

## General Government

	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
<b>Revenue</b>					
City Manager	\$54,006	\$0	\$10,000	\$10,000	\$0
Legal	\$79,220	\$78,089	\$78,089	\$77,439	\$79,531
Assessing	\$793,314	\$710,152	\$710,188	\$690,104	\$689,870
Human Resources	\$38,357	\$35,700	\$35,700	\$37,060	\$35,700
Finance	\$56,606,974	\$56,948,388	\$58,991,205	\$56,329,126	\$60,279,209
Information Technology	\$20,498	\$0	\$0	\$0	\$0
City Clerk	\$217,721	\$88,720	\$88,720	\$100,300	\$94,900
General Overhead	\$4,321,761	\$4,351,082	\$4,417,229	\$5,864,548	\$5,606,240
<b>Total Revenue</b>	<b>\$62,131,852</b>	<b>\$62,212,131</b>	<b>\$64,331,131</b>	<b>\$63,108,577</b>	<b>\$66,785,450</b>
<b>Expense</b>					
City Manager	\$735,650	\$824,311	\$834,311	\$841,020	\$854,766
Legal	\$1,317,311	\$1,280,116	\$1,280,116	\$1,285,483	\$1,432,737
Assessing	\$654,766	\$713,860	\$713,860	\$728,041	\$772,195
Human Resources	\$572,741	\$616,727	\$616,727	\$617,972	\$671,826
Finance	\$2,337,897	\$2,432,311	\$2,484,311	\$2,481,663	\$2,505,004
Information Technology	\$1,035,218	\$1,152,643	\$1,185,643	\$1,163,973	\$1,382,312
City Council	\$34,682	\$42,540	\$42,540	\$42,575	\$40,704
City Clerk	\$545,312	\$500,996	\$500,996	\$479,117	\$574,181
General Overhead	\$14,566,108	\$13,036,048	\$14,916,048	\$14,807,211	\$13,807,352
<b>Total Expense</b>	<b>\$21,799,684</b>	<b>\$20,599,551</b>	<b>\$22,574,551</b>	<b>\$22,447,055</b>	<b>\$22,041,078</b>

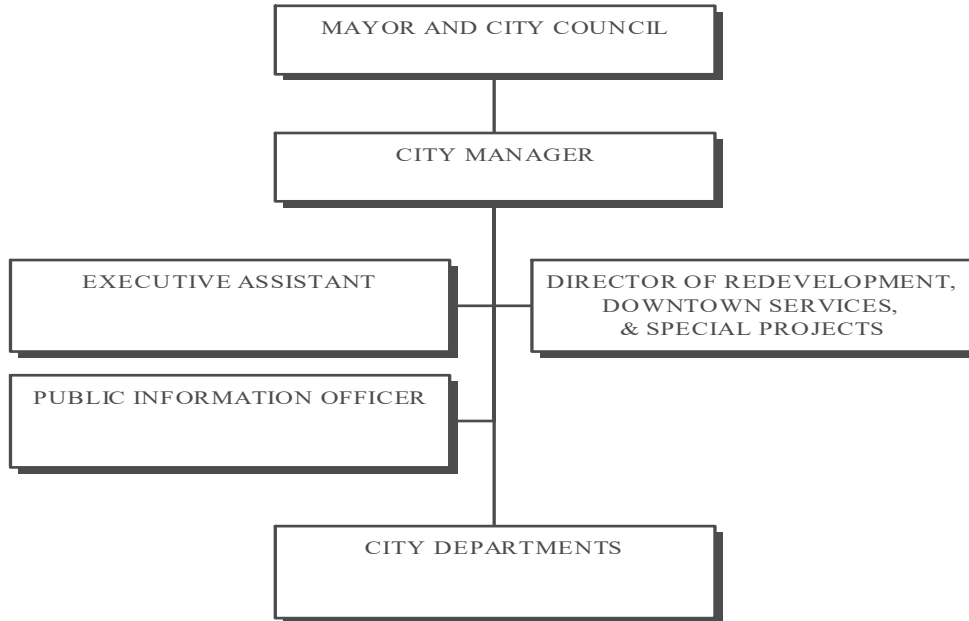
# City Manager

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## Mission

To provide leadership for the City of Concord by developing relationships and working with stakeholders, all in the direction of supporting the City Council's goals and priorities.

### CITY MANAGER ORGANIZATIONAL CHART



## Core Responsibilities

1. Build relationships with stakeholders.
2. Oversee all day-to-day City operations.
3. Ensure financial stability and foster sound financial management practices.
4. Facilitate strategic planning for future growth and development, as well as for operational efficiency.
5. Maintain the City's overall commitment to providing high quality services to the Concord community.
6. Oversee Community Development Block Grant (CDBG) funds for housing and economic development projects.

## City Manager

<u>Budget Detail</u>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>					
Other Revenue	\$13,425	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$3,416	\$0	\$0	\$0	\$0
Transfer In - Trust	\$37,165	\$0	\$10,000	\$10,000	\$0
<b>Total Revenue</b>	<b>\$54,006</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$0</b>
<b>Expense</b>					
Compensation	\$479,722	\$538,920	\$538,920	\$547,110	\$554,052
Fringe Benefits	\$154,965	\$202,461	\$202,461	\$200,600	\$213,865
Outside Services	\$97,069	\$75,591	\$85,591	\$85,971	\$78,537
Supplies	\$586	\$3,800	\$3,800	\$3,800	\$4,300
Insurance	\$3,308	\$3,539	\$3,539	\$3,539	\$4,012
<b>Total Expense</b>	<b>\$735,650</b>	<b>\$824,311</b>	<b>\$834,311</b>	<b>\$841,020</b>	<b>\$854,766</b>

<u>Service Indicators</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Estimated</u>	<u>2023 Projected</u>
1. CDBG Grant Applications	2	3	1	1
2. CDBG Grant Awards	2	3	1	1
3. Amount of CDBG Funding Requested	\$434,920	\$1,224,841	\$25,000	\$500,000
4. Amount of CDBG Funding Awarded	\$434,920	\$1,224,841	\$25,000	\$500,000

### 2023 Goals

1. Implement the enhanced ambulatory services initiative as approved by City Council.
2. Complete priority infrastructure projects including: construction of the Hoit/Whitney Road intersection, construction of the new high lift station at the Water Treatment Plant, and other approved capital projects.
3. Work with departments and boards to update, adopt and implement the City's new zoning code.
4. Continue to work with the Human Resources Department to facilitate organization-wide programs to enhance diversity, equity, and inclusion in the workplace.
5. Apply for maximum funding possible for housing, public facilities, and economic development related projects under the Community Development Block Grant (CDBG) program, as administered by the Community Development Finance Authority (NHCDFA).
6. Maintain or improve the City's financial position and bond ratings while managing towards a balanced budget.
7. Work with the Human Resources Department on retention and recruitment initiatives.
8. Develop and implement strategies to expand training opportunities for staff city-wide. Focus on succession planning, mentorship and employee development programs.

### 2022 Goal Status

1. Apply for maximum funding possible for housing, public facilities, and economic development related projects under the Community Development Block Grant (CDBG) program, as administered by the NH Community Development Finance Authority (NHCDFA).  
9-Month Status: In November 2022, the City secured a \$25,000 CDBG "Planning Grant" to assist Making Matters NH (Concord Makerspace) to conduct a needs assessment and feasibility study concerning technical assistance services for entrepreneurs in the Capital Region. The study will identify the number of micro-enterprise and small businesses within the region, current technical assistance resources and support systems for said businesses and gaps associated therewith, as well as develop a feasibility study / business plan to address

## City Manager

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### 2022 Goal Status (continued)

2. Complete the LED Street Light Re-Lamping Project.  
9-Month Status: Approximately 80% of the street lights have been converted to LED. Supply chain issues have delayed the remaining lights. This project is anticipated to save the City in excess of \$600,000 over the next ten years.
3. Working with the Human Resources Department, and in coordination with the City Council, facilitate an organization-wide program to enhance diversity, equity, and inclusion in the workplace.  
9-Month Status: The City has partnered with the National League of Cities to provide core team training to City leaders in order to align with City Council priorities around diversity, equity and inclusion. Our hope is to roll out immersive training for all City employees, focusing on an inclusive work environment with engaged employees. In the interim, we have been working with community partners on learning more about diversity, equity and inclusion; marketing our employment opportunities to underrepresented populations; and being responsive to community needs around representation. The Human Resources Department has provided training to City Supervisors, Managers and Department Heads on gender equity; and harassment/discrimination training has been offered to all employees, with 130 employees taking part thus far. Most recently, training on creating an inclusive workplace culture was presented.
4. Complete construction of the new high lift station at the Water Treatment Plant.  
9-Month Status: Construction has been delayed by six weeks due to supply chain issues. Original completion, which was scheduled for July 2022, has now been pushed out to September 2022.
5. Construct improvements associated with the Hoit Road/Whitney Road intersection project.  
9-Month Status: This project was anticipated to break ground in June 2021, but was delayed until mid-September 2021, due to an 8-month delay in permitting from the NH Department of Fish & Game. As a result of this delay, the project work schedule had to be restructured, since the work on the main Route 4 corridor could not be done with the limited time remaining in the 2021 construction season. This forced the contractor to move that work to 2022. The project now expects that an interim, single lane roundabout will be open for traffic and will allow the NH Department of Transportation to permit Market Basket to open in mid-August 2022, at the latest (weather contingent).
6. Work with the Fire Department on recruitment and retention programs.  
9-Month Status: The Fire Department's recruitment and retention committee, which was developed to improve strategies for attracting new employees to the Department, has met several times and released its first status report on February 28, 2022. The results of a Department-wide survey is being analyzed and tabulated. These will be used to drive the committee's further efforts.
7. Implement varied and detailed COVID-19 reopening strategies for all Department units.  
9-Month Status: In conjunction with the Human Resources Department, continued strategies were developed in FY 2021 by the multi-departmental COVID reopening team. The strategies involved isolating sick employees following State guidelines; adhering to quarantine guidelines of household contacts; continuing masking requirements through the Omicron variant outbreak; providing leave flexibility to encourage adherence to guidelines; encouraging and supporting vaccination initiatives to include hosting clinics, allowing time off for vaccination appointments, and assistance with scheduling. To ensure continuity of operations and prevent outbreaks, employee teams were divided to the extent possible while still achieving work output.
8. Work with the Human Resources Department to update performance evaluation systems and recruiting as part of the new ERP system.  
9-Month Status: New performance evaluation forms and guidelines have been developed on paper, consolidating the Manager and Supervisory documents into one form and offering a new form for Non-Supervisory employees. These forms mimic what is being set up in MUNIS, as managers/supervisors will begin to create the evaluations in ESS and then it will be routed through a work flow process for approval by rating authorities.

