

## General Government

	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
<b>Revenue</b>					
City Manager	\$100	\$60,416	\$30,000	\$600	\$0
Legal	\$76,456	\$126,948	\$74,030	\$74,860	\$74,800
Assessing	\$715,298	\$731,912	\$732,847	\$749,540	\$757,117
Human Resources	\$36,556	\$35,000	\$35,000	\$35,000	\$35,000
Finance	\$48,024,854	\$50,556,260	\$53,444,800	\$52,589,384	\$53,471,492
City Clerk	\$125,138	\$91,179	\$86,720	\$97,400	\$87,570
General Overhead	\$4,161,377	\$4,617,377	\$4,785,992	\$5,020,082	\$4,337,644
<b>Total Revenue</b>	<b>\$53,139,780</b>	<b>\$56,219,090</b>	<b>\$59,189,389</b>	<b>\$58,566,866</b>	<b>\$58,763,623</b>
<b>Expense</b>					
City Manager	\$568,064	\$619,997	\$739,078	\$696,363	\$703,204
Legal	\$1,177,746	\$1,267,699	\$1,296,825	\$1,325,287	\$1,308,893
Assessing	\$649,553	\$631,959	\$680,614	\$671,664	\$693,546
Human Resources	\$506,377	\$546,312	\$562,838	\$562,930	\$588,579
Finance	\$2,091,977	\$2,194,995	\$2,250,522	\$2,271,786	\$2,274,753
Information Technology	\$857,818	\$894,322	\$961,126	\$949,075	\$975,511
City Council	\$38,306	\$34,180	\$38,892	\$35,261	\$40,698
City Clerk	\$428,515	\$398,230	\$460,981	\$480,899	\$496,928
General Overhead	\$11,674,407	\$12,911,504	\$14,036,373	\$13,069,097	\$13,203,941
<b>Total Expense</b>	<b>\$17,992,763</b>	<b>\$19,499,197</b>	<b>\$21,027,249</b>	<b>\$20,062,362</b>	<b>\$20,286,053</b>

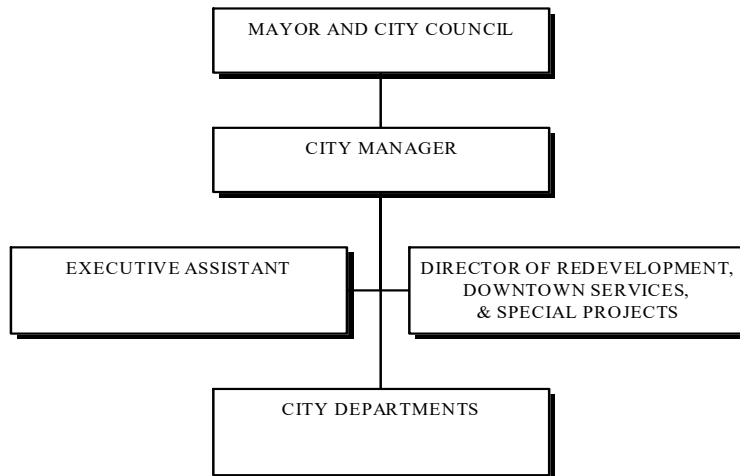
## City Manager

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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>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Revenue</b>					
Miscellaneous	\$100	\$200	\$0	\$600	\$0
Transfer In-Trust/Capital Reserve	\$0	\$9,216	\$30,000	\$0	\$0
Transfer In-Trust/Economic Dev	\$0	\$51,000	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$100</b>	<b>\$60,416</b>	<b>\$30,000</b>	<b>\$600</b>	<b>\$0</b>
<b>Expense</b>					
Compensation	\$365,493	\$389,780	\$441,535	\$444,480	\$452,982
Fringe Benefits	\$133,055	\$143,798	\$179,743	\$162,880	\$160,872
Outside Services	\$64,892	\$80,266	\$111,390	\$82,613	\$82,460
Supplies	\$1,464	\$2,953	\$3,300	\$3,300	\$3,800
Insurance	\$3,160	\$3,200	\$3,110	\$3,090	\$3,090
<b>Total Expense</b>	<b>\$568,064</b>	<b>\$619,997</b>	<b>\$739,078</b>	<b>\$696,363</b>	<b>\$703,204</b>

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. CDBG Grant Applications	1	0	2	1
2. CDBG Grant Awards	1	0	2	1
3. Amount of CDBG Funding Requested	\$500,000	0	\$1,000,000	\$500,000
4. Amount of CDBG Funding Awarded	\$500,000	0	\$1,000,000	\$500,000

## 2020 Goals

1. Maintain or improve the City's financial position and bond ratings while managing a balanced budget.
2. Complete priority infrastructure projects including, but not limited to, bridge replacements, parking garages, storm water, roadway maintenance and plant facilities.
3. Continue to enhance public information accessibility, increase marketing outreach, and improve communications abilities throughout the organization.
4. Apply for maximum funding possible for housing and economic development related projects under the Community Development Block Grant program, as administered by the NH Community Development Finance Authority.
5. Continue to work with Library Administration to determine the next phase for the Penacook Library.
6. Continue to work with Community Development to implement new economic development initiatives.
7. Continue implementation of new financial Enterprise Resource Planning system organization wide.
8. Advance the design for Storrs Street North and coordinate with NHDOT on the I-93 widening project.
9. Continue to identify and implement strategies in dealing with individuals in mental and behavioral health crisis.
10. Successfully on-line new recreation building at White Park and continue to grow community program value of the Multi-Generational Community Center.

## City Manager

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### 2019 Goal Status

1. Maintain or improve the City's financial position and bond ratings while managing a balanced budget.  
9-Month Status: The City has a strong bond rating and continues to stay in contact with the rating agencies to maintain the current rating. Standard and Poor's has commented on the City's "very strong management with strong financial policies and practices".
2. Complete priority infrastructure projects including, but not limited to, storm water, parking garages, and bridge replacements.  
9-Month Status: A solution to the storm water management issues that impacts the Kimball Jenkins Estate, which will involve the addition of a secondary drainage pipe within the City's property adjacent to Kimball Jenkins, has been developed. This alternative will alleviate the flooding concern and minimize construction impact to Kimball Jenkins' operations. The project is anticipated to begin in late fall 2019, pending City Council approval.  
  
Evaluation of the final design and replacement of the Hooksett Road, North Pembroke Road, and Birchdale Road bridges was completed. All three bridges are expected to be rebuilt in FY 2020.  
  
Repairs and renovations of the School Street Parking Garage began in November 2017. The project is scheduled to be completed in the summer of 2020. Steel repairs have been completed on Levels 2-5. Much of the garage has been repainted, the new north stair tower has been completed, and the elevator has been replaced. Replacement of the south stair tower is currently underway. Remaining work includes completion of the south stair tower, construction of the maintenance storage room, concrete and waterproofing repairs, as well as installation of new signage. Reconstruction of the Red River Theatre vestibule and elevator tower roof at the Storrs Street Parking Garage was substantially completed in 2017; however, the vestibule continues to leak. The contractor will resume work in spring 2019 to permanently resolve the issue. In addition, work to address mold and paint issues in all three stair towers of the Storrs Street garage will be completed in spring/summer 2019.
3. Work with Community Development to implement new economic development initiatives.  
9-Month Status: The Economic Development Director grew business visitations and worked to successfully bring ArgenTech Solutions and MetalMax to Concord. A mission to Canada is scheduled for April 2019. Meetings are planned with multiple Canadian businesses and trade associations.
4. Continue implementation of a new financial Enterprise Resource Planning system for the organization.  
9-Month Status: The "go live" date for the Financial Module has been pushed to July 1, 2019. The buildout of the project ledger (for capital projects, grants and donations) portion of the implementation was more extensive than originally anticipated. The first portion of the Human Capital Management (HCM) (Payroll and Human Resources) will commence before the end of FY 2019.
5. Continue to enhance public information accessibility, increase marketing outreach, and improve communications abilities throughout the organization.  
9-Month Status: The Public Information Officer is working with Departments across the City to centralize communications and increase public outreach. The City is currently utilizing several channels to share information, including: social media, a monthly podcast on Soundcloud and iTunes, a blog site, the City website, the City Manager's Newsletter, videos produced by ConcordTV, traditional media outreach, and the burbio online events calendar.
6. Develop and implement, in coordination with Fire Administration, a succession plan for management positions to ensure continuity.  
9-Month Status: With the planned retirement of the Communications Supervisor in January 2019, a process was initiated in May of 2018 to replace him. A candidate was identified and recruitment processes for Lead Dispatcher and Dispatcher were initiated to replace them. This schedule allowed for several weeks of mentoring and orientation prior to the incumbent supervisor's retirement, resulting in a very seamless transition at all levels.

## City Manager

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### 2019 Goal Status

7. Continue efforts to identify and implement strategies in dealing with individuals in mental and behavioral health crisis across the organization.  
9-Month Status: The Police Department has worked very closely with Riverbend and Riverbend's Mobile Crisis Unit. The Department utilizes the Mobile Crisis Unit when it is safe and appropriate to have the Mobile Unit respond to the scene when officers are dealing with a mental health crisis. This allows the patient to be evaluated at the scene and receive appropriate care or proper referral. Having the patient evaluated at the scene has cut down on extended police involvement and unnecessary transports to Concord Hospital. In the first three quarters of FY 2019, the Police Department has utilized the Mobile Crisis Unit 106 times. The working relationship with Riverbend has grown strongly this past year. Members of the Police Department meet with Riverbend and representatives of the Mobile Crisis Unit once a month to discuss the successes and short falls the Mobile Unit is experiencing and how to improve its effectiveness. The Police Department currently has three Crisis Intervention Team members and plans on adding more members to the Unit. In the first three quarters of FY 2019, the Police Department responded to 391 calls involving mental health issues, compared to 374 calls during the same timeframe last year.
8. Apply for the maximum funding possible for housing and economic development related projects under the Community Development Block Grant (CDBG) Program as administered by the NH Community Development Finance Authority.  
9-Month Status: During FY2019 the City applied for and secured \$1 million in CDBG funding. Specifically, in July 2018, the City applied for \$500,000 in CDBG funds to support development of Caleb Development Corporation's Penacook Landing Project at the former Allied Leather Tannery site at 35 Canal Street. This application was successful and funding was awarded in October 2018. CDBG funded improvements were bid on May 2, 2019, and work is scheduled to be completed this summer. Also, in January 2019, the City applied for \$500,000 for utility infrastructure improvements at the Top of the Hill Manufactured Housing Cooperative located at 190 Manchester Street. This application was also successful and funding was tentatively awarded in April. Subject to final award by the State of New Hampshire, the proposed water and sewer improvements will be undertaken within the next 6 to 12 months.
9. Working with the Library Administration, determine the next phase for the Penacook Library, and how to embark on a successful transition.  
9-Month Status: The Library Director has visited numerous properties as they become available in Penacook. To date, nothing has been suitable or affordable for a library transition.
10. Pending City Council approval, work with department heads to implement reorganizations within the Community Development Department's Building and Code Division and the Parks and Recreation Department.  
9-Month Status: The Building Inspector and Health and Licensing Officer positions have been filled. Recruitment for two part-time Permit Technician positions was delayed due to an unexpected internal staffing issue that precluded full implementation of the reorganization. The goal is to fill one of the two Permit Technician positions by the end of FY 2019.

