increment Financing District's life-to-date financial report. This District is reported as a debt service fund of the City.

Revenues:		
Tax increment district	\$ 11,773,141	
Investment interest	223,287	
Other	<u>164,031</u>	12,160,459
Expenditures:		
Principal	5,409,400	
Interest on debt	1,949,241	
Outside services	<u>2,676,220</u>	<u>10,034,861</u>
Excess (deficiency) of revenue		<u>2,125,598</u>
Fund Balance Reserved for Debt Service		\$ <u>2,125,598</u>
Long-Term Debt Payable:		
Principal	\$ (400,000)	
Interest	<u>(80,822)</u>	(480,822)
Available fund balance		<u>2,125,598</u>
Deficit to be Raised by Tax Increment District		\$ <u>1,644,776</u>
Assessment Information:		
Base Value (MS 1)		\$ <u>4,842,600</u>
Captured Value* (MS 1)		\$ <u>49,642,600</u>

* = As of April 1, 2020

The following represents the Sears Block Tax Increment Financing District's life-to-date financial report. This District is reported as a debt service fund of the City.

Revenues:		
Tax increment district	\$ 9,286,169	
Interest on proceeds from sale of bonds	24,872	
Investment interest	78,481	
Other	<u>9,387</u>	9,398,909
Expenditures:		
Principal	2,225,860	
Interest on debt	1,420,787	
Outside services	<u>5,298,212</u>	<u>8,944,859</u>
Excess (deficiency) of revenue		<u>454,050</u>
Fund Balance Reserved for Debt Service		\$ <u>454,050</u>
Long-Term Debt Payable:		
Principal	\$ (2,905,170)	
Interest	<u>(613,830)</u>	(3,519,000)
Available fund balance		<u>454,050</u>
Deficit to be Raised by Tax Increment District		\$ <u>(3,064,950)</u>
Assessment Information:		
Base Value (MS 1)		\$ <u>14,548,800</u>
Captured Value* (MS 1)		\$ <u>41,266,185</u>

* = As of April 1, 2020

The following represents the Penacook Village Tax Increment Financing District's life-to-date financial report. This District is reported as a debt service fund of the City.

Revenues:			
Tax increment district	\$	622,463	
Investment interest & misc. income		<u>516,034</u>	1,138,497
Expenditures:			
Principal		195,400	
Interest on debt		73,177	
Outside services		<u>628,659</u>	<u>897,236</u>
Excess (deficiency) of revenue			<u>241,261</u>
Fund Balance Reserved for Debt Service	\$	<u>241,261</u>	
Long-Term Debt Payable:			
Principal	\$	(241,400)	
Interest		<u>(36,503)</u>	(277,903)
Available fund balance			<u>241,261</u>
Deficit to be Raised by Tax Increment District	\$	<u>(36,642)</u>	
Assessment Information:			
Base Value (MS 1)	\$	<u>1,490,500</u>	
Captured Value* (MS 1)	\$	<u>4,928,400</u>	
* = As of April 1, 2020			

24. Beginning Net Position Reclassification

The City's beginning fund balance has been reclassified from the previous fiscal year as follows:

	Fund Equity 6/30/20 (as previously reported)	Reclassification	Fund Equity 7/1/20 (as reclassified)
Cemetery Permanent Fund	\$ -	\$ 13,605,438	\$ 13,605,438
Nonmajor Governmental Funds	<u>27,625,747</u>	<u>(13,605,438)</u>	<u>14,020,309</u>
Total	\$ <u>27,625,747</u>	\$ <u>-</u>	\$ <u>27,625,747</u>

The Cemetery Permanent Fund met the definition of a major fund in the current fiscal year.

25. Change in Accounting Principle

During fiscal year 2021, the City adopted Governmental Accounting Standards Board (GASB) Statement No. 84, *Fiduciary Activities*. This required moving certain items previously recorded through a general fund liability account to the newly established

custodial fund that reports additions and deductions for these activities. No restatement of beginning net position or fund balance was required in either fund.

26. New Pronouncements

The Governmental Accounting Standards Board (GASB) has issued Statement No. 87, *Leases*, as amended by Statement No. 97, effective for the City beginning with its fiscal year ending June 30, 2022. This statement establishes new reporting and disclosure requirements, including the recording of various operating leases in the financial statements.

27. Subsequent Events

Management has evaluated subsequent events through December 13, 2021, which is the date the financial statements were available to be issued.

CITY OF CONCORD, NEW HAMPSHIRE

Required Supplementary Information

Schedule of Proportionate Share of the Net Pension Liability

(Unaudited)

New Hampshire Retirement System						
<u>Fiscal Year</u>	<u>Measurement Date</u>	<u>Proportion of the Net Pension Liability</u>	<u>Proportionate Share of the Net Pension Liability</u>	<u>Covered Payroll</u>	<u>Proportionate Share of the Net Pension Liability as a Percentage of Covered Payroll</u>	<u>Plan Fiduciary Net Position Percentage of the Total Pension Liability</u>
June 30, 2021	June 30, 2020	1.26%	\$ 80,870,384	\$ 31,940,581	253.19%	58.72%
June 30, 2020	June 30, 2019	1.32%	\$ 63,654,202	\$ 31,906,964	199.50%	65.59%
June 30, 2019	June 30, 2018	1.32%	\$ 63,770,518	\$ 30,884,085	206.48%	64.73%
June 30, 2018	June 30, 2017	1.40%	\$ 68,916,674	\$ 30,454,246	226.30%	62.66%
June 30, 2017	June 30, 2016	1.36%	\$ 72,357,293	\$ 28,908,627	250.30%	58.30%
June 30, 2016	June 30, 2015	1.34%	\$ 52,971,572	\$ 28,070,389	188.71%	65.47%
June 30, 2015	June 30, 2014	1.34%	\$ 50,348,768	\$ 27,155,200	185.41%	66.32%

Schedule is intended to show information for 10 years. Additional years will be displayed as they become available.

See Independent Auditors' Report.

CITY OF CONCORD, NEW HAMPSHIRE

Required Supplementary Information

Schedule of Pension Contributions

(Unaudited)

New Hampshire Retirement System

<u>Fiscal Year</u>	<u>Contractually Required Contribution</u>	<u>Contributions in Relation to the Contractually Required Contribution</u>	<u>Contribution Deficiency (Excess)</u>	<u>Covered Payroll</u>	<u>Contributions as a Percentage of Covered Payroll</u>
June 30, 2021	\$ 5,616,819	\$ 5,616,819	\$ -	\$ 34,342,817	16.36%
June 30, 2020	\$ 5,757,092	\$ 5,757,092	\$ -	\$ 31,940,581	18.02%
June 30, 2019	\$ 5,788,561	\$ 5,788,561	\$ -	\$ 31,906,964	18.14%
June 30, 2018	\$ 5,597,501	\$ 5,597,501	\$ -	\$ 30,884,085	18.12%
June 30, 2017	\$ 5,133,632	\$ 5,133,632	\$ -	\$ 30,454,246	16.86%
June 30, 2016	\$ 5,021,118	\$ 5,021,118	\$ -	\$ 28,908,627	17.37%
June 30, 2015	\$ 4,844,654	\$ 4,844,654	\$ -	\$ 28,070,389	17.26%

Schedule is intended to show information for 10 years. Additional years will be displayed as they become available.

See Independent Auditors' Report.

CITY OF CONCORD, NEW HAMPSHIRE
Required Supplementary Information

Schedules of Proportionate Share and Contributions of the Net OPEB Liability

(Unaudited)

Schedule of Proportionate Share

New Hampshire Retirement System Medical Subsidy

<u>Fiscal Year</u>	<u>Measurement Date</u>	<u>Proportion of the Net OPEB Liability</u>	<u>Proportionate Share of the Net OPEB Liability</u>	<u>Covered Payroll</u>	<u>Proportionate Share of the Net OPEB Liability as a Percentage of Covered Payroll</u>	<u>Plan Fiduciary Net Position Percentage of the Total OPEB Liability</u>
June 30, 2021	June 30, 2020	1.25%	\$ 5,462,790	\$ 31,940,581	17.10%	8.00%
June 30, 2020	June 30, 2019	1.40%	\$ 6,132,142	\$ 31,906,964	19.22%	7.75%
June 30, 2019	June 30, 2018	1.40%	\$ 6,428,817	\$ 30,884,085	20.82%	7.53%
June 30, 2018	June 30, 2017	0.98%	\$ 4,495,120	\$ 30,454,246	14.76%	7.91%
June 30, 2017	June 30, 2016	0.95%	\$ 4,615,112	\$ 28,908,627	15.96%	5.21%

Schedule of Contributions

New Hampshire Retirement System Medical Subsidy

<u>Fiscal Year</u>	<u>Contractually Required Contribution</u>	<u>Contributions Relative to Contractually Required Contribution</u>	<u>Contributions Relative to Contribution Deficiency (Excess)</u>	<u>Covered Payroll</u>	<u>Contributions as a Percentage of Covered Employee Payroll</u>
June 30, 2021	\$ 579,306	\$ 579,306	\$ -	\$ 34,342,817	1.69%
June 30, 2020	\$ 638,319	\$ 638,319	\$ -	\$ 31,940,581	2.00%
June 30, 2019	\$ 621,095	\$ 621,095	\$ -	\$ 31,906,964	1.95%
June 30, 2018	\$ 582,691	\$ 582,691	\$ -	\$ 30,884,085	1.89%
June 30, 2017	\$ 553,942	\$ 553,942	\$ -	\$ 30,454,246	1.82%

Schedules are intended to show information for 10 years. Additional years will be displayed as they become available.

See Independent Auditors' Report.

CITY OF CONCORD, NEW HAMPSHIRE
Required Supplementary Information

Other Post-Employment Benefits (OPEB)
City Plan

Schedule of Changes in the Total OPEB Liability

(Unaudited)

Schedule of Changes in the Total OPEB Liability

	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>
Total OPEB Liability					
Service cost	\$ 621,200	\$ 554,068	\$ 607,514	\$ 626,474	\$ 772,003
Interest on unfunded liability - time value of money	1,232,371	1,604,828	1,821,227	1,718,326	1,271,036
Differences between expected and actual experience	(5,713,655)	(4,430,790)	(1,444,652)	-	6,035,293
Changes of assumptions	5,030,178	4,625,920	(475,693)	(1,866,063)	(2,550,285)
Benefit payments, including refunds of member contributions	<u>(1,799,466)</u>	<u>(1,822,639)</u>	<u>(1,763,308)</u>	<u>(1,574,125)</u>	<u>(1,261,751)</u>
Net change in total OPEB liability	(629,372)	531,387	(1,254,912)	(1,095,388)	4,266,296
Total OPEB liability - beginning	<u>46,602,364</u>	<u>46,070,977</u>	<u>47,325,889</u>	<u>48,421,277</u>	<u>44,154,981</u>
Total OPEB liability - ending	<u>\$ 45,972,992</u>	<u>\$ 46,602,364</u>	<u>\$ 46,070,977</u>	<u>\$ 47,325,889</u>	<u>\$ 48,421,277</u>
Covered employee payroll	\$ 30,171,519	\$ 28,792,989	\$ 27,886,672	\$ 27,571,512	\$ 26,703,644
Total OPEB liability as a percentage of covered employee	152.37%	161.85%	165.21%	171.65%	181.33%

Schedule is intended to show information for 10 years. Additional years will be displayed as they become available.

See notes to the City's financial statements for summary of significant actuarial methods and assumptions.

See Independent Auditors' Report.

**Governmental Funds
Combining Financial Statements**

Non-Major Governmental Funds

Special Revenue Funds

Special Revenue Funds are established to account for resources obtained and expended for specified purposes and restricted by law or local action.

Special Revenue Funds are established for the following purposes:

- Community Development Fund - to account for the use of Community Development Block Grant Funds as received from the federal government through the New Hampshire Office of State Planning.
- Housing Revolving Loan Fund - to account for revenues and expenditures incurred with loans issued to various homeowners.
- Community Development Engineering Inspection Fund - to account for funds related to providing inspection services funded by developers and contractors for their projects.
- Community Development Conservation Property Management Fund - to account for funds related to operating and managing conservation property purchased by conservation funds including land use change taxes, conservation bonds, and other sources designated for a similar purpose.
- Parking Fund - to account for revenues and expenditures incurred with the collection of City parking meter fees.
- Airport Fund - to account for revenues and expenditures incurred with the operation of the Concord Airport.
- Impact Fee Fund - to account for revenues and expenditures incurred with fees charged on the construction of new buildings.
- Miscellaneous Special Revenue Fund - to account for the various other funds of the City legally restricted for specific purposes.
- Forest and Conservation - to account for revenues collected from the Land Use Charge Tax (used to preserve and protect open space, forests and conservation land in the City) and the option to purchase real property or interests therein.
- Cemetery - to account for expendable gifts to the City designated for the maintenance of cemeteries.