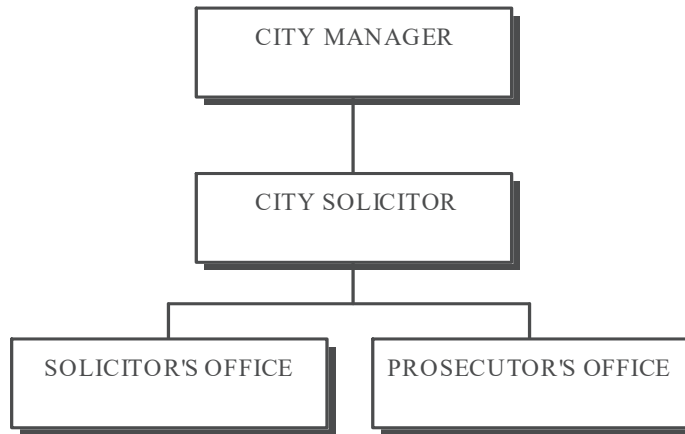
# Legal

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## Mission

To ensure that all actions of the City are within the powers granted to it by the Legislature and to prosecute those persons charged with violating state or local law and see that justice is done.

### LEGAL DEPARTMENT ORGANIZATIONAL CHART



## Core Responsibilities

1. The City Solicitor's Office provides legal services to the City Council, various committees, City boards and commissions, the City Manager and department heads.
2. The City Solicitor's Office represents the City in all matters in which it has an interest coming before any Court, tribunal, quasi-judicial, or legislative body; and commences and defends all actions and suits involving the City or any of its officers in their official capacity.
3. The City Prosecutor's Office reviews all criminal complaints made in the Court for the 6<sup>th</sup> Circuit – District Division by the Concord Police Department, by other City departments, and by contract with the Towns of Loudon, Bow and Dunbarton. When necessary, the Prosecutor's Office makes recommendations to the Court on the disposition of a case.

# Legal

<u>Budget Detail</u>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>					
Fines for Code Prosecution	\$6,086	\$5,000	\$5,000	\$2,230	\$5,000
Court Ordered Payments	\$2,419	\$1,000	\$1,000	\$3,120	\$1,000
Reports, Prints, and Copies	\$39	\$0	\$0	\$0	\$0
Other Gov Agencies - Local	\$70,676	\$72,089	\$72,089	\$72,089	\$73,531
<b>Total Revenue</b>	<b>\$79,220</b>	<b>\$78,089</b>	<b>\$78,089</b>	<b>\$77,439</b>	<b>\$79,531</b>
<b>Expense</b>					
Compensation	\$847,581	\$777,054	\$777,054	\$812,830	\$885,811
Fringe Benefits	\$320,029	\$337,632	\$337,632	\$309,060	\$380,498
Outside Services	\$140,871	\$154,954	\$154,954	\$153,183	\$155,341
Supplies	\$2,670	\$4,000	\$4,000	\$4,000	\$4,000
Insurance	\$6,160	\$6,476	\$6,476	\$6,410	\$7,088
<b>Total Expense</b>	<b>\$1,317,311</b>	<b>\$1,280,116</b>	<b>\$1,280,116</b>	<b>\$1,285,483</b>	<b>\$1,432,737</b>

<u>Service Indicators</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Estimated</u>	<u>2023 Projected</u>
1. Civil Litigation Cases	*21	*15	*13	*13
2. Tax Abatement Cases	*20	*19	*20	*20
3. Tax Lien Mortgages (Research at Registry)	329	375	350	350
4. Tax Deed Mortgages (Research at Registry)	45	77	75	75
5. Tax Title Searched for Properties to be Deeded	374	452	425	425
6. Ordinances, Reports and Resolutions	155	136	140	150
7. Negotiated Union Contracts (out of 6)	4	1	1	5
8. Licenses, Agreements and MOUs	49	78	85	85
9. Bankruptcy Matters (Claims Filed)	4	2	2	2
10. City Department/Public Body Westlaw Legal Research	2,074	2,333	1,500	1,500
11. Financial Guarantees for City Projects/Developments	53	60	45	45
12. Right-to-Know Requests	116	113	**100	**100
13. Complaints Filed/Reviewed	3,652	3,650	4,602	4,700
14. Criminal Dispositions, Hearings, Proceedings	12,635	16,703	15,800	16,200
15. Juvenile Dispositions and Hearings	546	662	550	550
16. Administrative License Suspensions	206	239	296	300
17. Concord Code Enforcement	6	23	15	15

\* Includes pending cases from prior years.

\*\*Excludes requests handled exclusively by the Police Department and Fire Department

## Legal

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### 2023 Goals

1. The City Solicitor's Office will provide Right-to-Know Law training to all City Departments, the City Council, Boards, Commissions and Committees.
2. The City Solicitor's Office will provide the City's Ethics Ordinance training to the City Council, Boards, Commissions and Committees.
3. The City Solicitor's Office will archive remaining paper files to electronic format.
4. The City Prosecutor's Office will review the impact of pending State legislation relative to the staffing levels at the Prosecutor's Office.
5. The City Prosecutor's Office has experienced a reduction and turnover in its attorney positions in FY 2022. The City Prosecutor's Office will continue to train officers on a case-by-case basis, as staffing levels allow, for additional time to complete enhanced training.
6. The City Prosecutor's Office will continue to meet with the Court on a regular basis to work on solutions to reduce the backlog of cases from FY 2022.

### 2022 Goals Status

1. The City Solicitor's Office will continue to provide legal guidance to all City Departments, the City Council, Boards, Commissions and Committees relative to operation during the Covid-19 pandemic and as we expect to emerge out of this pandemic.  
9-Month Status: The City Solicitor's Office continues to succeed with this goal.
2. The City Solicitor's Office will provide Right-to-Know Law training to all City Departments, the City Council, Boards, Commissions and Committees.  
9-Month Status: The City Solicitor's Office has provided continuous guidance throughout the fiscal year on compliance with the Right-to-Know Law. The Solicitor's Office anticipates training to take place in May or June of 2022.
3. The City Solicitor's Office will archive remaining paper files to electronic format.  
9-Month Status: The City Solicitor's Office continues to archive files to electronic format.
4. The City Prosecutor's Office will continue to work with the Court and Police Departments to manage the large back log of cases as a result of the COVID-19 pandemic.  
9-Month Status: The City Prosecutor's Office has been working very closely with the Sixth Circuit Concord District Division to manage the large backlog of cases. The extended closure of the Courts due to COVID-19 and the insufficient staffing at the Courts will extend this backlog into 2023.
5. The City Prosecutor's Office will conduct training for the Concord Police Department and contract police departments.  
9-Month Status: As a result of the large caseload, the City Prosecutor's Office has only been able to provide training on a case-by-case basis and will continue to do so.
6. The City Prosecutor's Office will research appropriate software to move toward a more efficient system that will involve less paper files and will work more effectively with the Police Departments.  
9-Month Status: The City Prosecutor's Office researched our present data system and spoke to a few entities about new software but will need to coordinate with the Concord Police Department when and if they decide to update their system to see if it provides appropriate data management for the Prosecutor's Office as well.

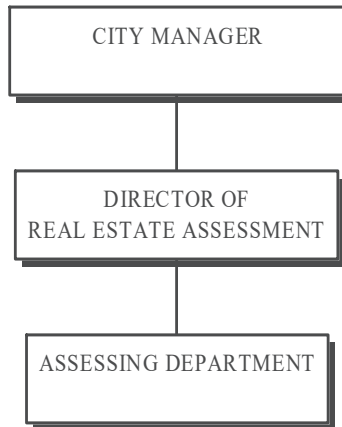
## Assessing

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### Mission

The Assessing Department's purpose is to continuously discover and list information used to provide fair and equitable property values.

### ASSESSING DEPARTMENT ORGANIZATIONAL CHART



### Core Responsibilities

1. Conduct annual property valuation using the New Hampshire constitution and statutes governing property assessments and internationally accepted mass appraisal practices.
2. Administer the current use program; excavation and timber taxes; solar exemptions; elderly and blind exemptions; veteran tax credits; and religious, educational, and charitable property tax exemptions.
3. Warrant the annual tax levies to the City Tax Collector.
4. Review, research and compile information for consideration by the Board of Assessors when they make decisions on abatement applications.



## Assessing

<u>Budget Detail</u>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>					
Timber Tax	\$18,698	\$15,000	\$15,000	\$15,000	\$15,000
Payment-In-Lieu-of-Tax (PILOT)	\$773,397	\$694,472	\$694,472	\$674,508	\$674,180
Excavation Activity Tax	\$72	\$100	\$100	\$0	\$100
Forest Loss Reimbursement	\$496	\$460	\$496	\$496	\$490
Other Revenue	\$118	\$120	\$120	\$100	\$100
Other Gov Agencies - State	\$532	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$793,314</b>	<b>\$710,152</b>	<b>\$710,188</b>	<b>\$690,104</b>	<b>\$689,870</b>
<b>Expense</b>					
Compensation	\$425,955	\$440,393	\$440,393	\$440,500	\$460,864
Fringe Benefits	\$196,206	\$215,015	\$215,015	\$229,255	\$242,949
Outside Services	\$26,923	\$51,619	\$51,619	\$51,456	\$61,070
Supplies	\$2,551	\$3,700	\$3,700	\$3,700	\$3,750
Insurance	\$3,130	\$3,133	\$3,133	\$3,130	\$3,562
<b>Total Expense</b>	<b>\$654,766</b>	<b>\$713,860</b>	<b>\$713,860</b>	<b>\$728,041</b>	<b>\$772,195</b>

<u>Service Indicators</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Estimated</u>	<u>2023 Projected</u>
1. Building Permits Processed	557	545	505	550
2. Building Permits Inspected	452	534	571	525
3. New Homes Added	66	75	37	37
4. New Parcels Added	37	52	37	35
5. Deed Changes Processed	825	825	915	865
6. Sales Reviews Conducted	*146	622	627	575
7. Appeals: BTLA & Superior Court	15	13	20	20

\* Less reviews as a result of COVID-19.

### 2023 Goals

1. Complete a statistical update for all property for market value as of April 1, 2022.
2. Work in conjunction with GIS staff to complete the last phase of the digital tax map program.
3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.

### 2022 Goals Status

1. Complete a statistical update for all property for market value as of April 1, 2021.  
9-Month Status: Statistical update completed.
2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.  
9-Month Status: Phase VI is completed and delivered. Phase VII, the final phase, is underway.

## Assessing

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### 2022 Goals Status (continued)

3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.  
9-Month Status: Concord Hospital, 151 Langley Parkway, not exempt. Child & Family Services, 125 River Road/210 Bog Road, denied exempt status; property unused. Pierce Brigade Inc., 14 Horseshoe Pond, exempt; no longer leasing part of the building. Community Bridges, 162 Pembroke Road, not exempt; unused. Granite State Baptist Church, Sheep Davis Road, three new parcels purchased, not exempt; unused. NH Historical Society, 6 Eagle Square, partial exemption; change in use. Pope Memorial SPCA of Concord, 93 Silk Farm Road, not exempt; unused. UNH, 25 Essex Street, not exempt; change in use. YMCA, Iron Works Road, not exempt; unused.