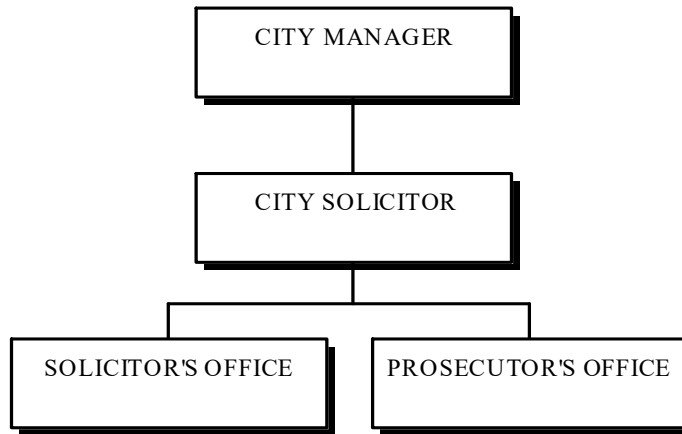
# Legal

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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>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Revenue</b>					
Multiple Local Governments	\$65,940	\$66,599	\$67,930	\$67,930	\$69,300
Reports, Prints and Copies	\$826	\$926	\$0	\$200	\$0
Court Ordered Payments-Legal	(\$1,031)	\$1,303	\$1,100	\$100	\$500
Fines For Code Prosecution	\$10,423	\$6,526	\$5,000	\$6,600	\$5,000
Miscellaneous	\$299	\$51,593	\$0	\$30	\$0
<b>Total Revenue</b>	<b>\$76,456</b>	<b>\$126,948</b>	<b>\$74,030</b>	<b>\$74,860</b>	<b>\$74,800</b>
<b>Expense</b>					
Compensation	\$732,305	\$778,731	\$806,676	\$817,450	\$821,432
Fringe Benefits	\$280,704	\$303,765	\$325,722	\$331,040	\$329,470
Outside Services	\$151,658	\$176,350	\$153,877	\$166,247	\$147,781
Supplies	\$6,538	\$2,303	\$4,000	\$4,000	\$4,000
Insurance	\$6,540	\$6,550	\$6,550	\$6,550	\$6,210
<b>Total Expense</b>	<b>\$1,177,746</b>	<b>\$1,267,699</b>	<b>\$1,296,825</b>	<b>\$1,325,287</b>	<b>\$1,308,893</b>

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Civil Litigation Cases	*26	*24	*15	*20
2. Tax Abatement Cases	*39	*25	*22	*27
3. Tax Lien Mortgages (Research at Registry)	498	**0	364	364
4. Tax Deed Mortgages (Research at Registry)	100	**0	14	100
5. Tax Title Searched for Properties to be Deeded	598	**0	378	464
6. Ordinances, Reports and Resolutions	102	147	120	130
7. Negotiated Union Contracts (out of 6)	4	1	1	4
8. Licenses, Agreements and MOUs	88	69	55	60
9. Bankruptcy Matters (Claims Filed)	27	31	18	15
10. City Department/Public Body Westlaw Legal Research	466	2,036	2,400	2,500
11. Financial Guarantees for City Projects/Developments	36	46	50	55
12. Right-to-Know Requests	50	69	60	60
13. Complaints Filed/Reviewed	4,513	3,838	3,425	3,400
14. Criminal Dispositions, Hearings, Proceedings	18,569	14,146	13,500	13,250
15. Juvenile Dispositions and Hearings	751	1,026	650	600
16. Administrative License Suspensions	204	205	200	200
17. Concord Code Enforcement	60	28	10	10

\* Includes pending cases from prior years.

\*\* Change in lien search dates from May to July.

## Legal

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### 2020 Goals

1. The City Solicitor's Office will begin the process of transferring historical case files stored in archives to an electronic format in accordance with RSA chapter 33-A.
2. The City Solicitor's Office will provide Right-to-Know law training with respect to reviewing how to conduct a public meeting for the City's Committees, Boards and Commissions.
3. The Prosecutor's Office will continue to implement a new training technique, whereby new police officers are required to provide the Prosecutors Office with several reports so that a mock trial can be done during their training with this Office.
4. The City Prosecutor and Assistant Prosecutors will be involved in victim witness advocacy training. In addition, the Prosecutor's Office is working with the Concord Police Department's Domestic Violence Unit.

### 2019 Goals Status

- 1 The City Solicitor's Office will provide Right-to-Know law training to City Departments.  
9-Month Status: A Right-to-Know law training is being held in May 2019.
2. The City Solicitor's Office will continue to organize and archive case files.  
9-Month Status: Completed. Case files have been organized and archived.
3. The Prosecutor's Office will continue to provide training for the Concord Police Department, as well as the other police departments that we serve, which includes Bow, Loudon and Dunbarton. More one-on-one training with individual officers will be incorporated, both in and out of court, as the court's, officers' and prosecutors' schedules allow.  
9-Month Status: All new officers are required to spend a morning in court with the City Prosecutor during their field training.
4. The Prosecutor's Office will provide training for victim witness advocates and staff to ensure that victim and witnesses have a voice in the criminal justice system.  
9-Month Status: The two Americorps Victim Witness Advocates have started training through an on-line course, which provides over 40 classes tailored to the training of Victim Advocates.



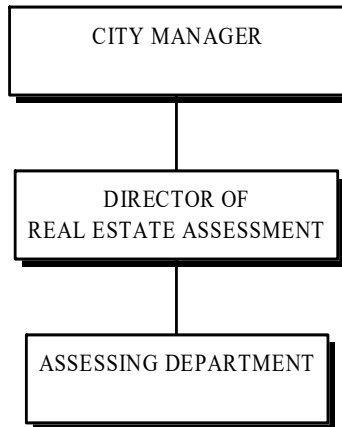
## Assessing

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### Mission

To discover, list, and value all property in the City of Concord and provide fair and equitable property assessments each year for all property owners.

### 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>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Revenue</b>					
Timber Tax	\$18,580	\$23,870	\$15,000	\$15,000	\$15,000
Payment-In-Lieu of Tax	\$695,628	\$707,254	\$716,937	\$733,655	\$741,232
Excavation Activity Tax	\$56	\$0	\$100	\$100	\$100
Forest Loss Reimbursement	\$450	\$460	\$460	\$460	\$460
Miscellaneous	\$583	\$329	\$350	\$325	\$325
<b>Total Revenue</b>	<b>\$715,298</b>	<b>\$731,912</b>	<b>\$732,847</b>	<b>\$749,540</b>	<b>\$757,117</b>
<b>Expense</b>					
Compensation	\$374,316	\$387,503	\$405,854	\$408,200	\$419,338
Fringe Benefits	\$187,397	\$197,405	\$211,440	\$212,340	\$209,877
Outside Services	\$80,575	\$41,996	\$56,340	\$44,144	\$57,471
Supplies	\$3,615	\$1,795	\$3,700	\$3,700	\$3,700
Insurance	\$3,650	\$3,260	\$3,280	\$3,280	\$3,160
<b>Total Expense</b>	<b>\$649,553</b>	<b>\$631,959</b>	<b>\$680,614</b>	<b>\$671,664</b>	<b>\$693,546</b>

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Building Permits Processed	506	530	510	525
2. Building Permits Inspected	215	185	195	200
3. New Homes Added	51	54	45	40
4. New Parcels Added	50	60	50	55
5. Deed Changes Processed	708	818	675	650
6. Sales Reviews Conducted	527	300	400	600
7. Appeals: BTLA & Superior Court	9	17	15	18

### 2020 Goals

1. Complete a statistical update for all property for market value as of April 1, 2019.
2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
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.

### 2019 Goals Status

1. Complete a statistical update for all property for market value as of April 1, 2018.  
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 V has established three geographic portions known as "Milestones". Milestone 1 was compiled by CAI and delivered preliminary data to the City in July 2018. CAI met with City staff to review Milestone 1 and all changes from the meeting have been incorporated into the data. Milestone 2 was compiled by CAI and delivered preliminary data for staff to review. Milestone 3 is estimated to be 95% complete.

## Assessing

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### 2019 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: The Water Project—17 Depot Street did not meet the qualifications for exemption after review. The Crisis Center of Central NH did not meet the qualifications for exemption due to non-occupancy of the building. NAMI New Hampshire met the qualifications for the 85 North State Street building and is partially exempt for the property located at 87 North State Street for April 1, 2018. The IQRA Islamic Society of Greater Concord was granted partial exemption for April 1, 2018 due to non-occupancy for part of the building.

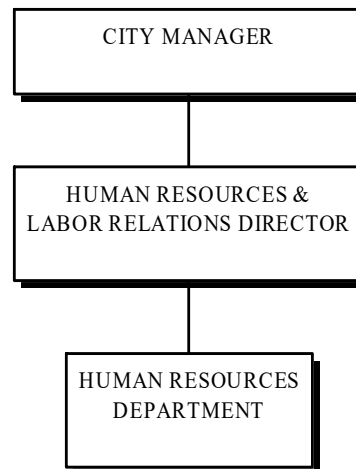
## Human Resources

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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>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Revenue</b>					
Medicare D Reimbursement	\$1,556	\$0	\$0	\$0	\$0
Donations	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
<b>Total Revenue</b>	<b>\$36,556</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$35,000</b>
<b>Expense</b>					
Compensation	\$294,000	\$301,860	\$310,927	\$310,927	\$329,335
Fringe Benefits	\$124,693	\$147,454	\$164,604	\$164,595	\$171,244
Outside Services	\$82,144	\$91,576	\$80,937	\$81,038	\$81,750
Supplies	\$3,180	\$2,821	\$3,800	\$3,800	\$3,800
Insurance	\$2,360	\$2,600	\$2,570	\$2,570	\$2,450
<b>Total Expense</b>	<b>\$506,377</b>	<b>\$546,312</b>	<b>\$562,838</b>	<b>\$562,930</b>	<b>\$588,579</b>

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Recruitments Conducted	80	79	85	80
2. Wellflex Enrollments	411	419	410	420
3. Wellflex Completions	88	76	70	75
4. New Hire Orientations	-	*13	14	14
5. Retirements Processed	16	16	17	20
6. Lost Time Injury Frequency	-	*13	13	13

\* First year reporting.

### 2020 Goals

1. Implement and transition employees to an online wellness portal to facilitate greater participation in the program.
2. Continue to positively impact retention by conducting appropriate wage assessments, conducting stay interviews, providing appropriate professional development opportunities, and sourcing applicants in successful and efficient methods.
3. Partner with Information Technology to establish a Safety and Training database that has reporting functionality.
4. Conduct Mandatory Awareness Training around Workplace Civility and #ChangeMentalHealth, a campaign focused on lessening the stigma of mental illness and promoting a supportive work environment.
5. Work collaboratively with City Departments on ERP implementation of Human Capital Management and Payroll Modules.