- Library - to account for contributions (dedicated income) received by the City to support library operations and expendable gifts to the City designated for the libraries.
- Golf – to account for the operation and maintenance of the City’s public golf course.
- Arena – to account for the operation and maintenance of the City’s public ice arena.
- Solid Waste – to account for the collection and disposal of the City trash.

Capital Project Funds

Capital Project Funds are established to account for resources obtained and expended for the acquisition of major capital facilities or equipment other than those employed in the delivery of services accounted for in Enterprise Funds.

The current non-major capital funds were established for the following purposes:

- North End Opportunity Corridor (NEOC) Capital Fund - to account for the construction and redevelopment within the district, including but not limited to public infrastructure improvements to serve new development.
- Sears Block Capital Fund - to account for the maintenance of landscaping and related public infrastructures associated with the capital common municipal parking garage.

Permanent Funds

Permanent Funds are established to account for certain assets held by the City in a fiduciary capacity as trustee. The following are descriptions of the City's non-major Permanent Funds:

- Library - to account for nonexpendable gifts received by the library with income restricted for maintenance of the library grounds.
- Other - to account for all other nonexpendable gifts received by the city. Income is available for those activities designated by the appropriate trust instrument.

Debt Service Funds

Debt Service Funds are established to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources.

The following are descriptions of the City's Debt Service Funds:

- North End Opportunity Corridor (NEOC) Tax Increment Financing District (NEOCTIFD) - established in March 1998 to account for related revenues and debt service expenditures by this TIFD.
- Sears Block Tax Increment Financing District (SBTIFD) - to account for funds collected in accordance with the tax increment financing plan dedicated for repayment of bonds issued for construction of the Capital commons Garage.
- Penacook Village Tax Increment Financing District (PVTIFD) - established in June 2010 to account for related revenues and debt service expenditures by this TIFD.

CITY OF CONCORD, NEW HAMPSHIRE

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2021

	Special Revenue Funds				
	Community Development Fund	Housing Revolving Loan Fund	Community Development Engineering Inspection Fund	Community Development Conservation Property Management Fund	Parking Fund
Assets					
Cash and short term investments	\$ -	\$ 923,111	\$ -	\$ 62,575	\$ -
Investments	-	-	-	-	-
Accounts receivable	167,296	-	30,503	-	497,978
Loans receivable	-	626,300	-	-	-
Inventory	-	-	-	-	-
Prepaid items	-	-	5,418	79	15,100
Total Assets	<u>\$ 167,296</u>	<u>\$ 1,549,411</u>	<u>\$ 35,921</u>	<u>\$ 62,654</u>	<u>\$ 513,078</u>
Liabilities, Deferred Inflows of Resources and Fund Balances					
Liabilities:					
Accounts payable	\$ 71,803	\$ 2,091	\$ 589	\$ 2,199	\$ 52,267
Retainage payable	-	-	-	-	-
Other liabilities	-	-	1,960	74	4,279
Due to other funds	93,786	-	10,578	-	181,957
Compensated absences	-	-	-	-	-
Loans payable	-	-	8,516	-	-
Total Liabilities	<u>165,589</u>	<u>2,091</u>	<u>21,643</u>	<u>2,273</u>	<u>238,503</u>
Deferred Inflows of Resources					
Unearned revenues	-	626,300	-	-	3,244
Total Deferred Inflows of Resources	-	626,300	-	-	3,244
Fund Balances:					
Nonspendable	-	-	5,418	79	15,100
Restricted	1,707	921,020	-	-	-
Committed	-	-	8,860	60,302	256,231
Unassigned	-	-	-	-	-
Total Fund Balances	<u>1,707</u>	<u>921,020</u>	<u>14,278</u>	<u>60,381</u>	<u>271,331</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 167,296</u>	<u>\$ 1,549,411</u>	<u>\$ 35,921</u>	<u>\$ 62,654</u>	<u>\$ 513,078</u>

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2021

(continued)

	Special Revenue Funds				
	<u>Airport Fund</u>	<u>Impact Fee Fund</u>	<u>Miscellaneous Special Revenue Funds</u>	<u>Forest & Conservation Fund</u>	<u>Cemetery Fund</u>
Assets					
Cash and short term investments	\$ 378,885	\$ 611,447	\$ 704,031	\$ 28,052	\$ 454
Investments	-	-	-	1,463,334	23,685
Accounts receivable	4,708	-	63,173	-	-
Loans receivable	-	-	-	-	-
Inventory	-	-	-	-	-
Prepaid items	1,350	-	-	-	-
Total Assets	<u>\$ 384,943</u>	<u>\$ 611,447</u>	<u>\$ 767,204</u>	<u>\$ 1,491,386</u>	<u>\$ 24,139</u>
Liabilities, Deferred Inflows of Resources and Fund Balances					
Liabilities:					
Accounts payable	\$ 1,409	\$ -	\$ 8,501	\$ -	\$ -
Retainage payable	-	-	-	-	-
Other liabilities	974	-	-	-	-
Due to other funds	-	-	-	-	-
Compensated absences	-	-	-	-	-
Loans payable	-	-	-	-	-
Total Liabilities	<u>2,383</u>	<u>-</u>	<u>8,501</u>	<u>-</u>	<u>-</u>
Deferred Inflows of Resources					
Unearned revenues	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Deferred Inflows of Resources	-	-	-	-	-
Fund Balances:					
Nonspendable	1,350	-	-	-	-
Restricted	-	611,447	758,703	1,491,386	24,139
Committed	381,210	-	-	-	-
Unassigned	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Fund Balances	<u>382,560</u>	<u>611,447</u>	<u>758,703</u>	<u>1,491,386</u>	<u>24,139</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 384,943</u>	<u>\$ 611,447</u>	<u>\$ 767,204</u>	<u>\$ 1,491,386</u>	<u>\$ 24,139</u>

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2021

(continued)

Special Revenue Funds

	<u>Library Fund</u>	<u>Golf Fund</u>	<u>Arena Fund</u>	<u>Solid Waste Fund</u>	<u>Subtotal</u>
Assets					
Cash and short term investments	\$ 67,178	\$ 451,366	\$ 91,429	\$ 2,256,416	\$ 5,574,944
Investments	3,504,284	-	-	-	4,991,303
Accounts receivable	-	-	6,762	586,888	1,357,308
Loans receivable	-	-	-	-	626,300
Inventory	-	95,644	-	156,886	252,530
Prepaid items	-	3,521	826	2,346	28,640
Total Assets	<u>\$ 3,571,462</u>	<u>\$ 550,531</u>	<u>\$ 99,017</u>	<u>\$ 3,002,536</u>	<u>\$ 12,831,025</u>
Liabilities, Deferred Inflows of Resources and Fund Balances					
Liabilities:					
Accounts payable	\$ -	\$ 31,563	\$ 10,761	\$ 627,121	\$ 808,304
Retainage payable	-	-	-	-	-
Other liabilities	-	3,480	2,438	108,837	122,042
Due to other funds	-	-	-	-	286,321
Compensated absences	-	16,116	10,063	6,823	33,002
Loans payable	-	-	-	-	8,516
Total Liabilities	-	51,159	23,262	742,781	1,258,185
Deferred Inflows of Resources					
Unavailable revenues	-	244,590	-	127,828	1,001,962
Total Deferred Inflows of Resources	-	244,590	-	127,828	1,001,962
Fund Balances:					
Nonspendable	-	99,164	826	159,232	281,169
Restricted	3,571,462	-	-	-	7,379,864
Committed	-	155,618	74,929	1,972,695	2,909,845
Unassigned	-	-	-	-	-
Total Fund Balances	<u>3,571,462</u>	<u>254,782</u>	<u>75,755</u>	<u>2,131,927</u>	<u>10,570,878</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 3,571,462</u>	<u>\$ 550,531</u>	<u>\$ 99,017</u>	<u>\$ 3,002,536</u>	<u>\$ 12,831,025</u>

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2021

(continued)

	Capital Project Funds			
	NEOC Capital Fund	Sears Block Capital Fund	Penacook Village Capital Fund	Subtotal
Assets				
Cash and short term investments	\$ -	\$ 238,037	\$ -	\$ 238,037
Investments	-	-	-	-
Accounts receivable	-	-	-	-
Loans receivable	-	-	-	-
Inventory	-	-	-	-
Prepaid items	-	-	-	-
Total Assets	\$ -	\$ 238,037	\$ -	\$ 238,037
Liabilities, Deferred Inflows of Resources and Fund Balances				
Liabilities:				
Accounts payable	\$ -	\$ -	\$ 100,936	\$ 100,936
Retainage payable	-	10,000	-	10,000
Other liabilities	-	-	-	-
Due to other funds	-	-	322,910	322,910
Compensated absences	-	-	-	-
Loans payable	-	-	-	-
Total Liabilities	-	10,000	423,846	433,846
Deferred Inflows of Resources				
Unavailable revenues	-	-	-	-
Total Deferred Inflows of Resources	-	-	-	-
Fund Balances:				
Nonspendable	-	-	-	-
Restricted	-	228,037	-	228,037
Committed	-	-	-	-
Unassigned	-	-	(423,846)	(423,846)
Total Fund Balances	-	228,037	(423,846)	(195,809)
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	\$ -	\$ 238,037	\$ -	\$ 238,037

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2021

(continued)

	Permanent Funds		
	Library <u>Fund</u>	Other <u>Fund</u>	<u>Subtotal</u>
Assets			
Cash and short term investments	\$ 40,391	\$ 578	\$ 40,969
Investments	2,106,969	30,134	2,137,103
Accounts receivable	-	-	-
Loans receivable	-	-	-
Inventory	-	-	-
Prepaid items	-	-	-
	\$ 2,147,360	\$ 30,712	\$ 2,178,072
Liabilities, Deferred Inflows of Resources and Fund Balances			
Liabilities:			
Accounts payable	\$ -	\$ -	\$ -
Retainage payable	-	-	-
Other liabilities	-	-	-
Due to other funds	-	-	-
Compensated absences	-	-	-
Loans payable	-	-	-
	-	-	-
Total Liabilities	-	-	-
Deferred Inflows of Resources			
Unearned revenues	-	-	-
	-	-	-
Total Deferred Inflows of Resources	-	-	-
Fund Balances:			
Nonspendable	1,380,495	16,735	1,397,230
Restricted	766,865	13,977	780,842
Committed	-	-	-
Unassigned	-	-	-
	2,147,360	30,712	2,178,072
Total Fund Balances	2,147,360	30,712	2,178,072
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	\$ 2,147,360	\$ 30,712	\$ 2,178,072

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2021

(continued)

	Debt Service Funds				
	NEOC Fund	SBTIFD Fund	PVTIFD Fund	Subtotal	Total Nonmajor Governmental Funds
Assets					
Cash and short term investments	\$ 2,127,517	\$ 454,807	\$ 241,691	\$ 2,824,015	\$ 8,677,965
Investments	-	-	-	-	7,128,406
Accounts receivable	-	-	-	-	1,357,308
Loans receivable	-	-	-	-	626,300
Inventory	-	-	-	-	252,530
Prepaid items	-	-	-	-	28,640
Total Assets	<u>\$ 2,127,517</u>	<u>\$ 454,807</u>	<u>\$ 241,691</u>	<u>\$ 2,824,015</u>	<u>\$ 18,071,149</u>
Liabilities, Deferred Inflows of Resources and Fund Balances					
Liabilities:					
Accounts payable	\$ 1,920	\$ 757	\$ 430	\$ 3,107	\$ 912,347
Retainage payable	-	-	-	-	10,000
Other liabilities	-	-	-	-	122,042
Due to other funds	-	-	-	-	609,231
Compensated absences	-	-	-	-	33,002
Loans payable	-	-	-	-	8,516
Total Liabilities	<u>1,920</u>	<u>757</u>	<u>430</u>	<u>3,107</u>	<u>1,695,138</u>
Deferred Inflows of Resources					
Unavailable revenues	-	-	-	-	1,001,962
Total Deferred Inflows of Resources	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,001,962</u>
Fund Balances:					
Nonspendable	-	-	-	-	1,678,399
Restricted	2,125,597	454,050	241,261	2,820,908	11,209,651
Committed	-	-	-	-	2,909,845
Unassigned	-	-	-	-	(423,846)
Total Fund Balances	<u>2,125,597</u>	<u>454,050</u>	<u>241,261</u>	<u>2,820,908</u>	<u>15,374,049</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 2,127,517</u>	<u>\$ 454,807</u>	<u>\$ 241,691</u>	<u>\$ 2,824,015</u>	<u>\$ 18,071,149</u>

CITY OF CONCORD, NEW HAMPSHIRE

Combining Statement of Revenues, Expenditures,
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2021