## Human Resources

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### Mission

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

### HUMAN RESOURCES DEPARTMENT ORGANIZATIONAL CHART



### Core Responsibilities

1. Oversee six primary areas of responsibility: Benefits and Wellness Administration; Safety Management; Training and Professional Development Coordination; Leave Management; Recruiting; and Employee/Labor Relations.
2. Manage benefit administration for City of Concord employees and retirees.
3. Manage the Human Resources Information System, which includes new hire entries, pay changes, terminations, and maintenance of all position and pay data.
4. Manage compliance issues for local, state and federal regulations, including the Family Medical Leave Act, the American's with Disabilities Act, Equal Employment Opportunity, the Civil Rights Act, and others.

## Human Resources

<u>Budget Detail</u>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>					
Donations	\$35,000	\$35,700	\$35,700	\$35,700	\$35,700
Other Revenue	\$366	\$0	\$0	\$1,360	\$0
Other Gov Agencies - State	\$2,992	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$38,357</b>	<b>\$35,700</b>	<b>\$35,700</b>	<b>\$37,060</b>	<b>\$35,700</b>
<b>Expense</b>					
Compensation	\$347,685	\$358,381	\$358,381	\$359,881	\$376,019
Fringe Benefits	\$151,820	\$167,575	\$167,575	\$167,858	\$176,102
Outside Services	\$67,334	\$83,676	\$83,676	\$83,513	\$112,297
Supplies	\$3,453	\$4,500	\$4,500	\$4,150	\$4,500
Insurance	\$2,450	\$2,595	\$2,595	\$2,570	\$2,908
<b>Total Expense</b>	<b>\$572,741</b>	<b>\$616,727</b>	<b>\$616,727</b>	<b>\$617,972</b>	<b>\$671,826</b>

<u>Service Indicators</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Estimated</u>	<u>2023 Projected</u>
1. Recruitments Conducted	99	92	81	101
2. Wellflex Enrollments	362	261	355	350
3. Wellflex Completions	79	81	+102	100
4. New Hire Orientations	13	13	16	13
5. Retirements Processed	23	15	15	25
6. Lost Time Injury Frequency	14	*19	**36	***26

+ The increase in completions is due, in part, to the availability of virtual wellness programs during COVID.

\* 6 Lost Time Claims COVID-19 related; 13 Lost Time Claims unrelated to COVID-19.

\*\* 26 Lost Time Claims COVID-19 related; 10 Lost Time Claims unrelated to COVID-19.

\*\*\* 20 Lost Time Claims COVID-19 related; 3 Lost Time Claims unrelated to COVID-19, to date.

### 2023 Goals

1. Complete MUNIS Performance Evaluations, Training/Certifications, and ESS Functionality roll out.
2. Complete training for Manager Use of Employee Self Service for evaluations, leave approval and personnel action approvals.
3. Conduct Citywide training on Diversity, Equity and Inclusion.
4. Continue work with Retention/Recruitment Committee Initiative.

### 2022 Goals Status

1. Research and implement alternative resources for wellness programs for both in-person and virtual classes.  
9-Month Status: Thanks in part to our new Benefit Consultant, Borislow Insurance, we were able to negotiate additional funding from Harvard Pilgrim to provide the City with monthly wellness educational opportunities. As a result of this, we have been able to offer multiple virtual programs to employees, spouses and retirees. These virtual programs have had improved attendance and satisfaction with the variety of the topics and presenters. Attendees appreciate the convenience of being able to attend using their mobile devices or their laptops, either at their workstations or at home. In addition to the monthly Harvard Pilgrim offerings, Borislow Insurance has their own wellness coordinator who has provided us with virtual wellness programs and monthly challenges. Interest in the wellness program has increased slightly as a result of these virtual offerings.

## Human Resources

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2. Develop educational videos and how-to's for making life event changes for benefits, changing demographic information, viewing paycheck information, total compensation, etc. in the MUNIS Employee Self Service (ESS) module.

9-Month Status: As online benefit enrollment through ESS is still being developed, with a plan to roll it out for open enrollment in May of 2022, videos and how-to's have not been created. The intent is to do that once the set up is completed and rolled out to the employees, at the same time as the online benefit enrollment. The ability to make life changes for benefits through the ESS portal will be rolled out after July 1, 2022. That is the second phase of the online benefit enrollment process. ESS was rolled out to employees for demographic changes, inquiry and print of paycheck advices/stubs, and W-2 documents. There is view access for employee annual and sick leave accrual as well. Training was accomplished during virtual training sessions and documentation.

3. Develop an updated Performance Evaluation System utilizing the MUNIS ERP system.

9-Month Status: New performance evaluation forms and guidelines have been developed on paper, consolidating the Manager and Supervisory documents into one form and offering a new form for Non Supervisory employees. These forms mimic what is being set up in MUNIS, as managers/supervisors will begin to create the Evaluations in ESS and then it will be routed through a work flow process for approval by rating authorities.

4. Implement the Recruiting Module of the MUNIS ERP system.

9-Month Status: This goal has been paused at this time while we evaluate our current product (NEOGOV) versus the MUNIS module for recruitments. The MUNIS product appears to be a very manual process that is not used by many municipalities. It is cumbersome and labor intensive to implement and operate. NEOGOV is well understood by all hiring managers/users within the City and is highly user friendly. It is well established with 10+ years of organizational data stored within, as well as a robust analytics capability. MUNIS can offer neither with their module at this time, although enhancements may be in the pipeline.

5. Facilitate an organization-wide program to enhance diversity, equity and inclusion in the workplace.

9-Month Status: We have partnered with the National League of Cities to provide core team training to City leaders in order to align with City Council priorities around Diversity, Equity, and Inclusion (DEI). Our hope is to roll out immersive training for all City employees, focusing on an inclusive work environment with engaged employees. In the interim, we have been working with community partners on learning more about DEI, marketing our employment opportunities to underrepresented populations, and being responsive to community needs around representation. We have provided training to City Supervisors, Managers and Department Heads on Gender Equity, and Harassment/Discrimination training has been offered to all employees with 130 taking part thus far. Most recently, training on creating an inclusive workplace culture was presented.

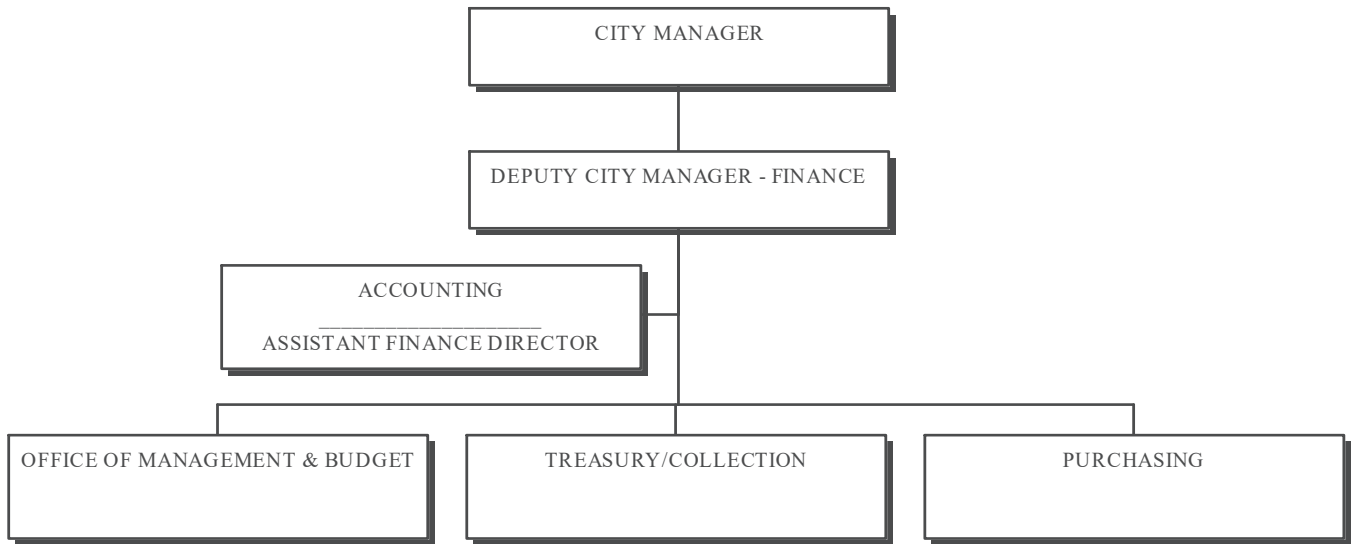
## Finance

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### Mission

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

### FINANCE DEPARTMENT ORGANIZATIONAL CHART



### Core Responsibilities

1. The Accounting Division processes weekly payroll and accounts payable; maintains the General Ledger and subsidiary ledgers for all City Funds; prepares monthly and quarterly financial statements; works with the NH Department of Revenue Administration on tax rate setting; and works with external auditors on the annual audit.
2. The Office of Management and Budget (OMB) coordinates and works with departments on the preparation of the annual budget; and develops the compensation, fringe benefits, insurances, and utilities budgets; monitors budget performance; prepares supplemental budget appropriations; forecasts trends; and works with departments to develop more efficient fiscal processes and procedures.
3. The Treasury/Collections Division handles automobile registrations, cash collection and management, trust funds, property tax billing and collection, bond rating, bond sales and debt service management.
4. The Purchasing Division meets the purchasing needs of all City departments and encourages open competition that is fair, ethical and efficient.