## Human Resources

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### 2019 Goals Status

1. Continue to positively impact retention by conducting appropriate wage assessments; conducting stay interviews; providing appropriate professional development opportunities; and sourcing candidates in successful, efficient methods.  
9-Month Status: We have conducted wage assessments for Information Technology and Parking Enforcement to find more work is necessary in these areas. We have conducted stay interviews in a high functioning division to determine what components can be shared out for successful retention. We have focused our professional development on three of our staff re-certifying their SHRM and HRCI licensing. We have worked with the University System to focus on alumni recruitment and with the Employee Services Guard and Reserve program to focus on recruiting veterans.
2. Maintain Worker's Compensation premiums at the current level or less, while proactively managing return to work cases expeditiously.  
9-Month Status: The City's loss ratio adjustment factor (LRAF) is currently .67, which reflects a .02 increase over 2017. The City is currently maintaining a healthy neutral trend. While we continue to proactively manage our return to work cases, we actively pursue cost containment measures like utilizing the second injury fund. There are mitigating factors to our LRAF which lead to premium increases. This year, we were fortunate to receive a premium holiday on worker's compensation insurance for performance during calendar year 2017.
3. Ensure compliance with the NH Department of Labor's requirement for annual facility safety inspections.  
9-Month Status: 100% of City facilities requiring a JLMC annual safety inspection have been completed.
4. Conduct a salary and job classification study of Engineering and IT positions in order to stay competitive and current in the market.  
9-Month Status: This was not funded in FY 2019.
5. Increase Wellness Program completion in order to increase employee fitness and health, impacting health insurance premiums positively.  
9-Month Status: To date, there are 18 employees and/or spouses who have fully completed all of the required components of the wellness program. This is slightly above where our statistics typically are at this point in the year. Most of the component completions are turned in closer to the end of the wellness year and the numbers generally increase at that point. This year's major component is an activity-based component and that tends to have an impact on the overall number of employees and spouses who fully complete. The physical activity requirements of the wellness program usually have the lowest number of participation. The years that have the online Health Questionnaire as the major component will see a sharp increase in employees and spouses who fully complete the program, as that is an easier component to complete.
6. Conduct Mandatory Awareness Training around Workplace Civility and #ChangeMentalHealth, a campaign focused on lessening the stigma of mental illness and promoting a supportive work environment.  
9-Month Status: The Department has provided two Mental Health First Aid Programs: a group webinar entitled "Whatever Happened to Courtesy, Civility, and Respect"; and a program entitled, "Managing Emotionally Based Performance Problems and Embracing Stress," which was offered twice. In addition, the City provided opportunities on a quarterly basis for employees to meet with the Vice President of Operations at Riverbend to conduct Mental Health 101. The City has also started offering Depression/Anxiety screenings for all employees.
7. Conduct, develop and implement a supervisor training curriculum based on City policies and procedures.  
9-Month Status: This program is underway and will be completed in FY 2020.
8. Develop required training on Citywide policies and provide multiple offerings throughout the year.  
9-Month Status: This has begun and is under review at the Department Head level.
9. Provide at least six CPR/AED training programs, with or without First Aid.  
9-Month Status: To date, 39 employees have been certified with the National Safety Council's First Aid/CPR/AED training program over the course of 7 training dates.

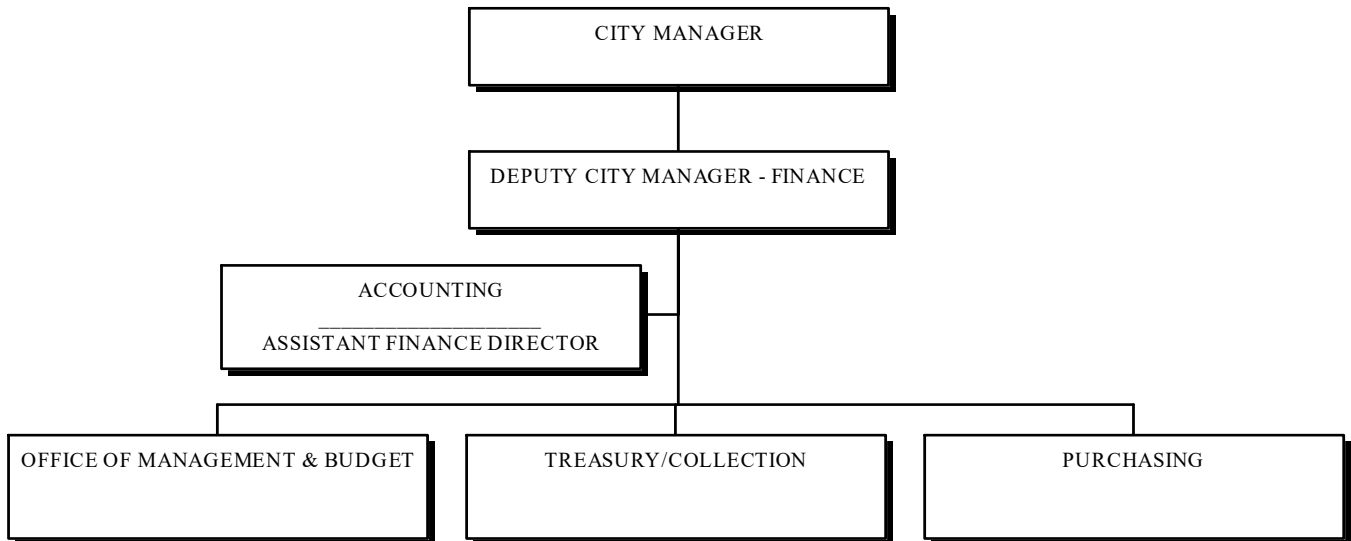
## Finance

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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>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Estimated</b>	<b>Budget</b>
<b>Revenue</b>					
Property Taxes-2016 on	\$36,844,125	\$38,180,141	\$40,805,658	\$40,818,300	\$41,869,229
Railroad Tax	\$45	\$708	\$1,561	\$1,516	\$1,517
Motor Vehicle Registrations	\$6,686,684	\$7,141,635	\$6,740,000	\$7,152,900	\$7,080,994
Interest Costs and Penalties	\$645,922	\$399,104	\$425,000	\$452,330	\$350,000
Rooms and Meals Tax	\$2,191,965	\$2,190,811	\$2,190,108	\$2,190,108	\$2,190,812
Highway Block Grant	\$862,747	\$1,633,864	\$896,713	\$896,710	\$896,710
MV State Agent Admin	\$123,777	\$127,323	\$122,000	\$127,556	\$127,200
MV Transportation Admin	\$19,773	\$20,185	\$19,300	\$20,230	\$20,400
MV Transportation Surcharge	\$177,984	\$181,661	\$175,000	\$181,655	\$181,400
MV Waste Disposal	\$20,004	\$20,410	\$19,300	\$20,094	\$20,230
Investment Income	\$196,731	\$532,695	\$582,460	\$665,380	\$700,000
Finance Charges	\$488	\$5,089	\$2,000	\$4,000	\$2,500
Sale of Surplus Property	\$29,084	\$90,877	\$30,000	\$28,050	\$30,000
Miscellaneous	\$195,526	\$1,758	\$500	\$555	\$500
Budgetary Use of Fund Balance	\$0	\$0	\$1,405,200	\$0	\$0
Transfer In-Trust/Capital Reserve	\$30,000	\$30,000	\$30,000	\$30,000	\$0
<b>Total Revenue</b>	<b>\$48,024,854</b>	<b>\$50,556,260</b>	<b>\$53,444,800</b>	<b>\$52,589,384</b>	<b>\$53,471,492</b>
<b>Expense</b>					
Compensation	\$1,233,234	\$1,328,695	\$1,336,435	\$1,341,600	\$1,365,103
Fringe Benefits	\$562,941	\$573,088	\$599,283	\$616,895	\$614,764
Outside Services	\$224,998	\$213,104	\$229,801	\$230,441	\$240,590
Supplies	\$38,177	\$33,790	\$44,213	\$42,050	\$43,486
Insurance	\$11,590	\$11,570	\$10,790	\$10,780	\$10,810
Capital Outlay	\$21,038	\$34,738	\$30,000	\$30,000	\$0
Miscellaneous	\$0	\$11	\$0	\$20	\$0
<b>Total Expense</b>	<b>\$2,091,977</b>	<b>\$2,194,995</b>	<b>\$2,250,522</b>	<b>\$2,271,786</b>	<b>\$2,274,753</b>



## Finance

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<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Collection Rate as a % of Current Levy	98.8%	98.6%	98.6%	98.6%
2. Total Number of Motor Vehicle Registrations	44,900	46,087	46,200	46,300
3. Bond Rating – Moody's/S&P	Aa1/AA+	Aa1/AA+	AA+	AA+
4. Number of Purchasing Transactions	7,825	7,574	7,700	7,700
5. Dollar Value of All Purchasing Transactions	\$44,939,559	\$45,549,772	\$46,000,000	\$46,000,000

### 2020 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.
4. Work with first phase of Financial module of the new Enterprise Resource Planning (ERP) software go live date of July 1, 2019, and begin the setup and testing of the Human Capital Management (HCM) module in anticipation of an April 1, 2020 go live date.

### 2019 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 collection rate continues to be favorable despite the economic waves this year. The collection rate for June 30, 2018 was 98.6%. The Collections Office will continue mailing friendly reminder notices in February and April to past due tax accounts. This new noticing has proven to decrease the number of "intent to lien" notices mailed out yearly.
2. Continue to maintain or improve the City's current bond ratings.  
9-Month Status: The City has a strong bond rating and continues to stay in contact with the rating agencies to maintain the current rating. Standard and Poor's has commented on the City's "strong financial management policies and procedures."
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: The City's Purchasing staff continues to work with the State of NH Purchasing Office and the NHGFOA Cooperative Purchasing and Procurement Committee. The Committee's purpose is to assist members in improving their procurement processes, collaborating on purchasing opportunities where possible, and providing learning opportunities. The City of Concord is a member of the committee and utilizes selective cooperative purchasing contracts competitively bid and awarded by the following regional and national purchasing consortia: Massachusetts Higher Education Consortium; Greater Boston Police Council; US Communities; Sourcewell; NASPO ValuePoint; HGAC-Buy; National Cooperative Purchasing Alliance; and the National Intergovernmental Purchasing Alliance. The City has used cooperative contracts to procure elevator services, road salt, office and janitorial supplies, water supply and wastewater treatment chemicals, LED lighting conversions, office furniture, and emergency and fleet vehicles.
4. Complete implementation of the Financial module of the new Enterprise Resource Planning (ERP) software; and begin planning, setup and testing of the Payroll module in anticipation of a January 1, 2020 go-live date.  
9-Month Status: The go live date for the Financial Module has been pushed to July 1, 2019. The buildout of the project ledger (for capital projects, grants and donations) portion of the implementation was more extensive than originally anticipated. The first portion of the Human Capital Management (HCM) (Payroll and Human Resources) will commence before the end of FY 2019.