	Special Revenue Funds				
	Community Development Fund	Housing Revolving Loan Fund	Community Development Engineering Inspection Fund	Community Development Conservation Property Management Fund	Parking Fund
Revenues:					
Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	588,303	-	-	-	2,575
Charges for services	-	75,900	272,551	80,373	1,869,415
Investment income (loss)	-	697	58	-	-
Contributions	-	-	-	-	-
Miscellaneous:					
Departmental	-	-	-	-	-
Interest and penalties	-	-	-	-	146,678
Total Revenues	588,303	76,597	272,609	80,373	2,018,668
Expenditures:					
Current:					
General government	-	1,805	-	-	-
Public safety	-	-	-	-	975,653
General services	-	-	-	-	284,255
Community development	588,303	-	296,064	54,414	-
Leisure and info services	-	-	-	-	-
Debt service:					
Principal	-	-	-	-	1,053,775
Interest	-	-	-	-	323,575
Capital outlay	-	-	-	-	-
Total Expenditures	588,303	1,805	296,064	54,414	2,637,258
Excess (deficiency) of revenues over expenditures	-	74,792	(23,455)	25,959	(618,590)
Other Financing Sources (Uses):					
Issuance of bonds	-	-	-	-	-
Bond premium	-	-	-	-	-
Transfers in	-	-	-	-	365,607
Transfers out	-	-	(2,771)	(25,000)	(93,308)
Total Other Financing Sources (Uses)	-	-	(2,771)	(25,000)	272,299
Net change in fund balance	-	74,792	(26,226)	959	(346,291)
Fund Balance, beginning	1,707	846,228	40,504	59,422	617,622
Fund Balance, ending	\$ 1,707	\$ 921,020	\$ 14,278	\$ 60,381	\$ 271,331

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Combining Statement of Revenues, Expenditures,
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2021

(continued)

	Special Revenue Funds				
	Airport Fund	Impact Fee Fund	Miscellaneous Special Revenue Fund	Forest & Conservation Fund	Cemetery Fund
Revenues:					
Property taxes	\$ -	\$ -	\$ -	\$ 78,205	\$ -
Intergovernmental	6,902	-	363,320	-	-
Charges for services	332,134	333,823	-	-	-
Investment income (loss)	340	394	-	236,389	1,107
Contributions	-	-	78,066	-	2,934
Miscellaneous:					
Departmental	27,000	-	-	-	-
Interest and penalties	-	-	-	-	-
Total Revenues	366,376	334,217	441,386	314,594	4,041
Expenditures:					
Current:					
General government	-	-	353,007	-	-
Public safety	-	-	-	-	-
General services	225,368	-	-	-	-
Community development	65,970	-	-	-	-
Leisure and info services	-	-	-	-	-
Debt service:					
Principal	57,050	-	-	-	-
Interest	16,446	-	-	-	-
Capital outlay	-	-	-	-	-
Total Expenditures	364,834	-	353,007	-	-
Excess (deficiency) of revenues over expenditures	1,542	334,217	88,379	314,594	4,041
Other Financing Sources (Uses):					
Issuance of bonds	-	-	-	-	-
Bond premium	-	-	-	-	-
Transfers in	-	12,285	720	233	-
Transfers out	(61,383)	(90,750)	-	(174,263)	(1,010)
Total Other Financing Sources (Uses)	(61,383)	(78,465)	720	(174,030)	(1,010)
Net change in fund balance	(59,841)	255,752	89,099	140,564	3,031
Fund Balance, beginning	442,401	355,695	669,604	1,350,822	21,108
Fund Balance, ending	\$ 382,560	\$ 611,447	\$ 758,703	\$ 1,491,386	\$ 24,139

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Combining Statement of Revenues, Expenditures,
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2021

(continued)

	Special Revenue Funds				
	Library Fund	Golf Fund	Arena Fund	Solid Waste Fund	Subtotal
Revenues:					
Property taxes	\$ -	\$ -	\$ -	\$ -	\$ 78,205
Intergovernmental	-	10,077	4,962	558	976,697
Charges for services	-	1,484,218	495,589	3,412,103	8,356,106
Investment income (loss)	158,304	169	90	-	397,548
Contributions	470,185	-	-	-	551,185
Miscellaneous:					
Departmental	-	-	3,691	7,813	38,504
Interest and penalties	-	-	-	-	146,678
Total Revenues	628,489	1,494,464	504,332	3,420,474	10,544,923
Expenditures:					
Current:					
General government	-	-	-	-	354,812
Public safety	-	-	-	-	975,653
General services	-	-	495,399	4,181,990	5,187,012
Community development	-	-	-	-	1,004,751
Leisure and info services	-	1,184,179	-	-	1,184,179
Debt service:					
Principal	-	91,400	50,000	19,000	1,271,225
Interest	-	14,471	13,855	4,682	373,029
Capital outlay	-	-	-	-	-
Total Expenditures	-	1,290,050	559,254	4,205,672	10,350,661
Excess (deficiency) of revenues over expenditures	628,489	204,414	(54,922)	(785,198)	194,262
Other Financing Sources (Uses):					
Issuance of bonds	-	-	-	-	-
Bond premium	-	-	-	-	-
Transfers in	-	40,596	-	1,076,478	1,495,919
Transfers out	(180,000)	(3,000)	(70,555)	(3,600)	(705,640)
Total Other Financing Sources (Uses)	(180,000)	37,596	(70,555)	1,072,878	790,279
Net change in fund balance	448,489	242,010	(125,477)	287,680	984,541
Fund Balance, beginning	3,122,973	12,772	201,232	1,844,247	9,586,337
Fund Balance, ending	\$ 3,571,462	\$ 254,782	\$ 75,755	\$ 2,131,927	\$ 10,570,878

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Combining Statement of Revenues, Expenditures,
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2021

(continued)

	Capital Project Funds			
	NEOC Capital Fund	Sears Block Capital Fund	Penacook Village Capital Fund	Subtotal
Revenues:				
Property taxes	\$ -	\$ -	\$ -	\$ -
Intergovernmental	-	-	-	-
Charges for services	-	-	-	-
Investment income (loss)	-	-	-	-
Contributions	-	-	-	-
Miscellaneous:				
Departmental	-	-	-	-
Interest and penalties	-	-	-	-
	-	-	-	-
Total Revenues	-	-	-	-
Expenditures:				
Current:				
General government	-	-	-	-
Public safety	-	-	-	-
General services	-	-	-	-
Community development	-	-	-	-
Leisure and info services	-	-	-	-
Debt service:				
Principal	-	-	-	-
Interest	-	-	-	-
Capital outlay	-	31,070	614,596	645,666
	-	31,070	614,596	645,666
Total Expenditures	-	31,070	614,596	645,666
Excess (deficiency) of revenues over expenditures	-	(31,070)	(614,596)	(645,666)
Other Financing Sources (Uses):				
Issuance of bonds	-	-	-	-
Bond premium	-	-	-	-
Transfers in	-	200,000	190,750	390,750
Transfers out	(13,140)	-	-	(13,140)
	(13,140)	200,000	190,750	377,610
Total Other Financing Sources (Uses)	(13,140)	200,000	190,750	377,610
Net change in fund balance	(13,140)	168,930	(423,846)	(268,056)
Fund Balance, beginning	13,140	59,107	-	72,247
Fund Balance, ending	\$ -	\$ 228,037	\$ (423,846)	\$ (195,809)

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Combining Statement of Revenues, Expenditures,
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2021

(continued)

	Permanent Funds		
	Library <u>Fund</u>	Other <u>Fund</u>	<u>Subtotal</u>
Revenues:			
Property taxes	\$ -	\$ -	\$ -
Intergovernmental	-	-	-
Charges for services	-	-	-
Investment income (loss)	396,834	4,805	401,639
Contributions	-	-	-
Miscellaneous:			
Departmental	-	-	-
Interest and penalties	-	-	-
	396,834	4,805	401,639
Total Revenues			
Expenditures:			
Current:			
General government	-	162	162
Public safety	-	-	-
General services	-	-	-
Community development	-	-	-
Leisure and info services	-	-	-
Debt service:			
Principal	-	-	-
Interest	-	-	-
Capital outlay	-	-	-
	-	162	162
Total Expenditures			
Excess (deficiency) of revenues over expenditures	396,834	4,643	401,477
Other Financing Sources (Uses):			
Issuance of bonds	-	-	-
Bond premium	-	-	-
Transfers in	-	-	-
Transfers out	(6,824)	-	(6,824)
	(6,824)	-	(6,824)
Total Other Financing Sources (Uses)			
Net change in fund balance	390,010	4,643	394,653
Fund Balance, beginning	1,757,350	26,069	1,783,419
Fund Balance, ending	\$ 2,147,360	\$ 30,712	\$ 2,178,072

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Combining Statement of Revenues, Expenditures,
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2021

(continued)

	Debt Service Funds				
	NEOC Fund	SBTIFD Fund	PVTIFD Fund	Subtotal	Total Nonmajor Governmental Funds
Revenues:					
Property taxes	\$ 430,752	\$ 1,104,283	\$ 147,507	\$ 1,682,542	\$ 1,760,747
Intergovernmental	-	-	-	-	976,697
Charges for services	-	-	-	-	8,356,106
Investment income (loss)	1,578	370	410	2,358	801,545
Contributions	-	-	-	-	551,185
Miscellaneous:					
Departmental	-	-	-	-	38,504
Interest and penalties	-	-	-	-	146,678
Total Revenues	432,330	1,104,653	147,917	1,684,900	12,631,462
Expenditures:					
Current:					
General government	-	-	-	-	354,974
Public safety	-	-	-	-	975,653
General services	-	-	-	-	5,187,012
Community development	13,440	6,397	9,147	28,984	1,033,735
Leisure and info services	-	-	-	-	1,184,179
Debt service:					
Principal	30,000	296,400	25,000	351,400	1,622,625
Interest	13,231	98,560	7,277	119,068	492,097
Capital outlay	-	-	-	-	645,666
Total Expenditures	56,671	401,357	41,424	499,452	11,495,941
Excess (deficiency) of revenues over expenditures	375,659	703,296	106,493	1,185,448	1,135,521
Other Financing Sources (Uses):					
Issuance of bonds	-	-	-	-	-
Bond premium	-	-	-	-	-
Transfers in	-	-	-	-	1,886,669 (1)
Transfers out	(163,976)	(770,735)	(8,135)	(942,846)	(1,668,450) (1)
Total Other Financing Sources (Uses)	(163,976)	(770,735)	(8,135)	(942,846)	218,219
Net change in fund balance	211,683	(67,439)	98,358	242,602	1,353,740
Fund Balance, beginning	1,913,914	521,489	142,903	2,578,306	14,020,309
Fund Balance, ending	\$ 2,125,597	\$ 454,050	\$ 241,261	\$ 2,820,908	\$ 15,374,049

(1) Transfers in and out were netted on page 33 to eliminate activity within nonmajor governmental funds.

**Governmental Funds
Detail and Combining Budget
and Actual Schedules**

General Fund

The General Fund is established to account for all resources obtained and used for those services commonly provided by the City which are not accounted for in any other fund. These services include among other items: General government, Public Safety, General Services, Planning and Development, Leisure and Information Services and Human Services. The primary sources of revenue of the general fund are property taxes, unrestricted state revenue sharing grants, certain restricted grants, and fees for services rendered.

Special Revenue Funds

The Parking, Airport, Community Development Engineering Inspection, Property Management, Golf, Arena, and Solid Waste Special Revenue Funds have annually adopted budgets.