## Finance

<u>Budget Detail</u>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>					
Property Taxes	\$44,047,528	\$44,157,853	\$44,157,853	\$44,157,853	\$46,696,609
Fines and Penalties	\$567,468	\$450,000	\$450,000	\$600,000	\$450,000
Motor Vehicle Registrations	\$7,468,140	\$7,100,000	\$7,100,000	\$7,100,000	\$7,450,000
MV Transportation Surcharge	\$189,138	\$180,000	\$180,000	\$180,000	\$180,000
MV Transportation Admin	\$21,003	\$21,000	\$21,000	\$21,000	\$20,500
MV Waste Disposal	\$21,229	\$21,000	\$21,000	\$21,000	\$20,500
MV State Agent Admin	\$138,847	\$125,000	\$125,000	\$132,000	\$125,000
Investment Income	\$60,116	\$45,000	\$45,000	\$35,000	\$800,000
Sale of Assets	\$115,264	\$30,000	\$30,000	\$30,000	\$30,000
Finance Charges	\$3,064	\$2,500	\$2,500	\$2,520	\$2,500
Use of Fund Balance	\$0	\$1,750,000	\$2,811,242	\$0	\$375,000
Other Revenue	\$150,666	\$500	\$500	\$2,700	\$30,500
Other Gov Agencies - State	\$738,532	\$0	\$0	\$0	\$0
Rooms and Meals Tax	\$2,175,006	\$2,205,005	\$3,141,213	\$3,141,213	\$3,247,000
Highway Block Grant	\$859,309	\$859,530	\$851,599	\$851,600	\$851,600
Railroad Tax	\$1,964	\$1,000	\$2,298	\$2,240	\$0
Transfer In - Trust	\$49,700	\$0	\$52,000	\$52,000	\$0
<b>Total Revenue</b>	<b>\$56,606,974</b>	<b>\$56,948,388</b>	<b>\$58,991,205</b>	<b>\$56,329,126</b>	<b>\$60,279,209</b>
<b>Expense</b>					
Compensation	\$1,425,458	\$1,442,685	\$1,442,685	\$1,451,948	\$1,487,948
Fringe Benefits	\$622,342	\$686,494	\$686,494	\$678,135	\$714,696
Outside Services	\$230,281	\$248,989	\$248,989	\$246,170	\$250,779
Supplies	\$38,591	\$43,670	\$43,670	\$43,040	\$39,650
Insurance	\$10,270	\$10,473	\$10,473	\$10,370	\$11,931
Capital Outlay	\$10,954	\$0	\$52,000	\$52,000	\$0
<b>Total Expense</b>	<b>\$2,337,897</b>	<b>\$2,432,311</b>	<b>\$2,484,311</b>	<b>\$2,481,663</b>	<b>\$2,505,004</b>

## Finance

<u>Service Indicators</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Estimated</u>	<u>2023 Projected</u>
1. Collection Rate as a % of Current Levy	98.2%	98.5%	98.5%	98.2%
2. Total Number of Motor Vehicle Registrations	45,900	45,974	46,100	46,100
3. Bond Rating – Moody's/S&P	AA+	AA+	AA+	AA+
4. Number of Purchasing Transactions	6,432	8781	7,000	7,000
5. Dollar Value of All Purchasing Transactions	\$43,744,578	\$48,619,910	\$47,500,000	\$47,500,000

### 2023 Goals

1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
2. Continue to maintain or improve the City's current bond rating.
3. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.

### 2022 Goals Status

1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.  
9-Month Status: The current housing market contributes to a favorable collections rate for the City. Delinquent taxes are paid at time of ownership change. The mailing of "friendly" reminder notices, along with a late summer lien date, has influenced the decreased number of parcels lienied each year. Continued customer communication to increase knowledge of the tax collection process, as well as exemptions and credits available, promotes a better customer service experience.
2. Continue to maintain or improve the City's current bond ratings.  
9-Month Status: The City maintains open communication with the rating agency to maintain the current bond rating. The City's strong financial management policies and procedures continue to be a driving force for the strong bond rating, year over year.
3. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.  
9-Month Status: A cooperative bid for elevator services with the cities of Dover, Keene and Lebanon will be issued in April 2022. A term contract was signed for gasoline for the period of November 2021—June 2022 (80% fixed price).
4. Go live in April 2022 for the Utility Billing Module of the new Enterprise Resource Planning (ERP) software.  
9-Month Status: This module is nearly complete and the expected go-live date has been revised to June 2022.



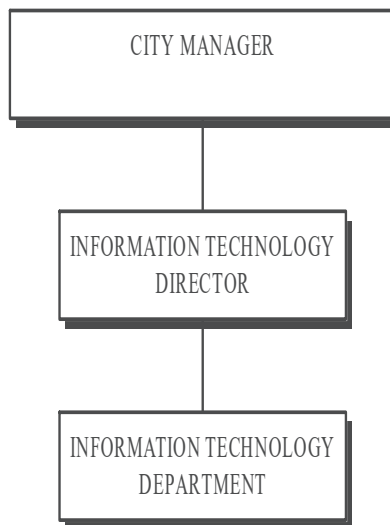
## Information Technology

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### Mission

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

### INFORMATION TECHNOLOGY DEPARTMENT ORGANIZATIONAL CHART



### Core Responsibilities

1. Database Analysts and System Development: Support all database and Enterprise Resource Planning systems across all departments, including, but not limited to fleet management, personnel records, telephone records, SQL reporting functions, as well as day-to-day support of integrated disparate systems.
2. Network and Operations Management: Support all network activities, security, system access, hardware management, virtualized software management, printing, servers, desktop systems and helpdesk responses.

## Information Technology

<u>Budget Detail</u>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>					
Other Gov Agencies - State	\$20,498	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$20,498</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expense</b>					
Compensation	\$600,678	\$662,925	\$682,815	\$664,200	\$787,750
Fringe Benefits	\$245,632	\$300,050	\$311,460	\$311,609	\$374,208
Outside Services	\$183,506	\$183,458	\$183,458	\$181,994	\$213,331
Supplies	\$1,151	\$1,800	\$3,500	\$1,800	\$2,000
Insurance	\$4,250	\$4,410	\$4,410	\$4,370	\$5,023
<b>Total Expense</b>	<b>\$1,035,218</b>	<b>\$1,152,643</b>	<b>\$1,185,643</b>	<b>\$1,163,973</b>	<b>\$1,382,312</b>

<u>Service Indicators</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Estimated</u>	<u>2023 Projected</u>
1. Number of Support Calls	4,200	4020	4,600	4,000
2. Network Availability - Estimated Percentage	99.7%	99.2%	99.7%	99.5%
3. Average Website Visitors per Month	45,000	55,000	60,000	65,000
4. Number of Employee Systems Supported	510	530	540	555
5. Average Age of Hardware Systems	3.3	2.8	3.4	3.2

### 2023 Goals

1. Replace 16 Police Mobile units and 10 Fire Apparatus units.
2. Replace 30% of department access network switches and implement improved security protocols and network access.
3. Replace Central Network Core, and upgrade high speed access to Data Repository Center.
4. Replace Legacy Human Services Benefit tracking system with online centralized software platform.
5. Review EPA recommendations and implement improved security to our Water and Wastewater infrastructure.
6. Upgrade the City's internal Helpdesk ticketing system.
7. Implement Two-Factor authentication for First Responders.

### 2022 Goals Status

1. Refresh 150 desktops and notebooks, as well as mobile devices in the General Services Department.  
9-Month Status: We have completed 85% of the Library chromebooks to date. Remainder will be completed by the end of June.
2. Replace 16 mobile hardened notebook computers in the Police Department and 10 in the Fire Department.  
9-Month Status: Incomplete. Delayed due to supply chain issues (Police) and the delay in implementing new CAD software (Fire). Expected to be completed during Summer 2022.
3. Replace 30% of network switches and implement improved security protocols and network access.  
9-Month Status: Incomplete. This goal has been moved to FY 2023 to be implemented with the advent of the Network Security position.

## Information Technology

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### 2022 Goals Status (continued)

4. Convert, manage, and implement Utility Billing module in the Munis ERP system.  
9-Month Status: Incomplete. Conversion and training are 80% complete, with an estimated go live date of June 2022.
5. Finish converting the Legacy permitting system and migration to Energov permitting ERP integration.  
9-Month Status: Incomplete. Delay in the conversion formatting legacy data to the new system. Estimated go live date of summer 2022.
6. Complete 911 Audit of all City Physical Telephone lines.  
9-Month Status: Completed.

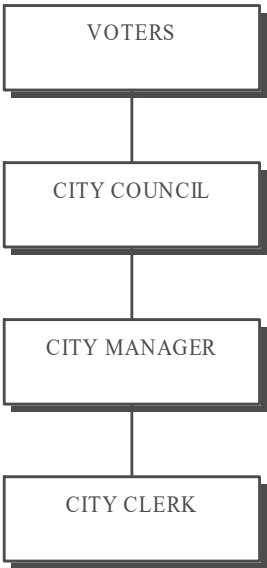
# City Council

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Mission

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

CITY COUNCIL  
ORGANIZATIONAL CHART



## City Council

<u>Budget Detail</u>	<b>2021</b>	<b>2022</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Revised</b>	<b>Projected</b>	<b>Budget</b>
<b>Expense</b>					
Compensation	\$15,833	\$16,000	\$16,000	\$16,000	\$16,000
Fringe Benefits	\$1,233	\$1,231	\$1,231	\$1,260	\$1,287
Outside Services	\$16,948	\$23,935	\$23,935	\$23,935	\$22,035
Supplies	\$548	\$1,250	\$1,250	\$1,250	\$1,250
Insurance	\$120	\$124	\$124	\$130	\$132
<b>Total Expense</b>	<b>\$34,682</b>	<b>\$42,540</b>	<b>\$42,540</b>	<b>\$42,575</b>	<b>\$40,704</b>

### CY 2022-2023 Priorities

Members of City Council met on February 7, 2022, to discuss and set priorities for CY 2022 and CY 2023. The following items are the top priorities that members of Council chose for 2022-2023.

1. Balanced Budget Issues: FY 2023 and FY 2024
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Safety Work
4. Recreational/Cultural Opportunities, Parks and Cemeteries
5. Enhanced Community Events/Arts
6. Sustainability Initiatives/Climate Change
7. Transportation

### CY 2022-2023 Ongoing Initiatives

1. Former Tannery Site/Park
2. Enhanced Neighborhood Street Program
3. Bridges: Loudon Road Bridge
4. Technology Infrastructure Improvements

### CY 2022-2023 Goals Status

#### **GOAL 1. BALANCED BUDGET ISSUES: FY 2023 AND FY 2024**

- a) Eliminate Use of Fund Balance to Balance Budget: During the 2021 tax rate setting, the City was able to reduce the FY 2022 budgetary use of fund balance by \$929,611 to \$820,589. For FY 2023, City Administration will review the budgetary use of fund balance to balance the budget and work to responsibly reduce this amount over the next two years.
- b) ARPA Strategy: On March 14, 2022, City Council approved a supplemental resolution appropriating \$4,567,295 in ARPA funds as part of the Standard Revenue Replacement Option under the U.S. Treasury Final Rules for ARPA funds. The City received its first installment of \$2,283,647.65 in July 2021 and anticipates receiving the second installment in July 2022. The first installment will be distributed to several City Funds as part of the revenue replacement guidance in FY 2022. The second installment will be allocated as part of the FY 2023 and FY 2024 budget processes.

The General Services Department successfully obtained an ARPA grant in the amount of \$760,000 from the NH Department of Environmental Services to be applied towards a \$3.8 million facility refurbishment at the Hall Street Wastewater Treatment Facility.

## City Council

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- c) Health Insurance Costs: The City has received a renewal on their medical insurance with a 10.25% rate increase driven by high cost claimants and the impact of COVID on the industry as a whole. This rate increase was negotiated from a proposed Not-to-Exceed rate of 14.9%. The new rates will go into effect for FY 2023. Also, for FY 2023, the City will pay 90% of the premium and the employee will pay 10% of the premium. This is a change from the 95/5% cost sharing over the last two years.

- d) Grant Funding Opportunities: City staff is currently working on a variety of grant funding opportunities.