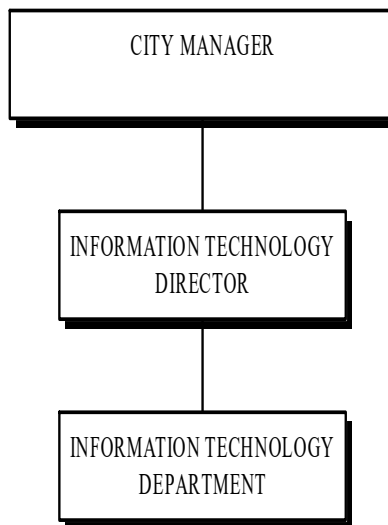
## Information Technology

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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 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>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Estimated</b>	<b>Budget</b>
<b>Expense</b>					
Compensation	\$504,102	\$520,980	\$551,079	\$556,430	\$574,768
Fringe Benefits	\$200,673	\$223,408	\$252,527	\$235,195	\$235,155
Outside Services	\$147,787	\$144,257	\$151,330	\$151,260	\$159,568
Supplies	\$1,027	\$1,626	\$1,800	\$1,800	\$1,800
Insurance	\$4,230	\$4,050	\$4,390	\$4,390	\$4,220
<b>Total Expense</b>	<b>\$857,818</b>	<b>\$894,322</b>	<b>\$961,126</b>	<b>\$949,075</b>	<b>\$975,511</b>

<u>Service Indicators</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Number of Support Calls	3,700	3,100	3,200	4,000
2. Network Availability - Estimated Percentage	99.3%	99.6%	99.6%	99.7%
3. Average Website Visitors per Month	36,000	43,000	45,000	48,000
4. Number of Employee Systems Supported	482	490	503	510
5. Average Age of Hardware Systems	2.8	3.4	2.9	3.3

### 2020 Goals

1. Design Technical and Communication Infrastructure for new Fire Training Complex. This will include all video, phone, fax, and data terminals and teleconferencing requirements. Additional concerns will include fiber connectivity to the new City building, as well as any emergency operations requirements.
2. Continued Support of Legacy ERP System and Implementation of New ERP System. New Modules for FY 2019 are tentatively the FM financials and HR modules, along with a concurrent implementation of a time and attendance system across the enterprise.
3. Implementation of a replacement permitting system for Community Development. Tentative start dates are targeted for November 2019, with a yearlong rollout period. Extensive planning and training will be required for both in-house and online application portals.
4. Development of replacement utility and third party application import software for integration with our new ERP system. Budgeting, Capital, and Utility import applications will need to be created, along with extensive custom reporting.
5. Replacement of Office productivity suite across the enterprise. All departments will be upgraded from MS Office 2010 to Office 2019, with alternate options (Google Docs) being implemented in targeted areas.

### 2019 Goals Status

1. Replace the Email and Unified messaging system. The City relies on its integrated core messaging system by every department, with alerting, paging, and system monitoring, as well as the everyday needs of the employees. This is also the core storage and backbone of our voicemail and unified messaging platform, which improves and maintains the mobility of communications which our varying departments demand in performing their services.  
9-Month Status: Completed April 2019. Migrated to onsite messaging platform and integrated with voicemail system. Migrated over five hundred email accounts, along with associated service accounts/calendars, and contacts to new system. This system is relied upon for multiple connected notification systems including Police/Fire/and HVAC systems.

## Information Technology

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### 2019 Goals Status (continued)

2. Replace the host server systems of our Virtual Server Infrastructure. These infrastructure “engines” allow us to consolidate, manage and maintain over 100 virtualized server systems. They also perform the work for the City’s ERP systems and all future financial systems. Developing high availability and robust performance is the goal for our service oriented systems.  
9-Month Status: Approximately 33% finished. Delayed due to uncertain requirements for new systems being planned. Expected to be completed in Fall 2019. Two new host systems will be required to support the new permitting systems, as well as virtual servers for time and attendance requirements.
3. Maintain and support the implementation of the new ERP financial and reporting systems. The Department will be supporting and maintaining both the legacy New World Systems ERP and also the new MUNIS financial ERP system, as we methodically move all modules, including Purchasing, Financial Management, Utility Billing, and others from Logos. We will handle the installation, coordination of training, concurrent entry testing, and development of methodology in conjunction with the Finance Department, over the course of the next three years.  
9-Month Status: Ongoing. We continue to support our current legacy ERP system; while designing, maintaining, and training on our new ERP system. Expected to continue through FY 2021. Extensive planning and design collaboration with vendor and all divisions of Finance and budgeting has this moving forward.
4. Upgrade and replace the legacy assessing system, Vision Appraisal. This upgrade will provide the Assessing Department with better technology to document and perform appraisals.  
9-Month Status: This will be completed by the end of FY 2019. We have converted the legacy system data and continue to work with both the Assessing Department, as well as Vendor Vision Appraisal, to adapt and improvise our business processes to accommodate the updated software.
5. Replace and upgrade the Network Monitoring system. This system monitors and alerts all network switches, departmental servers, virtual networks, and system processes. As the system that notifies of us issues before they affect departments and citizen services, this is critical to our customer support success.  
9-Month Status: Delayed due to lack of resources to test/implement. Currently using the 7-year old legacy system to monitor servers, switches, firewalls for security, availability, service outages, proactive resource issues, and emergency technical notification system. Expected to be completed in FY 2020.

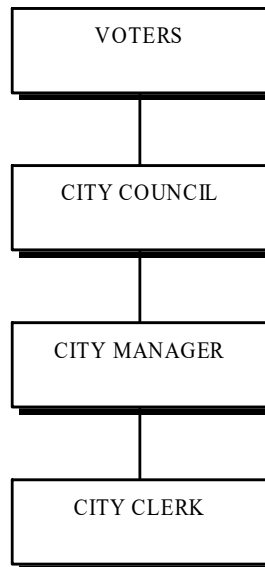
## City Council

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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>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Estimated</b>	<b>Budget</b>
<b>Expense</b>					
Compensation	\$16,000	\$16,000	\$16,000	\$15,500	\$16,000
Fringe Benefits	\$1,245	\$1,246	\$1,262	\$1,261	\$1,248
Outside Services	\$19,568	\$15,451	\$20,240	\$17,760	\$22,070
Supplies	\$1,333	\$1,333	\$1,250	\$600	\$1,250
Insurance	\$160	\$150	\$140	\$140	\$130
<b>Total Expense</b>	<b>\$38,306</b>	<b>\$34,180</b>	<b>\$38,892</b>	<b>\$35,261</b>	<b>\$40,698</b>

### CY 2018-2019 Priorities

Members of City Council met on January 29, 2018, to discuss and set priorities for CY 2018 and CY 2019. The following items are the top priorities that members of Council chose for 2018-2019.

1. Balanced Budget Issues: FY 2019 and FY 2020
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Safety Work and Continued Support of Social Safety Network
4. Public Information, Marketing and Communications
5. Parking Master Plan/Implementation Measures
6. Foster/Enhance Dialogue with Legislative Delegation
7. Enhanced Community Event Opportunities
8. Sustainability Initiatives

### CY 2018-2019 Projects

1. Buildings and Parks
2. Future CIP Projects

### CY 2018-2019 Ongoing Initiatives

1. Opportunity Corridor Economic Development
2. Citywide Multi-Generational Community Center
3. Create and Expand Partnerships
4. Continue Expanded Neighborhood Street Improvement Program

### CY 2018-2019 GOALS STATUS

#### **GOAL 1. BALANCED BUDGET ISSUES: FY 2019 AND FY 2020**

- a) Collective Bargaining/Contract Negotiations: The City is currently under contract with five of its six labor unions. The City is currently in negotiations with the Concord Police Supervisors Association (CPSA), whose contract expired on December 31, 2018.
- b) Health Insurance Costs: Health insurance costs increased in FY 2019. The City was quoted a 9.9% not to exceed rate from its carrier, Harvard Pilgrim Health Care, effective July 1, 2018; and was able to negotiate an 8.9% final increase in rates. Costs continue to rise in health care overall, and the City competes in a tight market to recruit and retain talent. Therefore, providing competitive health insurance is a must. All City employees now pay at least 10% of the premium costs for health insurance. The City provides insurance to retirees as well, and, in 2018, the medical portion of the plan was renewed with a 1.48% increase, and the prescription plan was renewed at a 12.5% increase. This resulted in an increase of approximately \$30,000 for the retiree health insurance subsidy. The City has been given a rate hold for the “not to exceed” number for FY 2020.

## City Council

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### **GOAL 1. BALANCED BUDGET ISSUES: FY 2019 AND FY 2020 (continued)**

- c) Capital Financing Alternatives / Storm Water Utility: City Administration continues to discuss this issue with City Council and will work together to determine if this separate fund is necessary to change how the City addresses storm water issues.

The Engineering Services Division is working to secure consulting services for the analysis required to evaluate a storm water utility.

- d) Enterprise Fund Approach: The Fiscal Policy Advisory Committee had an initial discussion regarding Enterprise Funds at their April 16, 2018 meeting. The Committee further discussed Enterprise and Special Revenue funds at its September 17, 2018 meeting, specifically addressing the Solid Waste, Arena and Golf funds. After consultation with the City's external auditors, the Committee recommended to the full City Council to reclassify the Solid Waste, Arena and Golf funds from Enterprise to Special Revenue, and for the City Manager to include support to other funds in the annual budget process. The City Council approved the recommendation at the November 2018 City Council meeting.

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

An Economic Development Marketing Tool Kit and a Strategic Plan was accepted by City Council, and the new Economic Development website went live. Form-based code consultants have been retained and stakeholder meetings have been held.

City Council accepted a donation of labor, and appropriated funds, to renovate the terminal lobby and pilots' lounge at the Concord Municipal Airport, to make this entrance into Concord more attractive. This project was successfully completed in the summer of 2018.

City Council authorized ArgenTech Solutions, Inc., to apply for an FAA waiver to locate a drone operations training company at the Concord Municipal Airport. The company has now located its corporate headquarters in Hangar 4.

Upon unanimous recommendation of the Planning Board, the City Council unanimously approved the rezoning of 28.5 acres of property along Whitney Road, from Urban Commercial and Industrial to Gateway Performance, to encourage the development of said property. The owners of the option on the property recently stated that they are continuing to work to secure a supermarket for the site.

The Granite Center development project to redevelop 6 Dixon Avenue, 14 Dixon Avenue, and 1 Eagle Square, is nearing completion.

The Rollins Court housing project that will redevelop the former St. Peter's Church site was approved by the Planning Board. This project has been delayed per the developer.

An Aldi Supermarket opened on Loudon Road in the fall of 2018, and, according to sources associated with the development, it is outpacing sales expectations.

The OCP Zoning District was modified to allow for the inclusion of housing.

### **GOAL 3. PUBLIC SAFETY WORK & CONTINUED SUPPORT OF SOCIAL SAFETY NETWORK**

- a) Opioid/Substance Abuse: The Police Department continues to take an aggressive stance in combating the opioid and illegal drug crisis facing the City. The Department has worked closely with other stakeholders on this matter, to include other police agencies, service providers, and other branches of the criminal justice system. The Department is currently working directly with Riverbend's Choices, an initiative designed to provide comprehensive treatment services for those suffering from substance abuse issues. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city.