CITY OF CONCORD, NEW HAMPSHIRE

Detail Schedule of Revenues and Other Financing Sources -
Budget and Actual - General Fund

For the Fiscal Year Ended June 30, 2021

	Original <u>Budget</u>	Final <u>Budget</u>	Actual <u>(Budgetary Basis)</u>	Variance Positive <u>(Negative)</u>
<u>Taxes</u>				
Property taxes - current	\$ 42,194,952	\$ 42,608,575	\$ 44,047,528	\$ 1,438,953
Timber tax yield	15,000	15,000	18,698	3,698
Excavation activity tax	100	100	72	(28)
Motor vehicle registrations	7,000,000	7,000,000	7,468,140	468,140
Payment in lieu of taxes	<u>793,379</u>	<u>793,379</u>	<u>773,397</u>	<u>(19,982)</u>
Total Taxes	50,003,431	50,417,054	52,307,835	1,890,781
<u>Licenses and Permits</u>				
Engineering	13,180	13,180	12,029	(1,151)
City clerk records	32,800	32,800	30,160	(2,640)
Health services	122,300	122,300	118,264	(4,036)
Code enforcement/building permits	<u>744,700</u>	<u>704,700</u>	<u>841,551</u>	<u>136,851</u>
Total Licenses and Permits	912,980	872,980	1,002,004	129,024
<u>Intergovernmental</u>				
Rooms and meals	2,185,000	2,175,005	2,175,006	1
Railroad tax	1,500	1,500	1,964	464
Forest loss reimbursement	460	515	496	(19)
Emergency management aid	-	93,659	93,659	-
Highway block grant	909,730	859,528	859,309	(219)
School District	254,615	222,615	197,186	(25,429)
Retiree health insurance reimbursements	1,348,680	1,348,680	1,317,339	(31,341)
Other governmental agencies - local	630,676	630,676	715,587	84,911
Other and non-budgeted intergovernmental	<u>874,727</u>	<u>1,215,140</u>	<u>2,150,029</u>	<u>934,889</u>
Total Intergovernmental	6,205,388	6,547,318	7,510,575	963,257
<u>Charges For Services</u>				
Finance	2,500	2,500	3,064	564
Legal	1,000	1,000	2,496	1,496
City clerk	347,120	347,120	230,034	(117,086)
Public safety	2,289,239	2,289,239	2,258,227	(31,012)
General services	549,300	549,300	719,606	170,306
Community development	176,500	176,500	320,828	144,328

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Detail Schedule of Revenues and Other Financing Sources -
Budget and Actual - General Fund

For the Fiscal Year Ended June 30, 2021

(continued)

	Original <u>Budget</u>	Final <u>Budget</u>	Actual <u>(Budgetary Basis)</u>	Variance Positive <u>(Negative)</u>
Library	34,000	34,000	6,497	(27,503)
Recreation	581,200	581,200	447,444	(133,756)
Tower lease/fire hqtrts	29,740	29,740	29,665	(75)
MV surcharge and administrative costs	335,750	335,750	370,216	34,466
Cable franchise fee	833,110	833,110	828,198	(4,912)
Community Center rental	56,750	56,750	53,202	(3,548)
Code prosecution	9,800	9,800	7,559	(2,241)
Restitution	5,000	5,000	11,414	6,414
Parking fines - non meters	100,000	100,000	50,024	(49,976)
False alarm penalties	33,500	33,500	46,840	13,340
	<hr/>	<hr/>	<hr/>	<hr/>
Total Charges For Services	5,384,509	5,384,509	5,385,314	805
 <u>Investment Income</u>				
Earnings on investments	390,000	140,000	60,116	(79,884)
	<hr/>	<hr/>	<hr/>	<hr/>
Total Investment Income	390,000	140,000	60,116	(79,884)
 <u>Miscellaneous</u>				
Miscellaneous revenue not anticipated	48,145	158,520	397,895	239,375
Sale of surplus property	30,000	30,000	115,264	85,264
Advertising	5,500	5,500	5,500	-
Program fees	53,300	53,300	41,047	(12,253)
	<hr/>	<hr/>	<hr/>	<hr/>
Total Miscellaneous	136,945	247,320	559,706	312,386
 <u>Other Financing Sources</u>				
Transfers in	3,964,400	4,079,600	4,007,379	(72,221)
Budgetary use of fund balance	1,500,000	2,501,693	-	(2,501,693)
	<hr/>	<hr/>	<hr/>	<hr/>
Total Other Financing Sources	5,464,400	6,581,293	4,007,379	(2,573,914)
	<hr/>	<hr/>	<hr/>	<hr/>
Total Revenues and Other Financing Sources	\$ 68,497,653	\$ 70,190,474	\$ 70,832,929	\$ 642,455

CITY OF CONCORD, NEW HAMPSHIRE

Detail Schedule of Expenditures and Other Financing Uses
Budget and Actual - General Fund

For the Fiscal Year Ended June 30, 2021

	Original <u>Budget</u>	Final <u>Budget</u>	Actual <u>(Budgetary Basis)</u>	Variance Positive <u>(Negative)</u>
<u>General Government</u>				
City Manager	\$ 716,834	\$ 810,250	\$ 735,650	\$ 74,600
Legal services	1,360,251	1,360,251	1,317,311	42,940
Assessor	666,683	667,215	654,766	12,449
Human resources	580,014	582,786	572,741	10,045
Finance	2,300,237	2,350,183	2,337,897	12,286
Information technology	1,024,349	1,064,547	1,035,218	29,329
City Council	39,513	39,513	34,682	4,831
City Clerk	510,971	616,490	545,312	71,178
General overhead	<u>3,852,440</u>	<u>3,701,670</u>	<u>3,491,431</u>	<u>210,239</u>
Total General Government	11,051,292	11,192,905	10,725,008	467,897
<u>Public Safety</u>				
Police	13,705,191	13,739,067	13,348,570	390,497
Fire	<u>14,345,971</u>	<u>14,606,311</u>	<u>15,792,417</u>	<u>(1,186,106)</u>
Total Public Safety	28,051,162	28,345,378	29,140,987	(795,609)
<u>General Services</u>				
Total General Services	<u>9,978,764</u>	<u>10,084,449</u>	<u>9,979,458</u>	<u>104,991</u>
<u>Community Development</u>				
Total Community Development	<u>3,662,560</u>	<u>3,702,291</u>	<u>3,724,168</u>	<u>(21,877)</u>
<u>Leisure and Information Services</u>				
Library	1,784,782	1,786,526	1,737,377	49,149
Recreation and parks	<u>3,253,099</u>	<u>3,263,589</u>	<u>2,799,937</u>	<u>463,652</u>
Total Leisure and Information Services	5,037,881	5,050,115	4,537,314	512,801
<u>Human Services</u>				
Total Human Services	<u>718,205</u>	<u>729,979</u>	<u>583,586</u>	<u>146,393</u>

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Detail Schedule of Expenditures and Other Financing Uses
Budget and Actual - General Fund

For the Fiscal Year Ended June 30, 2021

(continued)

	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual (Budgetary Basis)</u>	Variance Positive (Negative)
<u>Debt Service</u>				
Principal	5,836,390	5,836,390	5,836,386	4
Interest	<u>1,901,049</u>	<u>1,901,049</u>	<u>1,890,139</u>	<u>10,910</u>
Total Debt Service	7,737,439	7,737,439	7,726,525	10,914
 <u>Other Financing Uses</u>				
Transfers out	<u>2,260,350</u>	<u>3,347,918</u>	<u>3,348,151</u>	<u>(233)</u>
Total Other Financing Uses	<u>2,260,350</u>	<u>3,347,918</u>	<u>3,348,151</u>	<u>(233)</u>
Total Expenditures and Other Financing Uses	<u>\$ 68,497,653</u>	<u>\$ 70,190,474</u>	<u>\$ 69,765,197</u>	<u>\$ 425,277</u>

CITY OF CONCORD, NEW HAMPSHIRE

Schedule of Revenues, Expenditures, and
Other Financing Sources and Uses - Budget and Actual

Annually Budgeted Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2021

	Parking Fund			Airport Fund		
	Actual	Variance		Actual	Variance	
	(Budgetary	Positive		(Budgetary	Positive	
	Basis)	(Negative)		Basis)	(Negative)	
	<u>Budget</u>			<u>Budget</u>		
Revenues:						
Intergovernmental	\$ 2,575	\$ 2,575	\$ -	\$ 6,406	\$ 6,902	\$ 496
Charges for services	2,693,592	1,869,415	(824,177)	332,410	332,134	(276)
Investment income	-	-	-	4,300	340	(3,960)
Contributions	-	-	-	-	-	-
Miscellaneous	10,500	146,678	136,178	32,000	27,000	(5,000)
Total Revenues	<u>2,706,667</u>	<u>2,018,668</u>	<u>(687,999)</u>	<u>375,116</u>	<u>366,376</u>	<u>(8,740)</u>
Expenditures:						
Public Safety	1,247,873	975,653	272,220	-	-	-
General Services	430,009	284,255	145,754	226,379	225,368	1,011
Community Development	-	-	-	87,302	65,970	21,332
Leisure and info services	-	-	-	-	-	-
Debt service	1,377,370	1,377,350	20	73,500	73,496	4
Total Expenditures	<u>3,055,252</u>	<u>2,637,258</u>	<u>417,994</u>	<u>387,181</u>	<u>364,834</u>	<u>22,347</u>
Other Financing Sources (Uses):						
Transfer in	365,607	365,607	-	-	-	-
Transfer out	(118,998)	(93,308)	25,690	(74,152)	(61,383)	12,769
Budgetary use of fund balance	-	-	-	-	-	-
Total Other Financing Sources (Uses)	<u>246,609</u>	<u>272,299</u>	<u>25,690</u>	<u>(74,152)</u>	<u>(61,383)</u>	<u>12,769</u>
Excess of revenues and other financing sources over expenditures and other financing uses	<u>\$ (101,976)</u>	<u>\$ (346,291)</u>	<u>\$ (244,315)</u>	<u>\$ (86,217)</u>	<u>\$ (59,841)</u>	<u>\$ 26,376</u>

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Schedule of Revenues, Expenditures, and
Other Financing Sources and Uses - Budget and Actual

Annually Budgeted Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2021

(continued)

	Community Development Engineering Inspection Fund			Community Development Conservation Property Management Fund		
		Actual	Variance		Actual	Variance
	<u>Budget</u>	(Budgetary Basis)	Positive (Negative)	<u>Budget</u>	(Budgetary Basis)	Positive (Negative)
Revenues:						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for services	310,200	272,551	(37,649)	62,765	80,373	17,608
Investment income	1,000	58	(942)	-	-	-
Contributions	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Total Revenues	311,200	272,609	(38,591)	62,765	80,373	17,608
Expenditures:						
Public Safety	-	-	-	-	-	-
General Services	-	-	-	-	-	-
Community Development	295,702	296,064	(362)	67,792	54,414	13,378
Leisure and info services	-	-	-	-	-	-
Debt service	-	-	-	-	-	-
Total Expenditures	295,702	296,064	(362)	67,792	54,414	13,378
Other Financing Sources (Uses):						
Transfer in	-	-	-	5,027	-	(5,027)
Transfer out	(3,800)	(2,771)	1,029	(25,000)	(25,000)	-
Budgetary use of fund balance	-	-	-	25,000	-	(25,000)
Total Other Financing Sources (Uses)	(3,800)	(2,771)	1,029	5,027	(25,000)	(30,027)
Excess of revenues and other financing sources over expenditures and other financing uses	\$ 11,698	\$ (26,226)	\$ (37,924)	\$ -	\$ 959	\$ 959

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Schedule of Revenues, Expenditures, and
Other Financing Sources and Uses - Budget and Actual

Annually Budgeted Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2021

(continued)

	Golf Fund			Arena Fund		
	Actual	Variance		Actual	Variance	
	(Budgetary	Positive		(Budgetary	Positive	
	Basis)	(Negative)		Basis)	(Negative)	
	<u>Budget</u>			<u>Budget</u>		
Revenues:						
Intergovernmental	\$ 9,168	\$ 10,077	\$ 909	\$ 5,628	\$ 4,962	\$ (666)
Charges for services	1,250,155	1,484,218	234,063	676,900	495,589	(181,311)
Investment income	-	169	169	3,200	90	(3,110)
Contributions	-	-	-	-	-	-
Miscellaneous	-	-	-	6,000	3,691	(2,309)
Total Revenues	1,259,323	1,494,464	235,141	691,728	504,332	(187,396)
Expenditures:						
Public Safety	-	-	-	-	-	-
General Services	-	-	-	544,958	495,399	49,559
Community Development	-	-	-	-	-	-
Leisure and info services	1,190,739	1,184,179	6,560	-	-	-
Debt service	105,880	105,873	7	63,860	63,854	6
Total Expenditures	1,296,619	1,290,052	6,567	608,818	559,253	49,565
Other Financing Sources (Uses):						
Transfer in	40,596	40,596	-	-	-	-
Transfer out	(3,300)	(3,000)	300	(70,555)	(70,555)	-
Budgetary use of fund balance	-	-	-	-	-	-
Total Other Financing Sources (Uses)	37,296	37,596	300	(70,555)	(70,555)	-
Excess of revenues and other financing sources over expenditures and other financing uses	\$ -	\$ 242,008	\$ 242,008	\$ 12,355	\$ (125,476)	\$ (137,831)

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Schedule of Revenues, Expenditures, and
Other Financing Sources and Uses - Budget and Actual

Annually Budgeted Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2021

(continued)

	Solid Waste Fund		
	<u>Budget</u>	Actual (Budgetary Basis)	Variance Positive (Negative)
Revenues:			
Intergovernmental	\$ 558	\$ 558	\$ -
Charges for services	3,338,774	3,412,103	73,329
Investment income	-	-	-
Contributions	-	-	-
Miscellaneous	1,200	7,813	6,613
Total Revenues	3,340,532	3,420,474	79,942
Expenditures:			
Public Safety	-	-	-
General Services	4,555,930	4,181,990	373,940
Community Development	-	-	-
Leisure and info services	-	-	-
Debt service	23,690	23,682	8
Total Expenditures	4,579,620	4,205,672	373,948
Other Financing Sources (Uses):			
Transfer in	1,076,478	1,076,478	-
Transfer out	(3,600)	(3,600)	-
Budgetary use of fund balance	-	-	-
Total Other Financing Sources (Uses)	1,072,878	1,072,878	-
Excess of revenues and other financing sources over expenditures and other financing uses	\$ (166,210)	\$ 287,680	\$ 453,890

Proprietary (Enterprise) Funds

The City of Concord has the following Enterprise Funds which have annually adopted budgets:

Water Fund - to account for the operation and maintenance of the City's water lines, pumping stations and plant.

Sewer Fund - to account for the operation and maintenance of the City's sewer lines, pumping stations, and two wastewater treatment plants.