The General Services Department has completed a grant application for approximately \$75,000 from the NH Department of Environmental Services to offset, in part, the replacement of a 2001 Mack sludge hauling truck. In conjunction with the Information Technology Department, the General Services Department is also pursuing grant funds to enhance cybersecurity for the City's water and wastewater treatment facilities.

The City is currently working on a Federal Aviation Administration Airport Terminals Program grant.

The Fire Department received \$10,000 in grant funding from the NH Department of Safety, Homeland Security Grant Program, to support technical water related emergencies. It also plans to pursue a FEMA Hazard Mitigation Grant Program grant and a Local Emergency Operations Planning grant to contract the services of professional firms to advise on and update the Hazard Mitigation Plan and Local Emergency Operations Plan, respectively. Both serve as frameworks to aid in response and recovery in the event of a disaster. The Fire Department also plans to pursue a \$50,000 GOFERR Locality Equipment Purchase Program grant to be used to purchase durable equipment to be used on a fourth ambulance due to the increased call volume and system demand caused by COVID. The Fire Department serves as the point of contact for FEMA Public Assistance grant requests for the City and has received, submitted, or identified grant funding reimbursement opportunities related to COVID for wages and materials. Work on these Public Assistance grant reimbursements is ongoing.

The Parks and Recreation Department has applied for two EDA Travel, Tourism and Outdoor Recreation grants. The first one is for the Phase 2 build of Terrill Park, which includes an artificial turf field with lights, parking area, storage building, equipment and associated site work. The Terrill Park project is fully designed and permitted, and is "shovel ready." The second grant is for the design, permitting and construction of the boardwalk section of the Merrimack River Greenway Trail, which will connect the built section at Terrill Park to the new cornfield section near Loudon Road. If awarded, these grants require a 20% match and must be built within four years.

In January 2022, the NH Department of Environmental Services (NHDES) awarded the Abbot-Downing Society a Brownfields Technical Assistance Grant to complete a Phase 1 Environmental Site Assessment and Hazardous Building Materials Survey of the former Concord Stables located at 117.5 Warren Street. The City prepared the grant application on behalf of the Abbot-Downing Society. The cost of these assessments is being paid for entirely by the State. These studies will allow the City and Abbot-Downing Society to further refine the redevelopment strategy for the property, as well as position the project for future potential Brownfields Cleanup Grants from the US Environmental Protection Agency and NHDES to support redevelopment efforts.

### **GOAL 2. COMMUNITY-WIDE ECONOMIC DEVELOPMENT INITIATIVES TO EXPAND TAX BASE**

- a) Bricks and Mortar: The commercial construction at Exit 17, called Interchange Development, continues to progress. In March, the Planning Board conditionally approved 1,500 square feet for a restaurant, 2,750 square feet for retail, and 2,500 square feet for a credit union. This is in addition to the already approved Market Basket, State Liquor Outlet, and Wendy's restaurant at the site.

The Grappone Family received conditional approval from the Planning Board for a new Mazda dealership at 134 Manchester Street.

Zoning Rewrite: Work continues on the final draft of Phase 1. Phase 2 public meetings have been scheduled for March 28-31, 2022. It is anticipated that staff will bring both phases to City Council at the same time for public hearing and adoption in late 2022.

## City Council

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c) Housing:

- i. Former NH Employment Security Property: On May 20, 2021, the City Council approved Resolution #9375, which authorized the City Manager to enter into a Purchase and Sales Agreement with the John Flatley Company concerning sales and redevelopment of the former NH Employment Security property located at 32-34 South Main Street and 33 South State Street. The Purchase and Sales Agreement was executed on May 17, 2021, and subsequently amended on September 14, 2021 and January 11, 2022. The Developer plans to demolish the existing 26,000 square foot former office building and construct a new 80,000 square foot apartment building featuring 64 market rate units. The new development will have an assessed value of \$8-\$10.24 million, and will generate \$215,000-\$275,000 in property taxes annually. Due to governmental ownership, the property has been tax exempt since 1979.

On December 22, 2021, the City completed interior asbestos abatement at the property. The estimated cost of abatement was \$332,000, of which \$200,000 (or 60%) was funded by a grant from the NH Department of Environmental Services.

On March 2, 2022, the Developer secured required variances and special exceptions from the Zoning Board of Adjustment. A public hearing for the Developer's site plan application is scheduled with the Planning Board for April 20, 2022. Subject to receiving development approvals and satisfaction of other conditions, a closing on the sale of the property to the Developer is tentatively scheduled for May 31, 2022. Construction will commence immediately thereafter.

- ii. Penacook Landing Phase 2: On September 18, 2019, the City sold 2.5 acres of the former Allied Leather Tannery site, located at 33-35 Canal Street, to the Caleb Development Corporation (Caleb) for redevelopment into a 54-unit housing project. Phase 1 was completed in October 2020. In October 2021, Caleb was awarded \$467,844 in tax credits from the NH Housing Finance Authority for Phase 2 of the project. Phase 2 will feature 20 apartments, the majority of which will be affordable units. The estimated cost of Phase 2 is \$4.8 million, of which \$3.6 million will be funded by equity generated from the sale of the tax credits. Construction of Phase 2 is scheduled to begin in summer/fall 2022 and will take approximately 10 months to complete.
- iii. Other: A 16-lot single-family subdivision was approved by the Planning Board for a parcel located at the intersection of Sewalls Falls Road and Abbott Road.

- d) Economic Development Website Update: In October 2021, InvestConcordNH.com, the previous Economic Development web site, was archived due to significant price increases and lack of updating during COVID-19. City staff is currently making improvements to, and reorganizing, the economic development portion of the main City web site to make it more accessible, informative, accurate and engaging.
- e) Downtown Business Investment: Staff continues to encourage downtown investment and communicate with pertinent property owners.
- f) Outdoor Dining/Food Trucks: The Ad-Hoc Outdoor Dining Committee convened four times during this reporting period. A final outdoor dining policy was presented and adopted at the March 14, 2022 City Council meeting. This new policy includes several clarifications to the application process, design standards, and the implementation of a \$3 per square foot usage fee on City property (i.e., sidewalks, public squares, etc.) and a fee of \$1,000 per parking space encumbrance per dining season. The dining season will run from April 15, 2022 to November 15, 2022. The committee will also be forwarding a revised peddler's ordinance and a new policy for food trucks operating throughout the City for a public hearing in May.
- g) Fees/Rent Analysis: The Ad-Hoc Fee Committee has held two meetings to date and continues its work.

## City Council

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### GOAL 3. PUBLIC SAFETY WORK

- a) Fire Stations and Police Station Analysis: The findings of a comprehensive Fire Department Station Location Study was presented to the City Council on February 14, 2022. The Fire Department plans to start long-term planning discussions with City Administration soon.

The Police Department recently underwent a Building Assessment conducted by the H.L. Turner Group. The report generated from this assessment outlined many building deficiencies, safety issues, and special needs, both short- and long-term. This assessment also outlined possible options for remodeling of the current building and/or constructing a new building. The Police Department has well outgrown the functional capabilities of its current building. The building, as it stands, now would fall short of many police accreditation standards. The building, as it stands, now would fall short of many police accreditation standards. The building itself could certainly serve as an asset for the City as part of the City Hall Complex, however, the days where it can serve as Police Headquarters have passed and improvements or replacement have become imperative. The Police Department will be sharing the results of the H.L. Turner Group Building Assessment with the City Administration and City Council in the near future.

- b) Enhance Emergency Management Services: A new Firefighter/Advanced Emergency Medical Technician (AEMT) labor grade was approved by City Council in December 2021. This will increase the number of Advanced Life Support (ALS) providers within the Fire Department and will improve EMS service delivery to Concord's citizens and visitors. The Department is on track to have 11 AEMT's by May 1, 2022. At its March 14, 2022 meeting, City Council appropriated funding for and approved the use of overtime to maintain a minimum department staffing level of 20 members. The Department needed to balance the workload of its three ambulances by moving Ambulance 5 from the Manor Station to become Ambulance 1 at the Central Station. This move also brought the ambulance closer to the area of highest service demand in the city. The funding approved by City Council allowed the Department to upstaff Engine 5 with an ALS provider (normally a paramedic) to ensure that the best possible ALS coverage is maintained in Penacook.

### GOAL 4. RECREATIONAL/CULTURAL OPPORTUNITIES, PARKS AND CEMETERIES

- a) Library, Pools, Arena, BMGC, Trails, MRGT, Recreation Programming: The Concord Public Library partnered with New Hampshire Audubon to connect patrons to a five-part webinar, which started in February 2022, on the Peregrine Falcon in New Hampshire. Attendees will learn the history of the bird, its stages of life, conservation efforts, birding tips and more.

The Parks and Recreation Department's 2022 Spring Brochure came out in early February for programs and activities to be held between March 1st and early June. The Department's Summer Camp Guide came out in mid-March. This summer, the Department will bring back all of its specialty camps (soccer, field hockey, dance, Learn to Row, Concord TV, etc.). Similar to last summer, the Department will also run its traditional all-day and nature camps.

The Parks and Recreation Department is coordinating the design and permitting of the cornfield section of the Merrimack River Greenway Trail. The City has hired VHB, of Bedford, for the design and permitting for this section of trail.

The Parks and Recreation Department started advertising for summer lifeguard positions in January, with the goal of opening all seven outdoor pools this summer. The Department typically needs to hire just over 40 lifeguards to open all pools.

In the FY 2022 Capital Improvement Plan, there were funds appropriated for court restoration at Rollins Park (\$135,000), Trolley Stop repoint at White Park (\$90,000), and stand alone pickleball courts at Rolfe Park (\$90,000). The court projects should be completed by the end of June 2022, and the Trolley Stop project will begin this spring. In addition, the FY 2022 budget included funds for a pond restoration project at White Park (\$210,000), for which the City is under contract with VHB to create a plan and required permits. Also funded were road repairs at Blossom Hill Cemetery (\$80,000). These projects should be completed before the end of November.



## City Council

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### GOAL 4. RECREATIONAL/CULTURAL OPPORTUNITIES, PARKS AND CEMETERIES (cont'd)

b) Terrill Park, Kiwanis Park, Skate Park, Penacook Riverfront, Monkey Around Playground, Cemeteries, Recreational Corridor:

- i. Canal Street Riverfront Park: In 2004, the City held a design charrette for the purposes of soliciting public input concerning redevelopment of the former Allied Leather Tannery complex at 23-25 Canal Street. As part of that exercise, the community expressed a strong desire to develop a new public riverfront park at the Tannery property to support future redevelopment of the site, as well as revitalization of Penacook Village.

In 2012, the City acquired additional property at 5-11 Canal Street to support future development of the park. As part of marketing efforts conducted for the Tannery site in 2008 and in 2015, the City commissioned various conceptual site plans for the former Tannery complex, which included a new riverfront park.