## City Council

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### GOAL 3. PUBLIC SAFETY WORK & CONTINUED SUPPORT OF SOCIAL SAFETY NETWORK (continued)

During calendar year 2018, the Police Department made 335 arrests of individuals with illegal drug related charges. The Department continues to use Project Granite Shield grant funds to cover overtime costs in conducting illegal drug investigations in the City of Concord and surrounding towns. The Department received an additional \$65,000 in grant funding through Project Granite Shield to continue these investigative efforts through June of 2019.

The Police Department also continues its involvement with the Merrimack County Drug Court Initiative. As part of this initiative, the Department has a member assigned to the Drug Court Team. The Team meets weekly to discuss the progress of individuals that have been assigned to participate in the Drug Court process. The Team regularly evaluates the status of each individual in the program and makes recommendations based upon the individual's performance. The Department conducts curfew checks on each participant that resides in Concord.

The Fire Department has also been very active in collaborative efforts to address substance abuse. It continues to participate in monthly meetings of the Capital Area Substance Abuse Disorders Leadership Team, with representatives from the Concord Police and Human Services Departments, Concord Hospital, Riverbend Community Mental Health, the Capital Area Public Health Network, and Granite United Way, to assure that all stakeholders are aware of addiction recovery resources within the community. In August 2018, the Fire Department applied for a grant from the NH Department of Safety's Project FIRST (First Responders Initiating Recovery, Support and Treatment) to enhance the ability for public safety responders to provide follow-up monitoring to persons with substance use disorders, as well as provide training and other resources to their families and households. The Fire Department was advised, on November 13, 2018, that it had been approved for \$126,999 in grant funding, contingent on the approval of City Council and the Governor and Executive Council. The program will be implemented in the first quarter of calendar year 2019.

- b) Community Policing: During calendar year 2018, the Police Department was involved in a number of initiatives designed to further its relationship with the community. The Department hosted several community meetings involving the New American community at "Blue and You" events. At these events, officers meet with the New American Community and discuss ways to strengthen their relationship with the Department, as well as how to better understand American law enforcement. In turn, Department members learn more about their culture.

The Police Department assisted in planning and hosting a refugee youth summit event to help teach the youth of the New American communities the dangers of drug and alcohol use. The summit covered topics such as where youth can turn for help if they are suffering from addiction, how drugs and alcohol affect the body and mind, and the dangers associated with the use of these substances.

The Police Department has also taken part in the Refugee Mental Wellness Community Council to assist in planning an event for New Americans and others to help educate those suffering from drug and alcohol addiction. An event took place on March 15, 2019.

The Police Department has participated in several other programs to help promote community interaction with children and adults. With the assistance of several local businesses, the Department hosted several "Coffee with a Cop" events throughout the City. The Department also conducted "Lunch with a Cop" and "Police Readers" events throughout the schools in the Concord and Merrimack Valley School Districts. The Department participated in the "Love Your Neighbor" event at Keach Park, and hosted a bicycle rodeo during which children received instruction on safe bicycle operation, as well as the proper use of safety equipment. The Department collaborated with several community agencies and businesses and was able to give away a number of bicycles and bicycle helmets to those who attended the event.

During calendar year 2018, the Department sponsored six Rape Aggression Defense (RAD) Programs. RAD is a comprehensive self-defense course for women and includes situational awareness, prevention, risk reduction and avoidance, and progresses to the basics of hands-on defense training. The RAD system is dedicated to teaching women defensive concepts and techniques against various types of assault by utilizing easy, effective, and proven self-defense tactics. The system of realistic defense provides women with the knowledge to make an educated decision about resistance.



## City Council

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### **GOAL 3. PUBLIC SAFETY WORK & CONTINUED SUPPORT OF SOCIAL SAFETY NETWORK** (continued)

Due to the recent trend of mass shootings occurring in businesses and schools throughout the country, the Police Department has been offering active shooter training seminars. During calendar year 2018, the Department participated in 15 active shooter trainings with over 500 attendees. The Department also conducted six safety presentations with local businesses, five fraud education presentations for seniors, and three domestic violence presentations with the New American groups.

Members of the Police Department have presented several internet safety talks in the Concord and Merrimack Valley School Districts to help educate students about the dangers of the internet and how to avoid being victimized.

The Police Department took part in the National Police Lip-Sync Challenge and created a video which has been viewed in excess of 550,000 times. This video helped double the number of followers on the Department's social media platforms.

The Police Department hosted National Night Out at Rollins Park in August 2018. This event promotes positive police and community engagement. Estimated attendance was approximately 3,000 people, with over 100 displays and vendors.

The Police Department continues to work on a new initiative to assist in community engagement. The Department has partnered with Hero Pups, an organization dedicated to training therapy dogs for veterans and first responders dealing with post-traumatic stress disorder and other injuries. The Department intends to have a trained comfort dog that will engage citizens that have suffered a traumatic event or suffer from mental health issues, and also help engage the public at schools, hospitals, and other venues. Liberty, the now nine month old Labrador Retriever, has completed most of her training. We anticipate her certification and full-time service by May 2019.

In December 2018, the Police Department was very fortunate to receive a donation of \$50,000 from an anonymous community member. The donor requested that members of the Department identify persons and families in need and make monetary disbursements or use the funds to obtain goods and services for the recipients as appropriate. This mission was dubbed *Operation Blue Elf* and received very good press coverage by the local print and television media in the days leading up to Christmas. Police officers and civilian support staff made great strides in completing this mission by the close of 2018. *Operation Blue Elf* was a community policing success and will likely continue into early 2019.

The Police Department is currently working with the Crisis Center of Central NH and Riverbend on creating an Adverse Childhood Experience Response Team (ACERT). This team will be a partnership that will be deployed to serve children who have been exposed to violence. The ACERT members will be trained to respond to incidents as soon as the scenes have been secured by the police. The team will assess the situation and determine next steps that can be taken for the child, such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy.

The Concord Police Department is committed to participating in these types of initiatives and continuing to foster the relationship between the Department and the community. All officers are encouraged to participate in community engagement activities. The success of the Police Department in providing the safest community possible is dependent upon a cooperative effort between the Department and the community as a whole.

### **GOAL 4. PUBLIC INFORMATION, MARKETING AND COMMUNICATIONS**

- a) Fire Department: The Fire Department maintains a very active presence in print and electronic media and social networks. The Department's Facebook page has 4,263 followers and its Twitter account has 1,339 followers. WKXL has a weekly feature that airs on Fridays regarding Fire Department news and activities. Topics have included Fire Prevention Week; home escape planning; heating safety; and support of the annual City Employee Food Drive, which is led by the Human Services Department.

## City Council

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### GOAL 4. PUBLIC INFORMATION, MARKETING AND COMMUNICATIONS (continued)

- b) General Services Department: The General Services Department continues to increase public outreach. The Department promotes public information via website updates, print media, press releases, the City Manager's newsletter, its monthly General Gazette newsletter, and bill stuffers. Social media is used to improve community engagement, continue branding, and encourage public awareness of services.

During calendar year 2018, the General Services Department promoted road maintenance updates to inform the public of work being completed, such as Main Street crosswalk repair updates that involved the Department, water leak repairs, road repairs, pothole patching, and road closures. Other promotions of work included the water crew installing hydrant markers and performing hydrant testing/pumping for continued winter fire protection; the sewer crew inspecting manholes and educating the public on the importance of the sanitary sewer system for public health and environmental protection; and the sign crew setting up road closures and maintaining City signs. Information about holiday hours, trash holidays, Everett Arena ice skating, and the new Everett Arena Pro Shop were promoted throughout the year. The Department continued to publicize new employees, employee promotions, and job openings with Facebook advertising. To increase engagement and awareness, the Department shared relevant topics on social media, including the importance of water for the national "Imagine a Day Without Water" campaign; sharing a viral post from Charleston Water about the dangers of flushable products clogging sewer systems as an educational reminder to only flush the three Ps; pictures of the Downtown Services Team and the Tree Crew decorating downtown for the holiday season; and publishing a fun holiday video produced by Concord TV of Santa and the Public Works Pup visiting downtown and surprising the Downtown Services Team.

In October 2018, the General Services Department celebrated EPA WaterSense's annual "Shower Better Month" in coordination with their promotional partnership. The Department held their annual E-Z Pay for WaterSense contest for Concord water customers to enroll in the E-Z Pay Program for a chance to win a "Shower Better Bundle" that featured a WaterSense labeled shower head. The contest increased enrollment in E-Z Pay, educated about water conservation, generated leads for newsletter subscriptions, and provided an opportunity for General Services to positively engage with the community. The Department's Fall Leaf Collection Program began on October 29, 2018, this year as a new hybrid program that included a three week bagged collection to supplement its original bulk collection. This program was heavily marketed to the public in an effort to inform residents of the new program change. Outreach started in September with a new web page detailing program specifics, which included a feedback form for the public to communicate their thoughts on the program change. A postcard was mailed out to residents that receive this service, which contained program information and directed them to the City website for more details. A short video was created to promote the program and shared across social media, newsletters, Concord TV, and embedded on the new web page. There were several articles in the Concord Monitor and Concord Insider promoting the program. These articles, and department outreach, included updates as the program progressed to inform about the specific Veteran's Day collection, reminder of the start of bagged collection, updates regarding weather conditions, etc.

The General Services Department continues to educate and engage the community about how to recycle better with attention to the ongoing national interest in recycling contamination. The City's trash and recycling vendor created a helpful video on how to recycle better, which the Department shared on its website and in its newsletter. The Department also shared relevant external articles and materials on social media to communicate the message to reduce plastic waste and contamination. In celebration of America Recycles Day on November 5, 2018, the Department hosted a recycling poster contest with Concord schools to educate about and encourage recycling. The winning classroom won a pizza party with a visit from the Public Works Pup. Staff from the Department's Highway Division was invited to a book reading of *Good Morning, Snowplow* at Gibson's Bookstore to inform the public about the City's snow removal procedures and to answer any questions about winter operations. With the arrival of snow came two parking bans. Both parking bans were sent out via the website's Notify Me email alerts, in addition to outreach that included the website's News Flash, Gazette Newsletter alerts, releases from the local media, and social media with Facebook advertising to the Concord area. Outreach continues for the public to sign up for parking ban notifications, including the recent postcard mailing sent to narrow street addresses.

## City Council

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### GOAL 4. PUBLIC INFORMATION, MARKETING AND COMMUNICATIONS (continued)

As of December 31, 2018, the General Services Department had 2,003 Facebook friends, 532 Twitter followers, and 175 YouTube subscribers. At the end of October, the Department launched an Instagram account to expand outreach to the platform's growing public audience and younger generations. Within two months of the launch, the Department gained 252 followers. In addition, the Department had 9,711 total subscriptions to the Alert Center, Notify Me, and News Flash modules of the City website.