CITY OF CONCORD, NEW HAMPSHIRE

Schedule of Revenues and
Expenses - Budget and Actual

Enterprise Funds

For the Fiscal Year Ended June 30, 2021

		Water Fund	
	<u>Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance Positive (Negative)</u>
Operating Revenues:			
Operating revenue	\$ 6,251,200	\$ 6,597,621	\$ 346,421
Miscellaneous	<u>54,360</u>	<u>226,867</u>	<u>172,507</u>
Total Operating Revenues	6,305,560	6,824,488	518,928
Operating Expenses:			
Personnel	2,129,685	2,165,318	(35,633)
Non-personnel	1,061,705	1,022,874	38,831
Debt service	<u>1,611,000</u>	<u>1,610,994</u>	<u>6</u>
Total Operating Expenses	<u>4,802,390</u>	<u>4,799,186</u>	<u>3,204</u>
Operating Income (Loss)	1,503,170	2,025,302	522,132
Non-Operating Income (Expenses):			
Interest expense	(639,560)	(637,038)	2,522
Investment income	76,000	7,283	(68,717)
Intergovernmental	<u>5,230</u>	<u>5,296</u>	<u>66</u>
Total Non-Operating Income (Expenses)	<u>(558,330)</u>	<u>(624,459)</u>	<u>(66,129)</u>
Net Income (Loss) Before Transfers	944,840	1,400,843	456,003
Other Financing Sources:			
Transfers out	<u>(1,369,487)</u>	<u>(1,387,186)</u>	<u>(17,699)</u>
Total Other Financing Sources	<u>(1,369,487)</u>	<u>(1,387,186)</u>	<u>(17,699)</u>
Net Income (Loss)	<u>\$ (424,647)</u>	<u>\$ 13,657</u>	<u>\$ 438,304</u>

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Schedule of Revenues and
Expenses - Budget and Actual

Enterprise Funds

For the Fiscal Year Ended June 30, 2021

(continued)

		Sewer Fund	
	<u>Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance Positive (Negative)</u>
Operating Revenues:			
Operating revenue	\$ 7,736,290	\$ 8,758,340	\$ 1,022,050
Miscellaneous	<u>53,060</u>	<u>207,557</u>	<u>154,497</u>
Total Operating Revenues	7,789,350	8,965,897	1,176,547
Operating Expenses:			
Personnel	2,352,794	2,278,918	73,876
Non-personnel	2,356,649	2,016,799	339,850
Debt service	<u>1,887,160</u>	<u>1,887,149</u>	<u>11</u>
Total Operating Expenses	<u>6,596,603</u>	<u>6,182,866</u>	<u>413,737</u>
Operating Income (Loss)	1,192,747	2,783,031	1,590,284
Non-Operating Income (Expenses):			
Interest expense	(630,540)	(630,205)	335
Investment income	104,000	4,920	(99,080)
Intergovernmental	<u>244,133</u>	<u>109,249</u>	<u>(134,884)</u>
Total Non-Operating Income (Expenses)	<u>(282,407)</u>	<u>(516,036)</u>	<u>(233,629)</u>
Net Income (Loss) Before Transfers	910,340	2,266,995	1,356,655
Other Financing Sources:			
Transfers out	<u>(1,321,649)</u>	<u>(1,358,027)</u>	<u>(36,378)</u>
Total Other Financing Sources	<u>(1,321,649)</u>	<u>(1,358,027)</u>	<u>(36,378)</u>
Net Income (Loss)	\$ <u><u>(411,309)</u></u>	\$ <u><u>908,968</u></u>	\$ <u><u>1,320,277</u></u>

STATISTICAL SECTION



City of Concord, New Hampshire

Statistical Section

The City of Concord's annual comprehensive financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the government's overall financial health.

	<u>Page</u>
<i>Financial Trend Data:</i> These schedules contain trend information to help the reader understand how the government's financial performance and well-being have changed over time.	123 - 126
<i>Information on Revenue Capacity:</i> These schedules contain information to help the reader assess the government's most significant local revenue source, the property tax.	127 - 131
<i>Debt Capacity Information:</i> These schedules present information to help the reader assess the affordability of the government's current levels of outstanding debt and the government's ability to issue additional debt in the future.	132 - 134
<i>Demographic and Economic Information:</i> These schedules offer demographic and economic indicators to help the reader understand the environment within which the government's financial activities take place.	135 - 136
<i>Operating Information:</i> These schedules contain service and infrastructure data to help the reader understand how the information in the government's financial report relates to the service the government provides and the activities it performs.	137 - 139

City of Concord, New Hampshire

Net Position by Component

Last Ten Fiscal Years

(accrual basis of accounting)

	2012	2013	2014	2015	2016	2017	2018	2019 ⁽¹⁾	2020	2021
Governmental Activities										
Net investment in capital assets	\$ 71,316,684	\$ 81,481,167	\$ 88,864,614	\$ 90,447,692	\$ 102,584,829	\$ 110,349,574	\$ 118,411,731	\$ 122,376,790	\$ 126,814,439	\$ 132,252,728
Restricted	12,241,140	13,112,717	14,754,794	15,394,106	14,569,006	18,326,881	20,238,397	20,071,739	23,522,557	28,204,663
Unrestricted	16,800,855	14,473,038	7,308,618	(40,521,341)	(38,096,272)	(71,153,443)	(79,660,182)	(74,632,740)	(78,754,092)	(84,553,580)
Total governmental activities net position	\$ 100,358,679	\$ 109,066,922	\$ 110,928,026	\$ 65,320,457	\$ 79,057,563	\$ 57,523,012	\$ 58,989,946	\$ 67,815,789	\$ 71,582,904	\$ 75,903,811
Business-type activities										
Net investment in capital assets	\$ 103,454,627	\$ 102,153,278	\$ 103,459,912	\$ 102,511,741	\$ 102,278,858	\$ 100,851,659	\$ 99,470,009	\$ 97,533,218	\$ 95,739,149	\$ 93,326,647
Restricted	882,459	717,895	2,174,669	1,932,437	1,814,208	1,600,204	1,389,048	1,201,434	1,078,354	2,302,476
Unrestricted	5,877,988	7,524,806	5,848,190	3,141,883	3,472,819	2,833,315	2,945,414	430,712	1,219,107	1,816,502
Total business-type activities net position	\$ 110,215,074	\$ 110,395,979	\$ 111,482,771	\$ 107,586,061	\$ 107,565,885	\$ 105,285,178	\$ 103,804,471	\$ 99,165,364	\$ 98,036,610	\$ 97,445,625
Primary government										
Net investment in capital assets	\$ 174,771,311	\$ 183,634,445	\$ 192,324,526	\$ 192,959,433	\$ 204,863,687	\$ 211,201,233	\$ 217,881,740	\$ 219,910,008	\$ 222,553,588	\$ 225,579,375
Restricted	13,123,599	13,830,612	16,929,463	17,326,543	16,383,214	19,927,085	21,627,445	21,273,173	24,600,911	30,507,139
Unrestricted	22,678,843	21,997,844	13,156,808	(37,379,458)	(34,623,453)	(68,320,128)	(76,714,768)	(74,202,028)	(77,534,985)	(82,737,078)
Total primary government net position	\$ 210,573,753	\$ 219,462,901	\$ 222,410,797	\$ 172,906,518	\$ 186,623,448	\$ 162,808,190	\$ 162,794,417	\$ 166,981,153	\$ 169,619,514	\$ 173,349,436

⁽¹⁾ In 2019 the City reclassified the Arena, Golf, and Solid-waste funds to governmental activities.

Data Source:

Audited Financial Statements

City of Concord, New Hampshire

Change in Net Position
Last Ten Fiscal Years
 (accrual basis of accounting)

	2012	2013	2014	2015	2016	2017	2018	2019 ⁽¹⁾	2020	2021
Expenses										
Governmental activities:										
General government	\$ 8,190,946	\$ 9,064,401	\$ 7,833,696	\$ 8,375,764	\$ 8,098,118	\$ 8,867,491	\$ 9,412,888	\$ 9,015,373	\$ 11,183,043	\$ 11,025,410
Public safety	24,766,159	24,731,680	26,302,929	26,071,162	26,288,254	29,899,639	29,777,085	31,026,528	31,862,639	34,025,973
General services	10,390,070	10,528,936	12,194,315	12,146,581	11,339,476	12,413,383	12,469,650	17,356,797	18,401,116	18,926,630
Community development	4,624,312	4,703,083	4,763,024	5,723,172	4,913,433	5,277,646	5,659,722	6,203,541	6,893,987	7,235,451
Leisure and information services	4,049,606	4,295,029	4,681,713	4,501,607	4,831,033	5,170,725	5,535,662	7,281,214	6,246,580	6,560,200
Human services	773,578	792,040	841,942	1,228,609	808,266	728,232	660,915	684,346	661,888	608,290
Interest	1,447,573	1,406,011	1,529,922	2,054,101	1,772,950	1,829,979	2,022,990	2,364,260	2,501,631	2,339,915
Total governmental activities expenses	54,242,244	55,521,180	58,147,541	60,100,996	58,051,530	64,187,095	65,538,912	73,932,059	77,750,884	80,721,869
Business-type activities:										
Water services	5,005,723	5,158,308	5,313,921	5,471,470	4,999,970	5,552,509	5,586,811	5,759,593	5,799,958	6,393,209
Sewer services	6,285,448	6,427,740	6,755,444	7,177,767	6,493,519	6,377,685	7,745,179	7,573,587	7,477,700	9,698,160
Solid waste services	4,335,560	4,345,130	4,375,538	3,870,961	3,870,961	3,792,440	3,921,238	-	-	-
Other (nonmajor)	1,275,958	1,203,522	1,345,288	1,409,977	1,569,085	1,541,955	5,618,154	-	-	-
Total business-type activities expenses	16,902,689	17,134,700	17,790,191	17,929,295	16,855,014	17,393,387	18,950,144	13,333,180	13,277,658	16,091,369
Total primary government expenses	\$ 71,144,933	\$ 72,655,880	\$ 75,937,732	\$ 78,030,291	\$ 74,906,544	\$ 81,580,482	\$ 84,489,056	\$ 87,265,239	\$ 91,028,542	\$ 96,813,238
Program Revenues										
Governmental activities:										
Charges for services:										
General government	\$ 1,930,291	\$ 2,236,423	\$ 3,047,065	\$ 2,377,466	\$ 2,838,579	\$ 1,928,281	\$ 1,775,364	\$ 1,776,553	\$ 1,693,495	\$ 1,679,314
Public safety	3,776,767	3,567,993	3,784,562	3,835,584	4,556,639	4,452,739	5,828,778	5,181,322	4,712,049	4,912,176
General services	116,418	111,015	124,650	105,401	92,528	112,071	100,478	124,029	3,890,083	4,105,405
Community development	1,212,966	1,014,926	1,198,302	1,086,657	1,363,586	2,258,451	1,950,690	1,395,595	2,113,729	1,871,430
Leisure and information services	721,780	735,989	699,419	695,191	627,166	584,711	603,303	5,712,539	1,468,193	1,996,897
Human services	-	-	-	-	-	-	-	-	-	-
Total charges for services	7,758,222	7,666,346	8,853,998	8,100,299	9,478,498	9,336,253	10,258,613	14,190,038	13,877,549	14,565,222
Operating grants and contributions	2,181,740	2,194,049	2,140,242	2,236,128	3,962,417	4,189,597	4,413,737	4,391,541	6,616,383	7,039,659
Capital grants and contributions	2,400,917	7,960,947	3,353,952	5,135,430	9,320,137	5,874,228	3,323,526	2,144,175	4,005,133	2,129,428
Total governmental activities program revenues	12,340,879	17,821,342	14,348,192	15,471,857	22,761,052	19,400,078	17,995,876	20,725,754	24,499,065	23,734,209
Business-type activities:										
Water services	5,339,039	5,509,247	5,492,305	5,746,908	5,905,710	6,125,545	6,121,079	6,069,506	6,273,061	6,597,621
Sewer services	6,510,709	6,703,482	6,849,496	6,875,159	7,067,548	7,230,401	7,105,077	6,881,034	7,703,516	8,758,340
Solid waste services	2,940,170	2,906,546	2,798,335	2,742,703	2,657,151	3,026,768	-	-	-	-
Other (nonmajor)	1,272,183	1,345,171	1,475,357	1,481,527	1,602,082	1,572,565	4,714,226	-	-	-
Total charges for services	16,062,101	16,464,446	16,615,493	16,846,297	17,232,491	17,955,279	17,940,382	12,950,540	13,976,577	15,355,961
Operating grants and contributions	290,323	279,414	2,019,907	271,915	359,208	875,993	356,337	283,871	58,749	130,434
Capital grants and contributions	41,241	34,657	86,341	74,851	48,762	61,574	56,026	50,360	73,410	1,460,205
Total business-type activities program revenues	16,393,665	16,778,517	18,721,741	17,193,063	17,640,461	18,892,846	18,352,745	13,284,771	14,108,736	16,946,600
Total primary government program revenues	\$ 28,734,544	\$ 34,599,859	\$ 33,069,933	\$ 32,664,920	\$ 40,401,513	\$ 38,292,924	\$ 36,348,621	\$ 34,010,525	\$ 38,607,801	\$ 40,680,809
Net (Expenses)Revenue										
Governmental activities	\$(41,901,365)	\$(37,699,838)	\$(43,799,349)	\$(44,629,139)	\$(35,290,478)	\$(44,787,017)	\$(47,543,036)	\$(53,206,305)	\$(53,251,819)	\$(56,987,660)
Business-type activities	(509,024)	(356,183)	931,550	(736,232)	785,447	1,499,459	(597,399)	(48,409)	831,078	855,231
Total Primary government net expense	\$(42,410,389)	\$(38,056,021)	\$(42,867,799)	\$(45,365,371)	\$(34,505,031)	\$(43,287,558)	\$(48,140,435)	\$(53,254,714)	\$(52,420,741)	\$(56,132,429)
General Revenues and Other Changes in Net Position										
Governmental activities:										
Property tax	\$ 33,756,749	\$ 36,583,664	\$ 32,856,784	\$ 38,305,897	\$ 38,476,277	\$ 39,314,947	\$ 41,411,476	\$ 44,304,450	\$ 44,942,923	\$ 45,607,417
Penalties and interest on taxes	1,037,812	821,981	913,597	944,755	977,949	975,690	731,415	630,437	443,726	567,468
Motor vehicle registrations	5,118,581	5,415,538	5,662,587	6,123,498	6,497,093	6,686,684	7,141,635	7,288,755	7,104,853	7,468,140
Grants and contributions not restricted to specific programs	704	461	209	393	400	450	460	503	-	-
Investment income	611,071	1,886,501	2,677,097	1,356,311	742,464	1,734,204	1,905,412	2,532,075	1,991,073	4,375,785
Miscellaneous	1,486,553	1,428,889	3,125,212	2,842,713	974,869	739,075	919,015	1,480,107	1,710,969	763,110
Transfers, net	31,630	8,677	142,034	288,563	952,546	1,180,261	1,184,848	2,352,886	2,336,298	2,026,461
Permanent fund contributions	273,181	262,370	282,663	309,989	405,986	281,731	268,830	275,241	286,956	470,186
Special item - loss on disposal of capital asset	-	-	-	-	-	-	-	-	(797,864)	-
Total governmental activities	42,316,281	46,408,081	45,660,453	50,172,119	49,027,584	50,913,042	53,563,091	58,864,454	57,018,834	61,278,567
Business-type activities:										
Investment income	68,834	251,110	7,947	12,884	39,299	79,733	227,754	290,552	143,310	13,470
Miscellaneous	342,060	294,655	289,329	266,973	107,624	207,295	135,777	212,470	233,156	596,775
Transfers, net	(31,630)	(8,677)	(142,034)	(288,563)	(952,946)	(1,180,261)	(1,184,848)	(2,352,886)	(2,336,298)	(2,026,461)
Total business-type activities	379,264	537,088	155,242	(8,706)	(806,023)	(893,233)	(821,317)	(1,849,864)	(1,959,832)	(1,416,216)
Total primary government	\$ 42,695,545	\$ 46,945,169	\$ 45,815,695	\$ 50,163,413	\$ 48,221,561	\$ 50,019,809	\$ 52,741,774	\$ 57,014,590	\$ 55,059,102	\$ 59,862,351
Change in Net Position										
Governmental activities	\$ 414,916	\$ 8,708,243	\$ 1,861,104	\$ 5,542,980	\$ 13,737,106	\$ 6,126,025	\$ 6,020,055	\$ 5,658,149	\$ 3,767,115	\$ 4,290,907
Business-type activities	(129,760)	180,905	1,086,792	(744,938)	(20,576)	606,226	(1,418,716)	(1,898,273)	(1,128,754)	(560,985)
Total primary government	\$ 285,156	\$ 8,889,148	\$ 2,947,896	\$ 4,798,042	\$ 13,716,530	\$ 6,732,251	\$ 4,601,339	\$ 3,759,876	\$ 2,638,361	\$ 3,729,922