In conjunction with the sale of the portion of the Tannery site located at 35 Canal Street to the Caleb Development Corporation for the Penacook Landing housing project, in September 2020, the City retained a 1.53 acre parcel with approximately 500 feet of frontage on the Contoocook River for the future riverfront park.

As part of the FY 2022 budget, the City Council appropriated \$110,000 of impact fees for design and permitting of the Canal Street Riverfront Park. On November 5, 2021, a Request for Qualifications and Experience was issued to engage a design team for the project. Proposals were received on December 10, 2021. On February 11, 2022, the firm of GPI was selected for the project. Contracts with GPI will be completed by the end of March 2022. Once contracts are in place, the public participation phase of the project will begin. Construction is scheduled for 2023.

- ii. Monkey Around Playground: The Parks and Recreation Department continues to work with the Friends of White Park on their fundraising efforts. In May, the Friends will be holding a cornhole tournament with food trucks to raise money for the playground replacement.
- iii. Kiwanis Riverfront Park: City staff, working with the Recreation and Parks Advisory Committee, the Everett Arena Advisory Committee, Concord Crew, and the new Skate Board group, agreed that the next step in the transformation of the riverfront park is to request design funds in the FY 2023 Capital Improvement Plan. All groups realize that before any improvements are made, there should be an approved Parks Master Plan to follow.

### GOAL 5. ENHANCED COMMUNITY EVENTS/ARTS

- a) Promote Community Events with Community Partners: Community events continue to be shared throughout a variety of City channels, including the City Manager's newsletter and social media (Facebook, Twitter and Instagram). The City's Public Information Officer continues to work with the Greater Concord Chamber of Commerce and Intown Concord on coordinated community outreach.

During this reporting period, the City issued permits for 30 events (some happening in the first quarter, others later this year) including political rallies, road races, an Arts Market, and the Rock 'n Race.

The Parks and Recreation Department started scheduling the parks in mid-February for use in 2022. All youth and adult sports leagues will have regular seasons. The Department also started issuing permits for special events held in City parks. Some of the special events that are already scheduled include: SouperFest, an Arts Market in Rollins Park, UNH Law School Graduation at White Park, several 5k road races, Making Strides at Memorial Field, and a Multicultural Festival at Keach Park. The Department is once again hosting several baseball and softball tournaments this spring and summer.

## City Council

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### GOAL 5. ENHANCED COMMUNITY EVENTS/ARTS (continued)

The Parks and Recreation Department has partnered with Intown Concord to run a new special event: EGGsellent Adventures, which will be held at Rollins Park and Bicentennial Square on April 9th.

The Parks and Recreation Department secured sponsorship from the Walker Lecture Fund to add a Sunday morning Concert in the Park series that will be held at White Park this summer and fall. The Department also booked all bands for their annual summer outdoor concert series. The concert series will be announced in May when the main summer/fall brochure comes out.

The Police Department continues to foster its positive relationship with the community through a number of initiatives and events that Department personnel attend and sponsor. Since the beginning of 2022, the Department has worked closely with the schools in both the Concord School District and Merrimack Valley School District. The D.A.R.E. Program was presented in both school districts and the Department's School Resource Officers are actively involved at Concord High School, Merrimack Valley High School, and Merrimack Valley Middle School. Additionally, Liberty, the Department's comfort dog, makes frequent visits to the schools in the area.

Since the beginning of the year, members of the Police Department have conducted active shooter trainings, as well as safety presentations to businesses and community groups, and also presented fraud education to a local bank. The Department works closely with the New American community and assisted the New American Scholars with their "Students Helping Students" program. This program is designed to promote area high school students assisting and tutoring New American and refugee students who have recently settled in the Concord area. This program also extends beyond the classroom and assists in other areas of life which may be difficult for those new to the country.

The Police Department will soon begin planning for the 2022 National Night Out event, which is the largest event coordinated by the Police Department. This highly successful event promotes crime and drug prevention awareness, generate support and participation in local anti-crime programs, strengthens neighborhood spirit, and promotes police community partnerships.

### GOAL 6. SUSTAINABILITY INITIATIVES

- a) Energy: LED Street Lights: Approximately 80% of the street lights have been converted to LED. Supply chain issues have delayed the remaining lights. This project is anticipated to save the City in excess of \$600,000 over the next ten years.
- b) Diversity: The Concord Fire Department recently hired a second female Firefighter/Paramedic, and a conditional offer of employment has been signed by a female Firefighter/AEMT, with a projected start date of May 1, 2022.
- c) Workforce & Housing (Homelessness): Over the past 24 months, the Penacook Landing multifamily development added 34 units of workforce housing in downtown Penacook, and CATCH added 42 units on Village Street. Penacook Landing should start construction on an additional 20 units this summer.

Dakota Partners and the Tamposi Brothers have both advised that they plan to move forward with their respective workforce projects (at least initial phases) this year. Dakota's project on Langdon Avenue would add 192 units at build-out. The Tamposi Brothers development project is projected to build 123 units.

During this reporting period, two additional workforce developments have been tentatively identified, although they have not yet submitted a formal Planning Board application. If they move forward, these projects - combined - would add another 138 units of workforce housing.

The Concord Coalition to End Homelessness has also been working diligently on its Housing First model, recently securing Zoning Board of Adjustment relief for a project at 120 Pleasant Street.

## City Council

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### GOAL 6. SUSTAINABILITY INITIATIVES (continued)

- d) Essex Hydro: An agreement was reached with Essex Hydro to enter into a long-term Net Metering Agreement for a portion of their renewable energy generation. The agreement cannot be implemented until approval is received from the NH Department of Energy.
- d) Renewable Energy: The City continues to work towards finding partners on renewable energy projects that are in the best interest of the City of Concord and will help achieve the City's renewable energy goals.

Trees, Urban Canopy: Since the fall of 2021, the City's Sustainable Tree Program has received approximately 15 applicants. Two property owners have agreed to allow the City to install trees on their property as part of the bump-out project recently approved for South Street. The City's Tree Committee has met with the Concord High School Environmental Club on a project to ultimately plant trees on its campus. Arbor Day is presently being organized for April 29, 2022, at Thompson Park on Spring Street. Two trees will be planted at the event.

### GOAL 7. TRANSPORTATION

- a) I-93 Project: In December, at the request of the NH Department of Transportation (NHDOT), the City Manager, Deputy City Manager for Development, and the City Engineer met with NHDOT senior leadership to discuss concerns the City had with NHDOT's I-93 preferred alternative. These included the impact of the State's improvements at Exit 13 at the Manchester Street intersection with Old Turnpike Road; the State's proposed elimination of the Exit 14 northbound on-ramp and the project's impact on the Merrimack River Greenway Trail; and Stickney Avenue and the proposed Storrs Street extension. NHDOT leadership were receptive and committed to reviewing these concerns and following up with the City.
- b) Merrimack River Greenway Trail (MRGT): In March 2021, the City filed an application for a TAP grant funds to support the development of a rail trail on a 1.9 mile section of the Northern Line between Sewalls Falls Road and the Town of Boscawen. PanAm Systems provided a letter of support for the City's application.

On July 7, 2021, the City entered into a Purchase and Sales Agreement with PanAm Systems/Northern Railroad for a 5.6+/- mile discontinued segment of the Northern Main Line located between Horseshoe Pond Lane and the Contoocook River, as well as a 0.5 mile section of the Concord-Claremont Line located between Horseshoe Pond Lane and the Smokestack Center on McGuire Street.

On October 18, 2021, the NHDOT invoked the State's Right-of-First-Refusal (ROFR) for the Northern Line, in accordance with RSA 228:60-b. As such, the City's Purchase and Sales Agreement with PanAm automatically terminated upon the State's enactment of the ROFR. The State enacted its ROFR, as the Northern Line has been designated for a potential future high-speed rail corridor to connect Boston to Montreal. Discussions are ongoing with NHDOT concerning a potential partnership between the City and the State, which would allow the Merrimack River Greenway Trail to move forward while simultaneously protecting the State's interests relative to the high-speed rail corridor.

Following completion of due diligence, the City terminated the Purchase and Sales Agreement for the Concord-Claremont Line on October 25, 2021 due to title concerns.

The City was awarded a Land and Water Conservation Fund (LWCF) grant to build a section of the trail from Loudon Road south along the Merrimack River. This section of trail (approximately 4,000 feet) is currently under design and permitting, and the grant will help build this section of trail. The LWCF grant does require a 50% match, which the Friends of the Merrimack River Greenway Trail has indicated they will help fundraise for.

In February 2022, the Friends of the Merrimack River Greenway Trail, in partnership with the City, applied for allocation of Community Development Investment Program tax credits from the NH Community Development Finance Authority for the portion of the project located between Terrill Park and Loudon Road. A decision on the application is expected this summer/fall.

## City Council

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### GOAL 7. TRANSPORTATION (continued)

- c) Airport Terminal: On January 27, 2022, the City held an Airport Listening Session where the consensus among the attendees was to move forward with a new terminal. At the February 24, 2022 Airport Advisory Committee Meeting, the committee unanimously recommended the City Council authorize staff to apply for an FAA Airport Terminal Program grant. This program would provide potential funding for the relocation and construction of the Concord Municipal Airport's terminal building, with only a 5% match required. At the March 14, 2022 City Council meeting, the Council authorized the City Manager to apply for this grant. City staff is actively working on the grant application and will apply by the due date, which is March 28, 2022.
- d) Sidewalks: Maintain/Recondition: The Planning Board continues to require sidewalks on most site plans. In instances where construction of a sidewalk may be premature or inappropriate (no connection within any reasonable distance), the Planning Board has instituted a "fee in lieu" policy. Under this approach, a fee commensurate with the cost to construct sidewalk would be assessed to applicants seeking site plan approval. The funds generated from this fee would be used to support City sidewalk construction in the future.
- e) Projects: Langley Parkway, McKee Square: The McKee Square intersection improvement (CIP #31) is presently scheduled in FY 2023 for a traffic assessment and design/engineering, and in FY 2024 for construction. Preliminary options for this work include a roundabout and a signal alternative. If Council opts to move forward with this project in FY 2023, staff will work with its engineering consultants on developing and scheduling meetings with the public and stakeholders.

The Langley Parkway project (CIP #40) is currently programmed for FY 2024 and FY 2026. A significant portion of the project funding is expected from private contributions or grants. The City will continue to explore all possible funding options.

### ONGOING INITIATIVE 1. FORMER TANNERY SITE/PARK

Updates about this project are addressed in Goal 2(c) and 4(b) of this report.

### ONGOING INITIATIVE 2. ENHANCED NEIGHBORHOOD STREET PAVING PROGRAM

The General Services Department has received bids for the annual Neighborhood Street Paving Program and it is anticipated that Continental Paving will start the \$2.2 million project in April. The streets to be paved during 2022 are as follows: Blanchard Street (reclaim); Curtice Avenue (reclaim); Foster Street (reclaim); Granite Avenue (reclaim); Perkins Court (reclaim); Prospect Street (reclaim); South State Street, from Pleasant to Clinton Street (reclaim); South Street, from Pleasant to Clinton Street (reclaim); Capitol Street (cold plane/overlay); Centre Street, from Main to Union Street (cold plane/overlay); Green Street (cold plane/overlay); North State Street, from Pleasant to Court Street (cold plane/overlay); Park Street (cold plane/overlay); Pleasant Street, from Main to Spring Street (cold plane/overlay); School Street, from Main to Spring Street (cold plane/overlay); and Warren Street, from Main to Spring Street (cold plane/overlay).