- c) Human Resources Department: During the second quarter of FY 2019, the Department posted nine new full-time, three permanent part-time, four temporary, and two roster position vacancies. This totaled 18 new postings, combined with the 14 that were carried forward from the previous quarter.

In the second quarter of FY 2019, 16 job vacancies (FT, PPT, and PT) were filled, of which four were internal promotions and 12 were new hires. There was an average of 67 days from posting to hiring. This statistic does not include temporary hires, roster development, or intern postings. There were four recruitments that each exceeded 80 days. These were not excluded from the statistics as outliers but they had a significant impact on the average. Without these four postings, the average number of days from posting to hiring would be 57. This still seems to be trending higher, which is likely due to the very low unemployment rate in this area and our current workforce needs. It will be a factor to watch. Additionally, there were three Police Officers hired from an existing roster and 24 seasonal/temporary/intern positions filled.

The Human Resources Department continues to use its standard free resources (the City website, Primex, NHMA, Chamber of Commerce, Concord TV, EEO/AA sites, NHES Job Match, NH Employment Support for Guard and Reserve, and the NH Community College Consortium), as well as paid sources (Union Leader, Indeed, Facebook, Linked In, Craig's List, and industry specific job boards) for promoting job postings. These sources typically generate an adequate response for most positions. The Department continues to look for new and affordable ways to promote its talent acquisition needs.

- d) Information Technology Department: Outstanding growth of the City website has shown to be an excellent investment in communication technology. The City website review team completed the new website, which debuted on June 28, 2018. Current development incorporates the newly designed City seal, a new color scheme, and has also redeveloped the leisure services sites, as well as expanded the design on the General Services pages.
- e) Parks & Recreation Department: The Parks & Recreation Department distributed its annual seasonal brochures and the new Adult Activities Guide. The brochures advertise all programs and events being offered by the Department for each season. With the opening of the new citywide community center, the Department added over 30 new adult programs. The Department maintains very active Facebook (over 4,000 followers) and Instagram pages. Staff continues to update the Department's website and all social media sites. Over the summer of 2018, the Department created several videos highlighting the new citywide community center. Department staff continue to send out news releases and work with the Public Information Officer and Concord TV for assistance with marketing needs.
- f) Police Department: The Police Department utilizes a number of social media sites, as well as the City website, to present information about the Department to the public and to keep the public informed of events occurring in the City. The Department's website includes many pages with valuable information, including guidance on how to obtain reports and other services that the Department provides. The site also provides notification about upcoming hiring processes, drug take-back days, upcoming citizen police academies, and other events. In addition, Police Department press releases are posted on its web page.

The Police Department's Twitter page has approximately 1,900 followers, and its Facebook page has approximately 6,440 followers. Both of these venues are used to disseminate information regarding Department/City events and provide emergency information as necessary.

The Police Department has also created Facebook and Twitter pages for Liberty, the Department's comfort dog. These platforms are used to update the community on Liberty's appearances and how her training is going. Liberty's Facebook page currently has approximately 500 followers, and her Twitter page has approximately 100 followers. The Department has received positive feedback on both pages.

## City Council

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### GOAL 4. PUBLIC INFORMATION, MARKETING AND COMMUNICATIONS (continued)

The Police Department also administers the Concord Regional Crimeline, which allows individuals to anonymously provide tips regarding ongoing investigations in Concord and surrounding towns. Tips can be submitted by phone, online or by text message. During calendar year 2018, over 222 tips were received leading to the arrest of 35 individuals.

The Police Chief participates in a weekly radio show on WKXL, where different topics are addressed based upon events occurring in the city, state, and, on occasion, the nation. In addition, the Department's Domestic Violence Officer has appeared on several news outlets, including the Concord Monitor and NH Public Radio, to discuss domestic violence and options for victims.

Another initiative of the Police Department is "Coffee with a Cop". This program is designed to promote interaction between the community and the Department by sharing coffee and fostering discussion in a relaxed atmosphere. Since its inception, the Department has held 12 "Coffee with a Cop" events at different locations throughout the city. All of these events have been well received by the public and business owners.

The Parking Division website was overhauled and updated in the summer of 2018. It is regularly updated with relevant information about ongoing initiatives, such as the Narrow Streets Project. In addition, the Parking Division has been mailing notices to all property owners in narrow street study areas advertising public forums which have been held to date.

### GOAL 5. PARKING MASTER PLAN / IMPLEMENTATION MEASURES

The City embarked upon a strategic planning process in 2014 for the purpose of making the Parking Fund financially solvent, while simultaneously promoting economic development goals tied to parking, as well as improving customer service and the quality of the City's parking facilities. The Parking Committee presented its final Strategic Plan to the City Council in November 2017. The Strategic Plan included a variety of short and long-term recommendations to be implemented over the next several years. In December 2017, the City Council approved several ordinances to begin implementation of parking reforms. All ordinances took effect on July 1, 2018. In April 2018, the City Council approved \$35,000 to re-program meters and install updated signage in order to implement the ordinance changes. Other financial components of the Strategic Plan were implemented as part of the FY 2019 budget.

The following is a status update for key recommendations of the Parking Strategic Plan:

- a) Parking Fund/General Fund Relationship: Although originally scheduled to be implemented as part of the FY 2019 budget, this portion of the plan was delayed, per the City Council, during the budget adoption process. As a result, all non-meter ticket revenues - estimated at approximately \$100,000 - continue to accrue to the General Fund rather than the Parking Fund during FY 2019.
- b) Technology:
  1. Dedicated Parking Website: The domain name "ParkConcordNH" was secured in March 2018. A Request for Proposals for a web designer was issued in January 2019; however, a temporary parking website (concordnh.gov/parking) was created in June 2018 on an interim basis to help facilitate communication with the public. The interim website was a vast improvement over the City's old website.
  2. Online Payments: A vendor was selected and a "soft rollout" for on-line payments began in September 2018.
  3. Smart Meters & Kiosk Upgrades: On March 16, 2018, the City received proposals from vendors for new smart meters, as well as future upgrades of pay station kiosks. Vendor interviews were completed in May. On August 31, 2018, the City selected two vendors - Flowbird and IPS - for a nine month trial to test their proposed products. The trial period began in mid-October and will run through mid-July 2019. Signage has been installed at each test meter and kiosk advertising an on-line survey to gather input from the public about its experience with the test equipment. Ultimately, the City will select one vendor to provide smart meters and kiosks to the City as part of a multi-year, long-term contract.

## City Council

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### GOAL 5. PARKING MASTER PLAN / IMPLEMENTATION MEASURES (continued)

3. Smart Meters & Kiosk Upgrades: In March 2018, the City received proposals from vendors for new smart meters, as well as future upgrades of pay station kiosks. Vendor interviews were completed in May. On August 31, 2018, the City selected two vendors - Flowbird and IPS - for a nine month trial to test their proposed products. The trial period began in mid-October and will run through mid-July 2019. Signage has been installed at each test meter and kiosk advertising an on-line survey to gather input from the public about its experience with the test equipment. Ultimately, the City will select one vendor to provide smart meters and kiosks to the City as part of a multi-year, long-term contract.
  4. Pay by Cell App: Sample Requests for Proposals have been gathered and are being reviewed by staff. In addition, staff is exploring the possibility of “piggy backing” on contracts that the Cities of Keene, Portsmouth, and Nashua have with pay-by-cell vendors in lieu of an RFP. It is the City Administration’s goal to select a vendor and implement the program by July 1, 2019. The selected vendor will be compatible with Flowbird and IPS meters and kiosks.
  5. Transition to Cale Parking Cards: This began on October 22, 2018.
- c) Days/Hours of Enforcement: This recommendation was implemented on July 1, 2018. New hours of enforcement are as follows:
    - On-Street and Lots: Monday through Saturday, 9:00 AM to 7:00 PM
    - Garages: Monday through Friday, 9:00 AM to 7:00 PM
  - d) Meter Parking Time Limits (3HR/10HR): This recommendation was implemented on July 1, 2018. Metered parking in the downtown central business district (i.e., Main Street and associated side streets between State and Storrs Streets) is now 3-hour parking. All other on-street meters are now 10-hour parking zones.
  - e) Meter Rates: This recommendation was implemented on July 1, 2018. New meter rates are as follows:
    - Lots and Garages: \$0.50 per hour
    - On-Street: \$1.00 per hour
  - f) Meter Expansion Phase (South Main & Concord Streets): Phase I meter expansion (i.e., approximately 50 meters on South Main Street and Concord Street) was completed in October 2018. Phase II meter expansion (approximately 260 meters) is scheduled for FY 2020.
  - g) Changes to Certain Citations: This recommendation was implemented on July 1, 2018.
  - h) Time Limit Enforcement for Handicap Parking: This recommendation was implemented on July 1, 2018.
  - i) Parking Encumbrance Permits: In October 2018, the City Council adopted Ordinances #3023 and #3024, which revised the City’s policies and fee structure for parking encumbrance permits. The Parking and Engineering Divisions are currently working to revise the City’s Street Encumbrance Permit to include parking encumbrances.
  - j) Lease to Permit Conversion for Garages: In May 2018, the City Council adopted Ordinance #3010, which gave the City Manager the authority to establish permit parking in certain parking garages and surface parking lots. The State Street garage was converted from leases to permits on July 1, 2018. The School Street garage was temporarily converted from leases to permits on January 1, 2018, in order to facilitate ongoing repairs and renovations through the summer of 2020. City Administration intends to enter into discussions with long-term lessees about making the permit program permanent following completion of the current construction project. Discussions with major lessees of the Storrs Street garage are ongoing.

The conversion has been very successful. In the State Street garage, the City has issued 121 permits for 96 permit only spaces. Metered parking has also been expanded from 110 to 124 spaces. Meter occupancy rates are very strong. Total capacity of the garage was expanded from 233 to 238 spaces by restriping oversized spaces.

## City Council

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### **GOAL 5. PARKING MASTER PLAN / IMPLEMENTATION MEASURES (continued)**

- k) Resident Parking Permits (UNH Law/White Park Neighborhood): This recommendation was implemented on July 1, 2018. Permit rates were decreased from \$50/permit in June 2018, per the Parking Committee's request to City Administration.
- l) Neighborhood Enforcement: Funding was approved as part of the FY 2019 budget. The recommendation will be implemented pending recruitment of additional Parking Enforcement Officers, which is ongoing.
- m) Maintenance & Capital Improvements: Daily property maintenance responsibilities transitioned to the Downtown Services Team on July 1, 2018, and a new tool cat utility vehicle (financed by the Parking Fund) was purchased to support these efforts. The Public Properties Division remains responsible for electrical and mechanical systems. City Administration is responsible for capital improvements.
- n) Financials: With key recommendations implemented, the Parking Fund has been performing well. Key highlights for the first six months of FY 2019 were as follows:
1. Total Revenues = \$1,452,616 (58% of budget vs. goal of 50%)
    - Includes \$145,000 from Granite Center Project for sale of Dixon Avenue Lot and compensation for Storrs Street Parking Lot License / closure of metered parking on Bridge Street.
    - FY 2018 Q2 Revenues = \$1,053,917
    - YTD Meter Revenues = \$669,897 (61% of budget vs. goal of 50%)
    - FY 2018 Q2 Meter Revenues = \$394,643
    - YTD Parking Citations = 41%; slightly below goal of 50%. This is explained, in part, by the emphasis of warnings vs. citations during July 2018 to help ease the public into the new parking changes, and due to staff vacancies.
  2. Total Expenses YTD = \$1,175,730 (53% vs. goal of 50%).
    - FY 2018 same period = \$1,164,482
    - Parking Division overtime is at 396% of budget, due to staff vacancies. Only \$3,230 was budgeted for Parking Division overtime.
    - Recruitment for staff vacancies is ongoing.