(1) In 2019 the City reclassified the Arena, Golf, and Solid-waste funds to governmental activities.

Data Source:
 Audited Financial Statements

City of Concord, New Hampshire

Fund Balances, Governmental Funds

Last Ten Fiscal Years

(modified accrual basis of accounting)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
General Fund										
Nonspendable	\$ 152,871	\$ 152,871	\$ 152,871	\$ 152,871	\$ 168,027	\$ 212,814	\$ 375,704	\$ 380,210	\$ 811,360	\$ 817,292
Restricted	-	-	-	-	-	-	-	-	-	-
Committed	4,938,869	4,729,164	3,416,913	3,265,799	4,106,177	5,271,321	4,791,914	5,354,512	5,103,714	5,033,003
Assigned	894,000	935,000	750,000	960,000	930,000	975,000	975,000	1,400,000	2,780,000	2,800,389
Unassigned	8,168,250	9,079,250	9,879,330	10,171,068	10,735,579	11,015,079	11,371,395	11,769,490	11,025,950	12,067,362
Total General Fund	<u>\$ 14,153,990</u>	<u>\$ 14,896,285</u>	<u>\$ 14,199,114</u>	<u>\$ 14,549,738</u>	<u>\$ 15,939,783</u>	<u>\$ 17,474,214</u>	<u>\$ 17,514,013</u>	<u>\$ 18,904,212</u>	<u>\$ 19,721,024</u>	<u>\$ 20,718,046</u>
Other Governmental Funds										
Nonspendable	\$ 9,394,226	\$ 10,335,606	\$ 12,004,524	\$ 12,631,335	\$ 11,465,110	\$ 12,586,124	\$ 13,547,616	\$ 11,229,848	\$ 11,411,057	\$ 13,091,419
Restricted	2,803,781	3,148,961	9,539,642	11,848,567	11,105,618	13,594,542	11,556,505	17,159,828	20,778,744	22,621,252
Committed	9,916,209	7,765,227	5,109,805	6,977,411	5,439,600	4,083,185	3,038,764	4,903,220	3,017,327	2,909,845
Assigned	-	-	-	-	-	-	-	-	-	-
Unassigned	(1,290)	-	(1,329,031)	(726,422)	(2,091,373)	(2,180,891)	(4,747,101)	(2,462,365)	(682,657)	(2,399,589)
Total Other Funds	<u>\$ 22,112,926</u>	<u>\$ 21,249,794</u>	<u>\$ 25,324,940</u>	<u>\$ 30,730,891</u>	<u>\$ 25,918,955</u>	<u>\$ 28,082,960</u>	<u>\$ 23,395,784</u>	<u>\$ 30,830,531</u>	<u>\$ 34,524,471</u>	<u>\$ 36,222,927</u>

Data Source:
Audited Financial Statements

City of Concord, New Hampshire

Change in Fund Balances, Governmental Funds

Last Ten Fiscal Years

(modified accrual basis of accounting)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Revenues										
Taxes	\$ 40,430,610	\$ 41,872,465	\$ 40,464,277	\$ 45,233,870	\$ 44,507,445	\$ 45,784,329	\$ 47,890,372	\$ 51,567,618	\$ 51,525,365	\$ 54,146,787
Licenses and permits	1,119,219	896,393	1,022,818	890,025	1,173,367	1,046,457	1,243,082	1,211,310	1,205,850	1,126,552
Intergovernmental	4,415,890	4,723,291	5,151,188	6,885,722	13,066,290	9,794,351	7,524,843	6,085,835	10,007,370	8,913,309
Charges for services	6,639,003	6,769,954	6,983,376	7,210,273	7,644,593	8,184,833	7,804,721	13,349,251	13,302,687	13,587,371
Investment income	618,261	1,630,988	2,677,101	805,143	742,464	1,734,207	1,905,413	2,532,076	1,991,072	4,375,786
Contributions and miscellaneous	2,972,587	2,688,069	4,664,783	4,420,159	2,664,370	2,242,497	2,083,464	3,154,233	2,102,573	1,500,254
Total revenues	56,195,570	58,581,160	60,963,543	65,445,192	69,798,529	68,786,674	68,451,895	77,900,323	80,134,917	83,650,059
Expenditures by Function										
General government	7,793,292	8,591,958	7,379,236	8,007,392	11,871,152	8,444,482	9,131,316	8,877,569	10,934,416	10,739,586
Public safety	22,716,619	22,571,706	24,075,356	24,569,843	25,395,370	26,666,807	27,842,607	28,808,761	28,490,261	30,116,639
General services	6,522,464	6,878,891	7,441,782	7,787,061	7,803,575	9,085,822	9,243,016	13,688,199	14,039,081	14,491,662
Community development	3,020,346	3,119,704	3,134,170	3,319,034	3,271,935	3,542,591	3,885,875	4,046,147	4,382,607	4,638,229
Leisure and information services	3,629,417	3,829,765	4,031,719	4,197,524	4,237,059	4,646,765	4,941,781	6,684,268	5,508,793	5,721,493
Human services	735,447	748,690	801,071	790,648	782,138	715,765	642,077	679,546	637,809	583,586
Employee benefits	2,327,580	2,281,856	2,209,785	2,174,927	2,243,415	-	-	-	-	-
Miscellaneous	3,722	1,186	301	350	-	-	-	-	-	-
Debt service										
Principal	4,531,234	4,744,015	5,036,926	5,190,642	5,142,807	4,792,207	5,359,511	6,356,250	6,738,260	7,459,011
Interest	1,547,441	1,544,862	1,515,899	1,919,982	1,719,264	1,880,673	1,894,925	2,217,045	2,501,467	2,334,186
Capital outlay	8,352,413	9,666,796	10,833,357	12,622,833	17,350,251	15,639,852	23,216,012	12,033,105	14,159,529	11,452,400
Total expenditures	61,179,975	63,979,429	66,459,602	70,580,236	79,816,966	75,414,964	86,157,120	83,390,890	87,392,223	87,536,792
Excess of revenues										
Over (under) expenditures	(4,984,405)	(5,398,269)	(5,496,059)	(5,135,044)	(10,018,437)	(6,628,290)	(17,705,225)	(5,490,567)	(7,257,306)	(3,886,733)
Other Financing Sources (Uses)										
Bond proceeds	4,333,851	5,164,900	8,732,000	10,027,500	5,410,750	8,313,600	11,090,200	9,610,900	8,692,150	3,998,900
Bond premium	-	-	-	575,556	233,250	810,732	752,800	704,059	739,610	574,900
Capital lease proceeds	-	-	-	-	-	188,513	-	-	-	-
Refunding, net	-	103,855	-	-	-	(166,480)	-	-	-	(48,050)
Transfers in	4,042,411	3,550,609	5,363,383	4,843,029	3,912,917	4,640,723	8,072,442	9,141,037	10,082,082	7,920,043
Transfers out	(4,010,783)	(3,541,932)	(5,221,349)	(4,554,466)	(2,960,371)	(3,460,462)	(6,887,594)	(6,788,151)	(7,745,784)	(5,863,582)
Total other financing sources (uses)	4,365,479	5,277,432	8,874,034	10,891,619	6,596,546	10,326,626	13,027,848	12,667,845	11,768,058	6,582,211
Net Change in fund balances	\$ (618,926)	\$ (120,837)	\$ 3,377,975	\$ 5,756,575	\$ (3,421,891)	\$ 3,698,336	\$ (4,677,377)	\$ 7,177,278	\$ 4,510,752	\$ 2,695,478

Debt Service as a percentage of non-capital outlay expenditures ⁽¹⁾ 11.52% 12.88% 11.56% 11.93% 11.71% 11.16% 11.50% 11.95% 12.45% 12.69%

Data Source:

Audited Financial Statements

⁽¹⁾ Capital outlay purchases from the Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities are used to calculate this ratio.