### ONGOING INITIATIVE 3. BRIDGES

The NHDOT agreed to add an additional \$14 million in State bridge aid to the Loudon Road bridge project to accommodate a wider bridge with a 14' multi-use path. This renovated bridge will provide a critical connection for the Merrimack River Greenway Trail from east to west, and will also be safer for all cyclists and pedestrians, as well as improve the angle of the bridge today as it intersects with Ft. Eddy Road.

### ONGOING INITIATIVE 4. TECHNOLOGY INFRASTRUCTURE IMPROVEMENTS

The Information Technology (IT) Department is currently supporting the Wastewater and Water Treatment Plants in applying for grants related to the cybersecurity and access to control systems throughout the enterprise. This includes working with the Federal Environmental Protection Agency on auditing and creating an action plan for calendar years 2022 and 2023, to improve securing and updating our access controls.

## City Council

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### **ONGOING INITIATIVE 4. TECHNOLOGY INFRASTRUCTURE IMPROVEMENTS (continued)**

IT has also begun the recruitment process for a Network Security Engineer in a highly competitive market. This position will be the basis of designing and implementing a long-term action plan to review, update, and manage cybersecurity across our various systems, while also creating governance procedures for our internal data access.

The City's Munis migration continues with the expectation to go live with its online permitting module, Energov, in the summer of 2022; as well as a target date of June 1, 2022 for its Munis Utility Billing module. Lastly, spring of 2022 marks the beginning of training and migration to the Munis Tax module, with an expected go live target of spring 2023, thus completing the conversion from our legacy software packages, New World Systems and Munismart.

# City Council

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## City Boards and Commissions

<b><u>Board/Commission</u></b>	<b><u># of Members</u></b>
Airport Advisory Committee	9
Board of Assessors	3
Board of Ethics	6
Board of Health	3
Board of Revision of Assessment	5
Building Board of Appeals	8
Committee for Concord's Plan to End Homelessness	12
Community Development Advisory Committee	10
Concord Housing Authority	5
Conservation Commission	11
Conservation Commission – Trails Subcommittee	12
Conservation Commission - Tree Subcommittee	12
Contoocook River Local Advisory Committee	3
Demolition Review Committee	5
Design Review Committee	7
Energy & Environment Advisory Committee	13
Everett Arena Advisory Committee	12
Facilities Naming Committee	4
False Alarm Appeals Board	4
Finance Committee	15
Fiscal Policy Advisory Committee	7
Golf Course Advisory Committee	16
Heritage Commission	13
Joint City/School Committee on Cooperation	13
Library Board of Trustees	9
Licensing Board	3
Municipal Property Energy Initiatives Ad-Hoc Committee	5
New Hampshire Rail Transit Authority	1
North End Opportunity Corridor TIF District Advisory Board	7
Northern Pass Committee	5
Parking Ad-Hoc Committee	4
Penacook Village TIF District Advisory Board	7
Personnel Appeals Board	3
Planning Board	12
Poles & Wires Committee	3
Public Safety Board	14
Recreation & Parks Advisory Committee	14
Regional Planning Commission	4
Rules Committee	6

# City Council

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City Boards and Commissions (continued)

<b><u>Board/Commission</u></b>	<b><u># of Members</u></b>
Sears Block TIF District Advisory Committee	7
Solid Waste Advisory Committee	14
State-Capitol Region Planning Commission	10
Tax Exemption Policy Committee	5
Taxicab Licensing Board	3
Technical Review Committee	7
TPAC – Bike & Pedestrian Subcommittee	6
TPAC – Public Transportation Subcommittee	5
Traffic Operations Committee	8
Transportation Policy Advisory Committee (TPAC)	14
Trustees of Trust Funds	4
Upper Merrimack River Local Advisory Group	3
Utility Appeals Board	5
Zoning Board of Adjustment	10

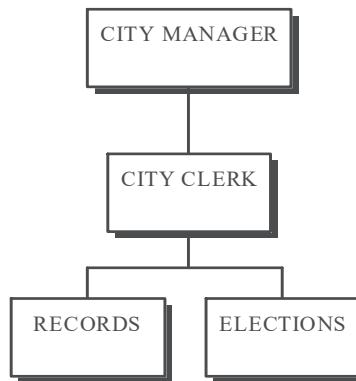
## City Clerk

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### Mission

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

### CITY CLERK DEPARTMENT ORGANIZATIONAL CHART



### Core Responsibilities

1. Record, preserve, manage and issue all vital record events occurring within the City, including birth, marriage, divorce and death records.
2. Conduct and preserve the integrity of all local, state and national elections; issue dog licenses; and maintain many of the City's most important records.
3. Act as the liaison between the public and the Mayor and City Council.
4. Prepare all City Council meeting agendas, minutes, and official notices.



## City Clerk

<u>Budget Detail</u>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>					
Licenses	\$30,160	\$32,800	\$32,800	\$28,800	\$31,300
Recording Fees	\$10,442	\$6,000	\$6,000	\$11,250	\$10,000
Sundry Services	\$56,492	\$46,120	\$46,120	\$52,000	\$48,300
Other Revenue	\$4,390	\$300	\$300	\$150	\$300
Other Gov Agencies - State	\$105,519	\$0	\$0	\$0	\$0
School District Payments	\$10,719	\$3,500	\$3,500	\$8,100	\$5,000
<b>Total Revenue</b>	<b>\$217,721</b>	<b>\$88,720</b>	<b>\$88,720</b>	<b>\$100,300</b>	<b>\$94,900</b>
<b>Expense</b>					
Compensation	\$371,435	\$338,864	\$338,864	\$312,700	\$367,313
Fringe Benefits	\$106,391	\$122,675	\$122,675	\$122,657	\$143,537
Outside Services	\$31,826	\$18,168	\$18,168	\$25,320	\$39,375
Supplies	\$33,190	\$18,850	\$18,850	\$16,000	\$20,850
Insurance	\$2,470	\$2,439	\$2,439	\$2,440	\$3,106
<b>Total Expense</b>	<b>\$545,312</b>	<b>\$500,996</b>	<b>\$500,996</b>	<b>\$479,117</b>	<b>\$574,181</b>

<u>Service Indicators</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Estimated</u>	<u>2023 Projected</u>
1. Birth Certificates Issued	2,462	2,512	2,356	2,443
2. Marriage Certificates Issued	1,156	976	1,089	1,074
3. Death Certificates Issued	4,510	4,263	4,207	4,327
4. Divorce Records Issued	229	238	207	225
5. Marriage Licenses Issued	313	319	313	315
6. Marriage Ceremonies Performed	35	10	30	25
7. Dog Licenses Issued	4,638	5,127	5,242	5,250
8. Notice of Intent to Issue Summons	*0	*0	200	200
9. Voter Registrations Processed	2,008	3,862	237	2,500
10. Absentee Ballots Cast	1,128	11,173	147	2,000
11. Average Number of Ballots Cast	20,681	34,693	4,021	26,000

\*Suspended in FY 2020 and FY 2021 due to COVID-19.

### 2023 Goals

1. Finalize the relocation of the Ward One, Ward Four and Ward Five polling locations within the City. Notify all residents within the City, via a postcard mailing, of their new polling locations, including those that have polling location changes as a result of 2021 redistricting ward line changes.
2. Ensure staff members continue to participate in all trainings relevant to the Clerk's office to ensure efficiencies in customer service and office responsibilities.
3. Hold numerous voter registration fairs within the City.
4. Hold numerous election official training sessions prior to the September State Primary Election and the November State General Election.
5. Focus on records management efficiencies to maximize storage and staff workflow.

## City Clerk

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### 2022 Goals Status

1. Ensure that staff continues to participate in all training relevant to the Clerk's Office to ensure efficiencies in customer service office responsibilities.  
9-Month Status: Staff members participated in all available training sessions, many of which were held in electronic formats due to the COVID-19 pandemic. Ongoing training will continue in all areas specific to the services customers receive from the City Clerk's Office.
2. Advertise, recruit, and train election officials to fill City ward vacancies to ensure that wards are fully staffed during elections.  
9-Month Status: Elected official vacancies were successfully filled for the 2021 Municipal Election. New election officials were trained ensuring successful Election Days at polling locations within the City of Concord. Staff remains grateful to all those working at the polls on any given Election Day.
3. Hold numerous election official trainings to ensure compliance and consistency for future elections.  
9-Month Status: Numerous in person and electronic training sessions were held by both the City Clerk's Office and the Secretary of State's Office ensuring successful Election Days at polling locations within the City of Concord. Again, staff remains grateful to all those working at the polls on any given Election Day.
4. Re-open additional office services that were previously suspended due to COVID-19.  
9-Month Status: Services provided by the Clerk's Office are back to pre-pandemic levels.
5. Focus on records management efficiencies to maximize storage and staff workflow.  
9-Month Status: Staff remains committed to improved records management processes and procedures. Minimal progress has been made on this goal to date for FY 2022. Staffing shortages have affected progress.