### **GOAL 6. FOSTER/ENHANCE DIALOGUE WITH LEGISLATIVE DELEGATION**

Working with Senator Feltes, the City put forward a bill (SB 587) to amend certain State statutes concerning motor vehicle registration surcharges to support construction and maintenance of parking infrastructure. The proposal was determined inexpedient to legislate by the Senate Ways and Means Committee.

In June 2018, Senator Feltes submitted a letter to the NHDOT Commissioner raising several lingering concerns on the part of the City concerning the proposed Bow-Concord I-93 project.

### **GOAL 7. ENHANCED COMMUNITY EVENT OPPORTUNITIES**

The City partnered with the League of NH Craftsmen to hold an event in September 2018 on South Main Street. By many accounts, this was a very successful event. The City also was a sponsor of the 2018 Governor's Conference on Tourism, which was held in Concord in May. The City's banner program continues.

Last year's successful Market Days event included a slackline that was featured prominently in the Concord Monitor.

The Parks & Recreation Department continues to work with many organizations to offer community events. The Department worked with the Black Ice Pond Hockey Association for its annual event. Also, the Department created a partnership with Concord Crew for a summer "Learn to Row" program for first time rowers; and worked with Red River Theatres to co-sponsor two "Movies in the Park" events last summer.

## City Council

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### GOAL 8. SUSTAINABILITY INITIATIVES

In February 2018, key members of the Code Studio consultant team traveled to Concord for a three-day visit to explore the community, meet with key stakeholders, and conduct an initial public kick-off meeting. The purpose of the stakeholder interviews was to hear from people familiar with the city, local development, and existing regulations. Since kick-off, the consultants have provided the City with an assessment of its existing code that clearly notes subject areas for improvement.

The Concord Energy and Environment Committee has been working with Community Development staff to develop ways of streamlining the regulatory process vis-à-vis solar energy infrastructure to meet the City Council's aspirational goal of 100% renewable electricity for the Concord community by 2030. To this end, multiple community forums were held in the fall of 2018 to solicit input toward the creation of a solar ordinance.

### PROJECT 1. BUILDINGS AND PARKS

1. White Park Skate House: Milestone Engineering and Construction was selected for this project on February 27, 2018, through a competitive request for qualifications and experience proposal process. A preliminary budget estimate for the project was completed in April 2018. On June 11, 2018, the City Council approved Resolution #9097, which appropriated \$1.15 million to construct the project. Final plans and specifications for the project were finalized in July, and Milestone bid the project to subcontractors during July and August. Pricing was finalized on August 30, 2018, and the City and Milestone subsequently executed a construction contract for the project on September 6, 2018. Construction began in mid-September. The building is scheduled to be completed in March 2019, and remaining site work and landscaping will be completed later in the spring. The Mayor formed a committee to raise half of the total project cost. To date, approximately \$190,000 has been raised for the project.
2. Athletic Fields: The Parks & Recreation Department continues to work with leagues to review and increase the usage of its athletic fields. Last year, there were over 230 scheduled youth and adult baseball games played on the City's four baseball fields, an increase from the previous year, and an increase of almost 70 games over FY 2012, when the Department was re-organized. The Department created a new youth lacrosse field last year at Memorial Field for weekend use by the Concord Crush Youth Lacrosse League. NH Wild, a new semi-professional baseball team, had their inaugural season last summer, playing their home games at Memorial Field. The NH Wild has informed the Department that they plan to return for the 2019 season.
3. Terrill Park: The Parks & Recreation Department finished work with VHB, Planning and Engineering staff on the final design and permitting for the new Terrill Park. All local and State permits have been received and the project is now fully permitted in the event the City moves ahead with park improvements. These permits are valid for five years, which should be ample time for the City to complete the project.
4. Penacook Branch Library: Library staff met with the Penacook Village Association in May 2018 to discuss the future of the Penacook Branch Library. Staff has contacted other libraries that have recently launched new bookmobile services to obtain some usage statistics. The Library Director has begun visiting potential library spaces around the Penacook community to evaluate viability.

### PROJECT 2. FUTURE CIP PROJECTS

The final portion of the Manchester Street project design has begun. Construction on the Abbott Road/Sewalls Falls Road roundabout was largely completed in the fall of 2018. Final landscaping is expected in the spring.

### ONGOING INITIATIVE 1. OPPORTUNITY CORRIDOR ECONOMIC DEVELOPMENT

- a) Former NH Employment Security Property: In October 2017, the City Council held a public hearing and approved an agreement to sell the former NH Employment Security property to Dol-Soul Properties for \$1.075 million. Dol-Soul plans to redevelop the property into a 180,000 SF mixed use project, featuring approximately 125 market rate apartments, 5,000 SF of commercial space, and 125 parking spaces. To support the project, the City will demolish the former Employment Security building at a cost of approximately \$300,000. The City may

## City Council

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### ONGOING INITIATIVE 1. OPPORTUNITY CORRIDOR ECONOMIC DEVELOPMENT (continued)

also provide a quantity of permit parking spaces to augment on-site parking provided by the developer. The developer's due diligence period for the project, which was originally set to expire in April 2018, was extended through February 28, 2019, to provide additional time to complete market studies, as well as secure construction estimates and to further study utility issues.

- b) Elm Grove Properties: In September 2017, the Elm Grove Companies acquired four properties in Downtown Concord for redevelopment. Elm Grove plans to renovate all four properties and will add 31 new market rate apartments, combined, at 5 South State Street and 15 Pleasant Street. On December 11, 2017, the City Council granted RSA 79-E Community Tax Relief Incentives with six-year terms to support the renovation of the two properties. Building permits for the renovations were issued in March 2018. Construction is underway.
- c) Hotel Concord: During the fall of 2017, Capital Commons, LLC, began renovating approximately 20,000 SF of its office building located at 11 South Main Street into an independent, 38-room boutique hotel, on the 3<sup>rd</sup>, 4<sup>th</sup>, and 6<sup>th</sup> floors of the building. The initial phase of the project was completed in August 2018. The second phase of the project was completed in early 2019. To support the project, on June 11, 2018, the City Council approved Resolution #9103, which authorized the City Manager to enter into a license agreement for certain private improvements on City property.
- d) New Concord Theatre: On December 27, 2017, local developer Steve Duprey, doing business as New Concord Theatre, LLC, acquired the former Concord Theatre located at 16-18 South Main Street for the sum of \$483,500. Mr. Duprey is working in partnership with the Capitol Center for the Arts (CCA) to undertake a \$5,457,102 renovation of the property to create a new performing arts venue. The new venue will be a second location which will be owned and operated by the CCA. This new venue will feature an auditorium with capacity to hold between 270 guests (seated) to 450 patrons (standing), and will be capable of hosting a variety of performances, including small plays, concerts, lectures, and movies. The auditorium will be equipped with retractable stadium seating for easy configuration of the space, depending upon the event. The Theatre will also have banquet capabilities for meetings, parties, weddings, and other special events. On January 24, 2018, the City's Community Development Advisory Committee approved a loan participation agreement with the Capitol Regional Development Council in the amount of \$250,000 to support the project. However, due to changes to the project's financing plan, the developers will not be using the City's Revolving Loan Fund Program. Construction began last summer and the project is scheduled to be completed in May 2019.

In related news, on July 13, 2018, Steve Duprey announced that he had entered into a Purchase and Sales Agreement to acquire the Families in Transition property at 20.5 South Main Street. Mr. Duprey is currently exploring development options for this property, as well as an abutting parcel he owns located at 20 South Main Street.

- e) Former Allied Leather Tannery: On May 8, 2017, the City Council approved a purchase and sales agreement to sell approximately 2.5 acres of the site to the Caleb Development Corporation for the sum of \$540,000 (a full price offer). Caleb plans to redevelop the property into a 54-unit affordable housing project. The remaining 1.5 +/- acres of the site will be retained by the City for a potential future riverfront park, currently scheduled in CIP #567 in FY 2020 for \$1.2 million, as added by the City Council during the FY 2018 budget adoption process. The project has secured all required approvals from the Planning and Zoning Boards. On October 25, 2018, the NH Housing Finance Authority awarded \$714,000 in Low Income Housing Tax Credits to support the project. When sold, the credits will generate approximately \$5.95 million in funding for the project. On November 1, 2018, the NH Community Development Finance Authority awarded the City a \$500,000 Community Development Block Grant (CDBG) to finance on and off site improvements associated with Caleb's project. Work on CDBG funded improvements will begin this summer. The developer is currently finalizing development permits and approvals for the project. It is anticipated that Caleb will acquire the property and commence construction in September.



## City Council

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### **ONGOING INITIATIVE 1. OPPORTUNITY CORRIDOR ECONOMIC DEVELOPMENT (continued)**

- f) Storrs Street Extension: The City is awaiting further determination from the NH Department of Transportation (NHDOT) concerning preferred alternatives for I-93 Exits 14 and 15. The State's ultimate route will impact circulation in the area of Stickney Avenue. The City and the Transportation Policy Advisory Committee (TPAC) expressed concerns regarding what was deemed to be the latest iteration of the State's plan, particularly its impact on pedestrian and cyclist connectivity across the river. In June 2018, the NHDOT project consultants revised the latest version of the plan to incorporate wider, more protected bicycle paths on Loudon Road. They also addressed concerns regarding the intersection of Loudon and Ft. Eddy Roads. The NHDOT team met with TPAC to review these changes, which seemed largely acceptable to TPAC. The NHDOT has still, however, not committed to the demolition of its warehouse facilities on Stickney Avenue, which is a long standing concern of the City. This issue, along with other concerns, was raised in a June 2018 letter from Senator Dan Feltes to the NHDOT Commissioner.

In the fall of 2018, the City Manager submitted written comments and provided oral testimony to the NHDOT Project Committee and the NHDOT Commissioner regarding I-93. He reiterated the City's position that the State's Stickney Avenue garages are a blight that need to be demolished. The City Manager also expressed disappointment that the State's I-93 plan lacked ambition, did not fully accommodate pedestrian/cyclist concerns, and failed to make use of the river as a quality of life and economic development asset.

Staff also met with Pan Am Railways in November 2018 to discuss various rail related items associated with the project.

### **ONGOING INITIATIVE 2. CITYWIDE MULTI-GENERATIONAL COMMUNITY CENTER**

The new Citywide Multigenerational Community Center opened in June 2018. As a result, the Parks & Recreation Department had a very successful summer camp season. The Department was also able to increase the number of programs offered. During the fall, the community center increased its hours of operation to seven days a week.