City of Concord, New Hampshire

General Government Tax Revenues by Source Last Ten Fiscal Years

Fiscal Year	Property Taxes	Timber Tax	Excavation Tax	Motor Vehicle Registrations	Payment in Lieu of Taxes	Total
2021	\$ 45,808,275	\$ 18,698	\$ 72	\$ 7,468,140	\$ 773,397	\$ 54,068,582
2020	43,631,070	17,274	402	7,104,853	771,766	51,525,365
2019	43,527,420	17,993	558	7,288,755	732,892	51,567,618
2018	39,913,354	23,870	-	7,141,635	707,254	47,786,113
2017	38,278,216	18,580	56	6,686,684	695,628	45,679,164
2016	37,291,874	29,109	240	6,497,093	689,129	44,507,445
2015	36,322,413	29,574	804	6,123,498	704,089	43,180,378
2014	34,081,941	20,516	39	5,662,857	698,924	40,464,277
2013	35,810,332	7,917	-	5,415,538	638,678	41,872,465
2012	34,628,966	17,648	-	5,118,581	665,415	40,430,610

Data Source:
Finance Department Records

City of Concord, New Hampshire

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

Fiscal Year	Local Assessed Value (1)			Total Assessed Value	Less Exemptions to Assessed Value (1)	Total Taxable Assessed Value (1)	Total Direct Tax Rate per \$1,000 of Assessed Value	Estimated Full Value (2)	Ratio of Total Assessed Value to Total Estimated Full Value
	Residential	Commercial/ Industrial	Utilities						
2021	\$ 2,830,551,174	\$ 1,654,802,768	\$ 239,004,500	\$ 4,724,358,442	\$ 91,557,083	\$ 4,632,801,359	\$ 24.32	\$ 4,995,493,062	94.6%
2020	2,590,372,174	1,627,391,900	218,854,000	4,436,618,074	92,714,134	4,343,903,940	25.08	4,607,017,330	96.3%
2019	2,462,226,874	1,602,481,857	203,135,500	4,267,844,231	87,033,611	4,180,810,620	25.44	4,430,221,635	96.3%
2018	2,341,028,799	1,531,794,890	188,082,990	4,060,906,679	30,676,314	4,030,230,365	25.38	4,253,023,855	95.5%
2017	2,258,430,650	1,526,604,188	177,017,200	3,962,052,038	31,281,237	3,930,770,801	24.77	4,061,020,935	97.6%
2016	2,168,810,800	1,539,035,833	178,446,300	3,886,292,933	32,958,740	3,853,334,193	24.36	4,033,984,178	96.3%
2015	2,101,417,750	1,534,639,311	161,176,300	3,797,233,361	33,688,716	3,763,544,645	23.58	3,942,193,209	96.3%
2014	2,074,759,050	1,584,155,007	167,511,600	3,826,425,657	33,299,807	3,793,125,850	22.59	4,074,453,253	93.9%
2013	2,087,208,900	1,614,705,822	166,101,300	3,868,016,022	35,915,240	3,832,100,782	21.61	3,899,194,377	99.2%
2012	2,139,560,300	1,419,233,200	165,340,900	3,724,134,400	37,130,879	3,687,003,521	21.70	3,708,962,523	100.4%

Data Sources:

(1) State MS-1 Report of Assessed Values

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

City of Concord, New Hampshire

Property Tax Rates per \$ 1,000 of Assessed Value Direct and Overlapping Governments Last Ten Fiscal Years

Concord Direct Rates							Overlapping Rate	
Fiscal Year	City	Total City	Local School	State School	Total School	Total Direct	County	Total
2021	\$ 9.32	\$ 9.32	\$ 13.13	\$ 1.87	\$ 15.00	\$ 24.32	\$ 2.44	\$ 26.76
2020	9.77	9.77	13.26	2.05	15.31	25.08	2.70	27.78
2019	9.90	9.90	13.40	2.14	15.54	25.44	2.75	28.19
2018	9.84	9.84	13.24	2.30	15.54	25.38	2.86	28.24
2017	9.68	9.68	12.70	2.39	15.09	24.77	2.90	27.67
2016	9.60	9.60	12.15	2.61	14.76	24.36	2.98	27.34
2015	9.38	9.38	11.60	2.60	14.20	23.58	3.23	26.81
2014	9.04	9.04	11.14	2.41	13.55	22.59	2.99	25.58
2013	8.67	8.67	10.50	2.44	12.94	21.61	2.76	24.37
2012	8.72	8.72	10.39	2.59	12.98	21.70	2.90	24.60

Penacook Direct Rates							Overlapping Rate	
Fiscal Year	City	Total City	Local School	State School	Total School	Total Direct	County	Total
2021	\$ 9.32	\$ 9.32	\$ 16.37	\$ 1.80	\$ 18.17	\$ 27.49	\$ 2.44	\$ 29.93
2020	9.77	9.77	19.64	1.99	21.63	31.40	2.70	34.10
2019	9.90	9.90	18.93	2.02	20.95	30.85	2.75	33.60
2018	9.84	9.84	19.01	2.21	21.22	31.06	2.86	33.92
2017	9.68	9.68	18.51	2.25	20.76	30.44	2.90	33.34
2016	9.60	9.60	17.25	2.43	19.68	29.28	2.98	32.26
2015	9.38	9.38	17.29	2.49	19.78	29.16	3.23	32.39
2014	9.04	9.04	14.93	2.38	17.31	26.35	2.99	29.34
2013	8.67	8.67	13.62	2.47	16.09	24.76	2.76	27.52
2012	8.72	8.72	12.57	2.56	15.13	23.85	2.90	26.75

Data Source:
NH State Department of Revenue Administration, "Tax Rate Calculation"

City of Concord, New Hampshire
Principal Taxpayers
Current Year and Nine Years Ago

Taxpayer	Type of Business	FY2021 2020 Tax Year			FY2012 2011 Tax Year		
		Net Taxable Assessed Value	Rank	Percentage of Total Assessed Value	Net Taxable Assessed Value	Rank	Percentage of Net Assessed Value
Liberty Utilities (formerly EnergyNorth Natural Gas Inc)	Utility	\$ 72,509,550	1	1.57 %	\$ 31,221,500	4	0.85 %
UNITIL Energy Systems, Inc (formerly Concord Electric Company. LP)	Utility	\$ 72,073,000	2	1.56	\$ 44,937,700	3	1.22
Public Service Co of NH (Eversource)	Utility	\$ 69,614,200	3	1.50			
Walmart/Sam's Club	Retail	\$ 31,463,150	4	0.68	\$ 26,722,800	5	0.72
Hodges Properties Inc	Rentals	\$ 28,679,800	5	0.62	\$ 22,783,400	8	0.62
St Paul's School	Private School	\$ 25,157,350	6	0.54	\$ 24,141,500	6	0.65
Tarbell Family Rev Trust 2003	Apartments	\$ 24,950,200	7	0.54			
Card Says Moops LLC	Apartments	\$ 24,265,000	8	0.52			
Capital Region Health Care Development	Health Care	\$ 23,120,900	9	0.50	\$ 22,115,100	9	0.60
Wheelabrator Concord Co LP	Trash to Energy	\$ 23,030,000	10	0.50	\$ 67,489,900	2	1.83
Steeplegate Mall, LLC	Mall				\$ 69,558,000	1	1.89
Eddy Plaza Associates Inc	Retail				\$ 23,527,100	7	0.64
Hodgest Development Corp	Rentals				\$ 18,756,500	10	0.51
Total Principal Taxpayers		394,863,150		8.53 %	351,253,500		9.53 %
Total Net Assessed Taxable Value		\$ 4,632,801,359			\$ 3,687,003,521		
Tax Year - April 1, 2020 - March 31, 2021							

City of Concord, New Hampshire

Property Tax Levies and Collections

Last Ten Fiscal Years

Tax Year (1)	Property Tax Levied for Fiscal Year	Collected within the Fiscal Year of the Levy		Subsequent Tax lien Collections	Balance at end of Current Fiscal year	Total Collections to Date	
		Amount	% of Levy			Amount	% of Levy
2020	\$ 127,343,113	\$ 126,375,766	99.2%	\$ -	\$ 967,347	\$ 126,375,766	99.2%
2019	124,341,161	121,954,314	98.1%	2,030,691	356,156	123,985,005	99.7%
2018	121,377,095	119,681,693	98.6%	1,546,914	148,488	121,228,607	99.8%
2017	117,282,157	115,740,608	98.7%	1,512,992	28,557	117,253,600	100.0%
2016	112,019,850	110,335,982	98.5%	1,673,467	10,401	112,009,449	100.0%
2015	108,121,924	106,227,601	98.2%	1,892,328	1,995	108,119,929	100.0%
2014	104,676,371	103,058,356	98.5%	1,617,304	711	104,675,660	100.0%
2013	99,543,287	97,564,510	98.0%	1,973,260	5,517	99,537,770	100.0%
2012	95,589,658	93,738,015	98.1%	1,851,300	343	95,589,315	100.0%
2011	92,246,890	90,471,786	98.1%	1,774,863	241	92,246,648	100.0%

City of Concord, New Hampshire

Ratios of Outstanding Debt by Debt Type Last Ten Fiscal Years

Fiscal Year	Governmental Activities		Business-Type Activities	Total Primary Government	Per Capita	Percentage of Personal Income	Percentage of Estimated Actual Taxable Value of Property
	Bonds and Unamortized Premiums	Capital Leases	Bonds and Unamortized Premiums				
2021	\$ 64,741,813	\$ 3,998	\$ 37,737,077	\$ 102,482,888	\$ 2,330	6.52%	2.22%
2020	67,845,016	13,593	38,956,607	106,815,216	2,448	7.22%	2.46%
2019	65,295,547	23,188	36,976,773	102,295,508	2,356	7.29%	2.45%
2018	60,259,916	32,783	37,920,176	98,212,875	2,206	7.15%	2.36%
2017	53,849,403	-	35,844,265	89,693,668	2,038	6.70%	2.22%
2016	49,375,887	-	32,810,121	82,186,008	2,206	6.38%	2.12%
2015	48,874,693	-	27,679,766	76,554,459	1,804	5.94%	2.03%
2014	44,125,550	-	28,035,460	72,161,010	1,701	5.65%	2.11%
2013	40,430,476	-	28,732,324	69,162,800	1,615	5.51%	2.00%
2012	40,161,251	-	27,072,972	67,234,223	1,569	5.50%	2.03%

City of Concord, New Hampshire

**Computation of Overlapping Debt
Merrimack County Long-Term Debt
Last Ten Calendar Years**

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Direct Debt:										
City of Concord										
Net General Obligation Debt Outstanding	\$ 40,161,251	\$ 40,430,476	\$ 44,125,550	\$ 48,874,693	\$ 49,142,637	\$ 53,849,403	\$ 60,259,916	\$ 62,795,119	\$ 67,845,015	\$ 64,741,813
Capital lease payable	-	-	-	-	-	-	32,783	23,188	13,593	3,998
Percentage Applicable to Government	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Amount Applicable to Government	\$ 40,161,251	\$ 40,430,476	\$ 44,125,550	\$ 48,874,693	\$ 49,142,637	\$ 53,849,403	\$ 60,292,699	\$ 62,818,307	\$ 67,858,608	\$ 64,745,811
Subtotal Direct Debt	\$ 40,161,251	\$ 40,430,476	\$ 44,125,550	\$ 48,874,693	\$ 49,142,637	\$ 53,849,403	\$ 60,292,699	\$ 62,818,307	\$ 67,858,608	\$ 64,745,811
Overlapping Debt:										
Merrimack County¹										
Net General Obligation Debt Outstanding	\$ 54,800,000	\$ 51,195,000	\$ 47,995,000	\$ 43,765,000	\$ 40,595,000	\$ 51,702,500	\$ 48,025,000	\$ 44,375,000	\$ 40,735,000	\$ 37,095,000
Percentage Applicable to Government	25.14%	26.85%	27.40%	25.86%	25.67%	25.11%	24.99%	24.94%	23.97%	24.64%
Amount Applicable to Government	\$ 13,774,254	\$ 13,748,315	\$ 13,149,382	\$ 11,319,598	\$ 10,421,833	\$ 12,981,935	\$ 12,001,448	\$ 11,067,125	\$ 9,764,180	\$ 9,139,417
Concord School District										
Net General Obligation Debt Outstanding	\$ 64,151,495	\$ 60,303,640	\$ 56,476,940	\$ 52,720,035	\$ 49,976,585	\$ 59,015,000	\$ 56,050,000	\$ 57,325,000	\$ 53,940,000	\$ 46,670,000
Percentage Applicable to Government	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Amount Applicable to Government	\$ 64,151,495	\$ 60,303,640	\$ 56,476,940	\$ 52,720,035	\$ 49,976,585	\$ 59,015,000	\$ 56,050,000	\$ 57,325,000	\$ 53,940,000	\$ 46,670,000
Merrimack Valley School District										
Net General Obligation Debt Outstanding	\$ 3,960,000	\$ 1,985,000	\$ 1,980,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Percentage Applicable to Government	26.24%	26.68%	29.83%	26.25%	25.95%	24.79%	24.37%	23.79%	22.77%	23.81%
Amount Applicable to Government	\$ 1,038,954	\$ 529,641	\$ 590,540	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Overlapping Debt	\$ 78,964,703	\$ 74,581,596	\$ 70,216,863	\$ 64,039,633	\$ 60,398,418	\$ 71,996,935	\$ 68,051,448	\$ 68,392,125	\$ 63,704,180	\$ 55,809,417
Grand Total	\$ 119,125,954	\$ 115,012,073	\$ 114,342,413	\$ 112,914,326	\$ 109,541,055	\$ 125,846,338	\$ 128,344,147	\$ 131,210,432	\$ 131,562,788	\$ 120,555,228

¹The City of Concord's portion of Merrimack County's overlapping debt is derived by dividing the Merrimack County's equalization valuation by the City of Concord's equalization valuation.

Data Source:
School District Finance Departments.