## General Overhead

<u>Revenue</u>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Transfers</b>					
Transfer In - Trust	\$13,377	\$15,000	\$15,000	\$15,000	\$0
Transfer In - Inspection	\$1,900	\$1,890	\$1,890	\$1,890	\$0
Transfer In - Parking	\$97,650	\$97,940	\$97,940	\$97,940	\$157,940
Transfer In - Airport	\$33,800	\$35,221	\$35,221	\$35,221	\$37,120
Transfer In - Conserv Prop	\$25,000	\$34,000	\$34,000	\$34,000	\$26,000
Transfer In - Impact Fee	\$0	\$98,890	\$165,037	\$98,890	\$138,323
Transfer In - Grts & Donations	\$0	\$0	\$0	\$1,185,232	\$945,300
Transfer In - Golf	\$0	\$0	\$0	\$0	\$111,360
Transfer In - Arena	\$46,667	\$53,024	\$53,024	\$53,024	\$56,186
Transfer In - NEOCTIF	\$44,335	\$44,780	\$44,780	\$44,780	\$45,228
Transfer In - Sears Block TIF	\$414,185	\$404,360	\$404,360	\$404,360	\$394,575
Transfer In - Penacook TIF	\$1,750	\$1,770	\$1,770	\$1,770	\$5,000
Transfer In - Water	\$520,459	\$537,137	\$537,137	\$537,137	\$549,613
Transfer In - Wastewater	\$655,509	\$671,370	\$671,370	\$671,370	\$711,195
<b>Subtotal</b>	<b>\$1,854,632</b>	<b>\$1,995,382</b>	<b>\$2,061,529</b>	<b>\$3,180,614</b>	<b>\$3,177,840</b>
<b>Special Programs</b>					
Cable TV Franchise	\$828,198	\$845,750	\$845,750	\$829,890	\$829,600
Transfer In - Trust	\$125,000	\$165,000	\$165,000	\$165,000	\$175,000
<b>Subtotal</b>	<b>\$953,198</b>	<b>\$1,010,750</b>	<b>\$1,010,750</b>	<b>\$994,890</b>	<b>\$1,004,600</b>
<b>Risk and Insurance</b>					
Retiree Health Insurance	\$1,312,944	\$1,334,950	\$1,334,950	\$1,367,220	\$1,409,800
Insurance Dist and Credits	\$200,988	\$0	\$0	\$321,824	\$0
<b>Subtotal</b>	<b>\$1,513,932</b>	<b>\$1,334,950</b>	<b>\$1,334,950</b>	<b>\$1,689,044</b>	<b>\$1,409,800</b>
<b>Social Service Agencies</b>					
Donations	\$0	\$10,000	\$10,000	\$0	\$14,000
<b>Subtotal</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$14,000</b>
<b>Total Revenue</b>	<b>\$4,321,761</b>	<b>\$4,351,082</b>	<b>\$4,417,229</b>	<b>\$5,864,548</b>	<b>\$5,606,240</b>

## General Overhead

<u>Expense</u>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Transfers</b>					
Transfer Out - Trust	\$2,844,430	\$1,145,932	\$3,025,932	\$3,025,940	\$1,254,281
Transfer Out - Parking	\$48,932	\$51,221	\$51,221	\$51,221	\$54,295
Transfer Out - Golf	\$40,596	\$0	\$0	\$0	\$0
Transfer Out - Gen Cap Proj	\$414,192	\$268,790	\$268,790	\$268,790	\$529,750
<b>Subtotal</b>	<b>\$3,348,151</b>	<b>\$1,465,943</b>	<b>\$3,345,943</b>	<b>\$3,345,951</b>	<b>\$1,838,326</b>
<b>Special Programs</b>					
Special Programs	\$364,800	\$377,310	\$377,310	\$377,310	\$378,830
<b>Subtotal</b>	<b>\$364,800</b>	<b>\$377,310</b>	<b>\$377,310</b>	<b>\$377,310</b>	<b>\$378,830</b>
<b>Debt Service</b>					
Bond Costs	\$13,337	\$52,720	\$52,720	\$52,720	\$63,700
Principal	\$5,836,386	\$5,731,180	\$5,731,180	\$5,731,180	\$5,726,772
Interest	\$1,876,802	\$1,859,070	\$1,859,070	\$1,859,070	\$1,716,474
<b>Subtotal</b>	<b>\$7,726,525</b>	<b>\$7,642,970</b>	<b>\$7,642,970</b>	<b>\$7,642,970</b>	<b>\$7,506,946</b>
<b>Risk and Insurance</b>					
Retiree Health	\$2,245,722	\$2,249,190	\$2,249,190	\$2,588,960	\$2,459,670
Professional Services	\$0	\$5,000	\$5,000	\$0	\$5,000
Insurance Deductible	\$13,376	\$15,000	\$15,000	\$0	\$15,000
<b>Subtotal</b>	<b>\$2,259,098</b>	<b>\$2,269,190</b>	<b>\$2,269,190</b>	<b>\$2,588,960</b>	<b>\$2,479,670</b>
<b>Contingency</b>					
Contingency	\$0	\$100,000	\$100,000	\$0	\$100,000
<b>Subtotal</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$100,000</b>
<b>Comp Adjustment</b>					
Full Time	\$0	\$323,975	\$323,975	\$0	\$654,700
<b>Subtotal</b>	<b>\$0</b>	<b>\$323,975</b>	<b>\$323,975</b>	<b>\$0</b>	<b>\$654,700</b>
<b>Street Lighting</b>					
Electricity	\$525,755	\$522,880	\$522,880	\$520,240	\$529,450
<b>Subtotal</b>	<b>\$525,755</b>	<b>\$522,880</b>	<b>\$522,880</b>	<b>\$520,240</b>	<b>\$529,450</b>
<b>Social Service Agencies</b>					
Special Programs	\$341,780	\$333,780	\$333,780	\$331,780	\$319,430
<b>Subtotal</b>	<b>\$341,780</b>	<b>\$333,780</b>	<b>\$333,780</b>	<b>\$331,780</b>	<b>\$319,430</b>
<b>Total Expense</b>	<b>\$14,566,108</b>	<b>\$13,036,048</b>	<b>\$14,916,048</b>	<b>\$14,807,211</b>	<b>\$13,807,352</b>

Note: See “Supplemental Budget Information” on the following page for further detail regarding Special Programs and Social Service Agencies.

## General Overhead

### Supplemental Budget Information

<b>Special Programs</b>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Expense</b>					
Concord Community Television	\$313,800	\$321,310	\$321,310	\$321,310	\$312,830
League of NH Craftsmen	\$0	\$5,000	\$5,000	\$5,000	\$5,000
Holiday Celebrations	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Intown Concord	\$20,000	\$20,000	\$20,000	\$20,000	\$30,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
<b>Total Expense</b>	<b>\$364,800</b>	<b>\$377,310</b>	<b>\$377,310</b>	<b>\$377,310</b>	<b>\$378,830</b>

<b>Social Service Agencies</b>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Expense</b>					
Community Action Program	\$17,710	\$17,710	\$17,710	\$17,710	\$17,710
Capital Area Transit (CAT)	\$165,350	\$165,350	\$165,350	\$163,350	\$171,000
Crisis Center of Central NH	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
C.C to End Homelessness	\$30,000	\$30,000	\$30,000	\$30,000	\$40,000
Edna McKenna House	\$31,220	\$31,220	\$31,220	\$31,220	\$31,220
Friends Program	\$57,000	\$57,000	\$57,000	\$57,000	\$47,000
Penacook Community Center	\$28,000	\$20,000	\$20,000	\$20,000	\$0
<b>Total Expense</b>	<b>\$341,780</b>	<b>\$333,780</b>	<b>\$333,780</b>	<b>\$331,780</b>	<b>\$319,430</b>

## General Overhead

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### General Overhead Descriptions

#### **Transfers**

##### Transfers (Revenue)

Reflects the transfer of funds from enterprise and special revenue funds for municipal overhead charges and other related costs between those funds and the General Fund. Also includes transfers from trusts to cover selected General Fund expenditures. For FY 2023, the budget includes a transfer of \$945,000 from ARPA funding to support General Fund wages and other operational expenses.

##### Transfers (Expense)

Reflects transfers to various funds, to include trust funds, reserve funds (for which a portion of the Highway Block Grant revenues are transferred for paying) and capital project funds for various projects. Also includes transfer to funds from which the General fund may receive services.

#### **Special Programs**

##### Intown Concord

Intown Concord manages a variety of downtown events (such as Market Days), provides grant funds to property owners for façade improvements, works with the City to maintain and grow businesses within the City's central business district, and advocates for a number of issues which are critical for the future vitality of Downtown Concord. Agency requested \$30,000 for FY 2023, which is \$10,000 more than was funded for FY 2022. Funding in the amount of \$30,000 is recommended for FY 2023.

##### League of NH Craftsmen

Level funding is recommended for the League of NH Craftsmen for FY 2023.

##### Cable TV Franchise/System

Funding for Concord TV for FY 2023 is based on a percentage of projected revenues plus the capital portion of the franchise agreement revenue. Funding is reduced by \$3,370 for FY 2023.

##### Holiday Celebrations/Concord Veterans Council

This account provides for the cost of holiday decorations for Memorial Day and Veteran's Day observances in Concord and Penacook. The recommended funding amount for FY 2023 remains the same.

##### Pope Memorial SPCA

Funding for the Pope Memorial Society for the Prevention of Cruelty to Animals (SPCA) is recommended to be level for FY 2023. The Pope Memorial SPCA is a private organization that provides a variety of programs and services in Concord, one of which would need to be funded as animal control in the Police Department budget at a higher cost than what is paid to the SPCA.

#### **Debt Service**

##### Debt Service

Includes all General Fund bond costs, interest expense, and principal on bonds and notes.

#### **Risk and Insurance**

##### Insurance Distributions and Credits (Revenue)

Represents premium holidays from Primex for worker's compensation insurance. Credits are for premiums paid in prior years. No revenue is budgeted to be received in FY 2023

##### Retiree Health Insurance

Expenses are for the full cost of health insurance for retired employees, participating. Off-setting revenues are NHRS subsidy for retirees (for eligible retirees) and the retiree share of health insurance (directly from retirees).

## General Overhead

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### Insurance Deductible & Reserve

Represents deductible amounts for auto and property/liability claims.

### Professional Services

The self-insurance reserve will be used in part for consulting services to assist in managing insurance exposures, contracts and other risks. In addition, funding is provided for deductibles and small uninsured claims that arise during the year.

### **Contingency**

#### Contingency

This account is used to allocate funds for unexpected occurrences including City Council use, over-expenditures for winter operations, Welfare, or other extraordinary expenses not included in the adopted budget. This account is level funded for FY 2023.

### **Compensation Adjustment**

#### Compensation Adjustment

This account is used to allocate funds for compensation adjustments and severance payments to retiring employees.

### **Street Lighting**

#### Electricity

This expense reflects the cost of operating street lighting on city streets and includes a slight reduction for the new LED street lighting savings, and an increase for the first of five years on-bill financing repayment to Unitil along with a \$10,000 allocation for any repairs that may occur during FY 2023.

### **Social Service Agencies**

#### Community Action Program – Belknap/Merrimack County Area Center

Agency requested \$25,000 for FY 2023. Level funding in the amount of \$17,710 is recommended for FY 2023.

#### Concord Area Transit (CAT)/Public Transportation

Agency requested \$171,000 for this fiscal year (\$19,000 for senior transportation, \$20,000 for special transportation [door to door service for disabled individuals], and \$132,000 for public transportation), which is \$5,650 more than FY 2022. Funding in the amount of \$171,000 is recommended for FY 2023.

#### Crisis Center of Central NH

Agency requested \$12,500 for FY 2023. Level funding in the amount of \$12,500 is recommended for FY 2023.

#### Concord Coalition to End Homelessness

Agency requested \$40,000 for FY 2023, which is \$10,000 more than FY 2022. Funding in the amount of \$40,000 is recommended for FY 2023.

#### Salvation Army/McKenna House

Agency requested \$31,220 for FY 2023. Level funding in the amount of \$31,220 is recommended for FY 2023.

#### Friends Program

Agency requested \$47,000 for FY 2023, which is \$10,000 less than FY 2022. Funding in the amount of \$47,000 is recommended for FY 2023.

#### Penacook Community Center

FY 2022 was the last year of funding for this organization.