City of Concord, New Hampshire

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

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Base Value for Debt Limits (1)	\$ 3,688,748,087	\$ 3,877,480,169	\$ 4,050,513,509	\$ 3,911,961,065	\$ 4,001,809,256	\$ 4,033,007,307	\$ 4,224,516,413	\$ 4,400,883,875	\$ 4,574,864,938	\$ 4,995,493,062
Legal Debt Limits (% of Base Value)										
General - 1.75% thru 1998, 3% 1999 on (2)	\$ 110,662,443	\$ 116,324,405	\$ 121,515,405	\$ 117,358,832	\$ 120,054,278	\$ 120,990,219	\$ 126,735,492	\$ 132,026,516	\$ 137,245,948	\$ 149,864,792
Water - 10% (2)	\$ 368,874,809	\$ 387,748,017	\$ 405,051,351	\$ 391,196,107	\$ 400,180,926	\$ 403,300,731	\$ 422,451,641	\$ 440,088,388	\$ 457,486,494	\$ 499,549,306
Issued Debt at June 30										
Total Issued Debt at June 30	\$ 67,234,223	\$ 69,162,800	\$ 72,161,009	\$ 76,554,459	\$ 81,679,007	\$ 87,421,100	\$ 94,920,956	\$ 98,135,097	\$ 101,593,459	\$ 96,326,305
Less Water Fund	(11,930,388)	(12,802,341)	(12,718,866)	(12,909,306)	(14,595,612)	(15,444,901)	(15,950,744)	(15,599,418)	(18,448,862)	(17,710,255)
Less Sewer Fund (3)	(14,059,897)	(14,819,785)	(14,228,732)	(13,770,736)	(16,861,971)	(18,225,019)	(19,429,743)	(19,740,561)	(18,395,589)	(17,712,040)
Less Tax Increment Debt (3)	(9,347,000)	(8,965,400)	(8,095,400)	(7,947,200)	(7,206,400)	(6,601,400)	(5,981,400)	(5,501,400)	(4,831,400)	(3,546,570)
Less Landfill Debt (3)	(668,901)	(442,001)	(218,732)	-	-	-	-	-	-	-
Authorized Unissued at June 30										
Total Authorized Unissued Debt at June 30	6,033,172	5,495,000	10,462,220	3,209,305	14,827,958	16,769,126	13,849,075	9,009,326	4,912,426	10,152,106
Less Golf Fund	(80,000)	(80,000)	(60,000)	(93,000)	(60,000)	(3,000)	(3,000)	-	-	-
Less Arena Fund	-	-	-	-	-	(76,500)	(3,000)	-	-	-
Less Solid Waste Fund	-	-	-	-	-	-	-	-	-	-
Less Water Fund	(150,000)	-	-	(136)	(36,500)	(136,500)	(36,500)	(791,700)	(36,500)	(361,500)
Less Sewer Fund (3)	(2,168,172)	-	-	-	(36,500)	(136,500)	(36,500)	(356,500)	(36,500)	(36,500)
Less Tax Increment Debt (3)	-	-	-	-	-	-	-	-	-	-
Total Debt Subject to general limit	\$ 34,863,037	\$ 37,548,273	\$ 47,301,499	\$ 45,043,386	\$ 57,709,982	\$ 63,566,406	\$ 67,329,144	\$ 65,154,844	\$ 64,757,034	\$ 67,111,546
Legal Debt Margin										
General	75,799,406	78,776,132	74,213,906	72,315,446	62,344,296	57,423,813	59,400,348	66,871,672	72,488,914	82,753,246
Water Fund	356,794,421	374,945,676	392,332,485	378,286,665	385,548,813	387,719,330	406,464,397	423,697,270	439,001,132	481,477,551
% of Legal Debt Limits Used										
General	31.5%	32.3%	38.9%	38.4%	48.1%	52.5%	53.1%	49.3%	47.2%	44.8%
Water Fund	3.2%	3.3%	3.1%	3.3%	3.6%	3.8%	3.8%	3.5%	4.0%	3.5%

Data Source:
Audited Financial Statements

Notes:

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

City of Concord, New Hampshire

Demographic Statistics

Last Ten Fiscal Years

Fiscal Year	Population	Personal Income (in thousands)	Per Capita Income	Unemployment Rate
2021	43,976 *	\$ 1,572,934	\$ 35,768 **	2.90% ***
2020	43,627	\$ 1,479,043	\$ 33,902	8.60%
2019	43,412	\$ 1,403,380	\$ 32,327	2.20%
2018	43,019	\$ 1,327,179	\$ 30,851	2.30%
2017	42,904	\$ 1,305,440	\$ 30,427	2.30%
2016	42,620	\$ 1,280,433	\$ 30,043	2.40%
2015	42,444	\$ 1,288,133	\$ 30,349	3.20%
2014	42,419	\$ 1,278,127	\$ 30,131	3.90%
2013	42,834	\$ 1,254,951	\$ 29,298	4.80%
2012	42,841	\$ 1,255,156	\$ 29,298	4.90%

* Population as of July 1, 2020 as estimated by the US Census Bureau

** Based on the annual American Community Survey by the US Census Bureau

*** Unemployment rate is based on June of every year and is not seasonably adjusted

**City of Concord, New Hampshire
Principal Employers
Current Year and Nine Years Ago**

<u>Employer</u>	<u>2021</u>			<u>2012</u>		
	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total City Employment</u>	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total City Employment</u>
State of New Hampshire	6,069	1	27.31 %	7,300	1	34.21 %
Concord Hospital Capital Region Health Care	2,998	2	13.49	3,400	2	15.93
Concord School District	773	3	3.48	892	4	4.18
City of Concord	564	4	2.54	451	9	2.11
Market Basket	405	5	1.82	513	7	2.40
Concord Regional VNA	400	6	1.80			
Genesis Health Care Systems	365	7	1.64	425	10	1.99
NHHEAF Network Organizations	332	8	1.49			
St. Paul's School	330	9	1.49			
Merrimack Valley School District	280	10	1.26	500	8	2.34
Lincoln Financial Group				581	5	2.72
Steeplegate Regional Mall				1,233	3	5.78
Sanel Auto Parts				540	6	2.53
Total Principal Employers	<u>12,516</u>		<u>56.32 %</u>	<u>15,835</u>		<u>74.19 %</u>
Total City Employment	<u>22,220</u> (1)			<u>21,340</u>		

Data Source:

Final Official Statements for City of Concord bond issues and information provided by City's Community Development Dept.

(1) Based on labor force residing in Concord - NHDES June 2021

City of Concord, New Hampshire

City Government Employees by Division - Full Time Equivalents Last Ten Fiscal Years

Departments	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
City Manager	3.0	3.0	3.0	3.0	3.0	3.0	3.0	4.0	4.0	4.0
Legal	9.6	9.6	9.5	9.5	9.8	9.9	9.9	10.1	9.6	9.6
Assessing	6.0	6.0	6.0	6.0	6.4	6.4	6.4	6.1	6.1	6.0
Personnel	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Finance/Accounting	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Finance/Treas	7.5	7.5	7.5	7.5	7.6	7.6	7.6	7.7	7.7	7.7
Finance/Purch	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Finance/OMB	3.5	3.5	3.7	3.7	3.0	3.0	3.0	3.0	3.0	3.0
Info Technology	6.0	6.0	6.0	6.0	7.0	7.0	7.0	7.0	7.0	7.0
City Clerk	3.6	3.6	3.6	3.6	7.4	7.4	7.4	7.4	8.2	8.2
Gen Gov	51.2	51.2	51.3	51.3	56.2	56.3	56.3	57.3	57.6	57.5
Police	98.7	100.1	99.5	99.5	97.9	99.6	100.7	101.2	102.3	103.3
Police-Parking	8.6	8.6	8.6	8.5	9.2	9.2	9.2	11.4	12.2	12.2
Fire	106.0	105.0	104.0	101.0	101.0	100.1	100.1	100.0	100.0	100.0
Public Safety	213.3	213.7	212.1	209.0	208.1	208.9	210.0	212.6	214.5	215.5
Administration	16.5	15.5	15.5	15.5	16.0	16.0	17.0	17.0	17.0	18.0
Hwys & Util Sys	41.0	44.0	41.5	41.5	41.5	41.5	41.5	40.5	40.5	40.5
Public Properties	19.0	18.0	18.0	18.0	18.9	20.9	20.6	23.0	23.0	23.0
Vehicle Maint	12.0	12.0	12.0	12.0	12.0	12.0	11.0	11.0	11.0	11.0
Temporary	11.9	13.0	13.0	13.0	11.9	8.5	8.4	8.3	8.3	8.3
Water & Sewer	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	23.0
General Svcs	124.4	126.5	124.0	124.0	124.3	122.9	122.5	123.8	123.8	123.8
Administration	2.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0	3.0	3.0
Planning	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Bldg & Code Svcs	10.1	10.1	10.1	10.1	10.1	10.1	10.1	11.7	11.9	11.7
Engineering Svcs	17.0	17.0	17.0	17.0	17.0	17.3	17.3	17.5	16.4	16.4
Comm Devel	33.1	33.1	33.1	33.1	33.1	34.4	34.4	36.2	35.3	35.1
Library	19.6	19.6	19.7	19.7	20.3	19.7	19.7	20.7	20.7	20.9
Parks & Recreation	11.6	11.6	13.7	13.7	26.0	27.9	28.0	31.6	34.0	33.8
Parks & Recreation - Grounds Div	18.5	17.5	20.0	19.5	19.5	19.6	19.1	19.5	18.5	17.5
Leisure Services	49.7	48.7	53.4	52.9	65.8	67.2	66.8	71.8	73.2	72.2
Human Services	4.7	4.7	4.4	4.4	4.4	4.4	4.5	4.5	4.5	4.6
Grand Totals	476.3	477.8	478.3	474.6	491.9	494.1	494.5	506.2	508.9	508.7

Data Source:

Budgeted Positions per City of Concord Budget. Full time equivalent based on 40 hours per week. Beginning in FY16, all temp positions are included.

City of Concord, New Hampshire

Operating Indicators by Function Last Ten Fiscal Years

Function	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Police										
Physical arrests	2,837	2,787	2,716	2,926	2,746	2,382	2,611	2,831	2,502	2,499
Traffic violations	3,576	3,595	3,993	4,388	3,698	2,027	2,176	1,990	1,475	2,059
Parking violations	25,541	24,519	23,269	21,411	21,702	21,503	22,363	23,632	15,302	11,558
Fire and Rescue										
Calls answered	7,182	7,217	7,431	7,994	8,109	8,257	8,600	8,952	8,809	8,951
General services - Solid waste										
Refuse collected (tons)	11,478	12,074	12,630	12,624	12,624	10,771	11,065	11,428	11,618	11,774
Recycling (tons)	3,677	4,440	4,855	5,058	5,058	4,995	4,528	3,939	3,437	3,350
General services - Streets										
Streets resurfaced (miles)	1	6	4	4	12	10	10	12	8	12
Potholes repaired	5,210	7,115	11,547	8,163	9,064	9,976	12,534	10,674	5,466	3,994
Water										
Average daily consumption (in thousands of gallons)	3,792	3,560	3,564	3,996	3,667	3,669	3,717	3,414	4,216	4,194
Sewage System:										
Daily average treatment (in thousands of gallons)										
Concord Plant	4,100	3,850	3,780	3,690	3,420	3,355	3,269	4,070	3,537	3,080
Penacook Plant	490	420	470	466	426	341	398	557	353	324

Data Source:
Various City departments

City of Concord, New Hampshire

Capital Asset Statistics by Function

Last Ten Fiscal Years

Function	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Police										
Number of stations	1	1	1	1	1	1	1	1	1	1
Number of patrol units	15	15	15	15	15	15	15	15	15	15
Fire and Rescue										
Number of stations	4	4	4	4	4	4	4	4	4	4
Number of ladder trucks	2	2	2	2	2	2	2	2	2	2
Number of pumpers	5	5	5	5	5	5	5	5	5	5
Number of support vehicles	6	6	6	6	6	6	6	6	8	8
General Services - Streets										
Miles of streets	**217	**217	**217	**217	217	217	217	217	217	217
Number of traffic lights (in sets)	71	71	71	71	71	71	71	71	71	69
Number of street lights	*2,213	*2,213	*2,213	*2,213	*2,285	*2,285	2,290	2,291	2,290	2,290
Parks & Recreation - Culture and Recreation:										
Number of parks	20	20	20	29	29	29	29	29	29	29
Swimming pools	7	7	7	7	7	7	7	7	7	7
Tennis courts	21	21	20	20	20	20	20	20	20	20
Water										
Water main (miles)	172	172	172	172	172	172	172	172	172	181
Maximum daily capacity (in thousands of gallons)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Sewage System:										
Sanitary sewers (miles)	155	155	155	155	155	155	155	155	155	140
Maximum daily capacity of treatment (in thousands of gallons)										
Concord Plant	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100
Penacook Plant	2,370	2,370	2,370	2,370	2,370	2,370	2,370	2,370	2,370	2,370

* Includes ornamental lights

**Prior years have been restated to accurately reflect this item.

Data Source:

Various City departments