### **ONGOING INITIATIVE 3. CREATE & EXPAND PARTNERSHIPS (particularly in regards to Recreation and Economic Development opportunities)**

The City partnered with the League of NH Craftsmen to hold an event on South Main Street in September 2018.

Mayor Bouley announced the kickoff of the public portion of the fundraising effort for the White Park Multi-Use Facility, with the co-chairs of this campaign being Jennifer Frizzell and Chris Brown. In addition, Tom Champagne, Councilor Champlin, Kristyn Van Ostern, Laura Simoes, and Luke Bonner have agreed to volunteer their time and effort to see this project through. To date, the H.L. Turner Group has donated over \$70,000 of free labor to put the designs and planning together.

In April 2018, local developers Jon Chorlian and Steve Duprey, d/b/a Granite Center, LLC, confirmed that they had secured purchase and sales agreements, as well as financing commitments, to redevelop 4-6 Dixon Avenue, 8-14 Dixon Avenue, and 1 Eagle Square; and to surface two parking lots. To move forward, the developers desired to secure a variety of items from the City, including acquisition of the City's seven-space Dixon Avenue parking lot, RSA 79-E Community Revitalization Tax Relief Incentives for three of the properties, and permissions to construct certain improvements on public property. In order to accommodate deadlines associated with the developer's use of New Markets Tax Credits, a purchase and sales/development agreement, and related items required to support the project, were negotiated, drafted, and approved by City Council in July 2018. Financing and real estate transactions for the project closed on August 3, 2018. The project began construction in August and is nearing completion.

The Parks & Recreation Department held a Summer Concert Series, thanks to the generous sponsorship from the Walker Lecture Fund and Coca-Cola. The Department offered 14 summer concerts. The Tuesday night Never's Band concerts were held throughout the City in many of the neighborhood parks, while the Thursday night concerts were held at Eagle Square.

## City Council

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### **ONGOING INITIATIVE 4. CONTINUE EXPANDED NEIGHBORHOOD STREET IMPROVEMENT PROGRAM**

The FY 2018 paving project was awarded to GMI Paving. In March 2018, the City Council approved the addition of \$1,601,622 in Senate Bill 38 and Excavation Permit lawsuit funds to the FY 2018 Paving Project, bringing the total funding for the summer paving project to \$3,276,622. The project was completed in November 2018. This spring, the contractor will touch up and seed loamed areas.

The FY 2019 Paving Project went out to bid on January 24, 2019.

# 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

# City Council

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## City Boards and Commissions (continued)

<b><u>Board/Commission</u></b>	<b><u># of Members</u></b>
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
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

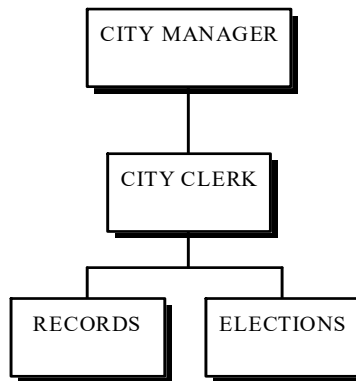
## City Clerk

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### Mission

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

### CITY CLERK 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>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Revenue</b>					
Dog Licenses	\$44,364	\$26,977	\$29,500	\$29,500	\$29,500
Marriage Licenses	\$2,962	\$2,835	\$2,800	\$2,800	\$2,800
School District Payments	\$5,744	\$3,364	\$4,000	\$7,570	\$3,000
Recording Fees	\$11,545	\$7,955	\$4,800	\$7,310	\$6,000
Sundry Services	\$57,022	\$49,593	\$45,320	\$47,860	\$46,120
Miscellaneous	\$3,502	\$455	\$300	\$2,360	\$150
<b>Total Revenue</b>	<b>\$125,138</b>	<b>\$91,179</b>	<b>\$86,720</b>	<b>\$97,400</b>	<b>\$87,570</b>
<b>Expense</b>					
Compensation	\$297,863	\$277,646	\$315,418	\$328,800	\$345,515
Fringe Benefits	\$93,687	\$97,643	\$105,538	\$106,584	\$107,613
Outside Services	\$17,528	\$9,513	\$16,470	\$17,485	\$18,275
Supplies	\$16,917	\$10,779	\$20,975	\$25,450	\$23,275
Insurance	\$2,520	\$2,650	\$2,580	\$2,580	\$2,250
<b>Total Expense</b>	<b>\$428,515</b>	<b>\$398,230</b>	<b>\$460,981</b>	<b>\$480,899</b>	<b>\$496,928</b>

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Birth Certificates Issued	2,540	2,622	2,700	2,500
2. Marriage Certificates Issued	933	983	1,100	970
3. Death Certificates Issued	4,263	2,797	3,800	3,000
4. Divorce Records Issued	180	202	195	190
5. Marriage Licenses Issued	407	404	420	410
6. Marriage Ceremonies Performed	148	123	110	120
7. Dog Licenses Issued	6,043	5,551	5,500	5,500
8. Notice of Intent to Issue Summons	1,500	250	200	200
9. Voter Registrations Processed	3,514	408	2,615	2,800
10. Absentee Voters Serviced	2,689	175	1,866	1,400
11. Average Number of Ballots Cast	29,696	5,057	28,728	23,000

### 2020 Goals

1. In an attempt to continue implementation of the automated agenda system, a goal of the City Clerk's Office is to set up several boards and commissions in order for City staff to use the automated system for their agendas.
2. Continue to investigate and implement potential electronic improvements to Election Day activities.
3. Advertise, recruit, and train new election officials for any current vacant seats within the wards so that they are fully staffed for the upcoming elections.
4. In preparation for the upcoming Presidential Elections in 2020, staff plans to hold numerous election official trainings and voter registration fairs throughout the city.
5. Working with the Public Information Officer and Concord TV, the City Clerk's Office aims to better educate and inform the public, via social media and television, of upcoming election and dog licensing related information.

## City Clerk

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### 2019 Goals Status

1. Continue to implement use of the automated agenda system by other boards and commissions within municipal government with a goal of getting all boards and commissions to use our current automated system.  
9-Month Status: Staff has been working with other City departments to begin the process of setting up several more boards and commissions so that their agendas and minutes can be posted via the current automated system.
2. Continue to work with all departments on finalizing a citywide retention schedule for municipal documents in accordance with State law.  
9-Month Status: Minimal progress made to date. This committee has been tasked with making recommendations as to how long municipal records, not listed within State retention statutes, should be kept; along with which department should retain documents currently stored by more than one municipal office. Final committee recommendations will be submitted to Administration for review and approval.
3. Complete general office and election procedure manuals that clearly define and provide guidance specific to the many duties that must be completed by staff within the City Clerk's Office.  
9-Month Status: The City Clerk's Office has been working on finalizing the completion of a vital records manual. Minimal progress has been made on the election and general office manuals; both continue to remain office priorities.
4. Continue to investigate and implement potential electronic improvements to Election Day activities.  
9-Month Status: Staff continues to closely monitor legislation that may affect election related activities.

## General Overhead

<u>Revenue</u>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Transfers</b>					
Transfer in-Engineering Inspections	\$1,830	\$1,870	\$1,810	\$1,810	\$1,700
Transfer In-Parking Fund	\$97,460	\$97,550	\$97,610	\$97,610	\$97,650
Transfer In-Airport Fund	\$33,670	\$31,431	\$33,260	\$33,260	\$33,858
Transfer In-CD Con Prop Mgmt Fund	\$48,800	\$45,000	\$29,000	\$29,000	\$20,000
Transfer In-Impact Fee Fund	\$45,000	\$57,890	\$104,540	\$104,540	\$95,000
Transfer In-NEOCTIF	\$36,480	\$38,300	\$40,215	\$40,215	\$42,226
Transfer In-Sears Block TIF	\$386,560	\$433,392	\$432,140	\$432,140	\$422,579
Transfer In-Penacook TIF	\$1,440	\$1,512	\$1,590	\$1,590	\$1,670
Transfer In-Golf Fund	\$0	\$0	\$76,350	\$76,350	\$0
Transfer In-Arena Fund	\$48,090	\$46,544	\$49,987	\$49,987	\$47,723
Transfer In-Water Fund	\$501,320	\$469,821	\$508,375	\$508,375	\$520,259
Transfer In-Wastewater Fund	\$599,405	\$597,310	\$649,105	\$649,105	\$655,309
Transfer In-Trust/Capital Reserve	\$30,000	\$0	\$6,000	\$6,000	\$6,000
Transfer In-Trust/Self Insurance	\$2,737	\$409,369	\$220,000	\$200,000	\$16,500
<b>Subtotal</b>	<b>\$1,832,792</b>	<b>\$2,229,989</b>	<b>\$2,249,982</b>	<b>\$2,229,982</b>	<b>\$1,960,474</b>
<b>Special Programs</b>					
Cable TV Franchise	\$923,973	\$889,139	\$900,370	\$841,500	\$832,500
Transfer In-Trust/Economic Dev	\$34,000	\$87,000	\$180,000	\$180,000	\$125,000
<b>Subtotal</b>	<b>\$957,973</b>	<b>\$976,139</b>	<b>\$1,080,370</b>	<b>\$1,021,500</b>	<b>\$957,500</b>
<b>Risk and Insurance</b>					
Insurance Distributions & Credits	\$0	\$0	\$0	\$291,350	\$0
NHRS subsidy for Retiree Health Ins	\$955,283	\$961,720	\$962,060	\$949,420	\$934,080
Retiree share of Health Ins	\$415,329	\$449,529	\$483,580	\$517,830	\$475,590
<b>Subtotal</b>	<b>\$1,370,612</b>	<b>\$1,411,249</b>	<b>\$1,445,640</b>	<b>\$1,758,600</b>	<b>\$1,409,670</b>
<b>Social Service Agencies</b>					
Donations	\$0	\$0	\$10,000	\$10,000	\$10,000
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>Total Revenue</b>	<b>\$4,161,377</b>	<b>\$4,617,377</b>	<b>\$4,785,992</b>	<b>\$5,020,082</b>	<b>\$4,337,644</b>



## General Overhead

<u>Expense</u>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Transfers</b>					
Transfer Out-Parking Fund	\$0	\$0	\$40,706	\$40,710	\$38,099
Transfer Out - Capital Proj Fund	\$391,750	\$391,750	\$873,450	\$443,250	\$454,250
Transfer Out-Golf Course Fund	\$19,760	\$48,000	\$0	\$0	\$50,251
Transfer Out-Trust	\$2,507,273	\$2,963,479	\$2,001,025	\$2,001,025	\$1,158,806
<b>Subtotal</b>	<b>\$2,918,783</b>	<b>\$3,403,229</b>	<b>\$2,915,181</b>	<b>\$2,484,985</b>	<b>\$1,701,406</b>
<b>Special Programs</b>					
Cable TV System	\$344,443	\$342,597	\$336,537	\$336,537	\$313,800
League of NH Craftsmen	\$0	\$0	\$5,000	\$6,285	\$5,000
Holiday Celebrations	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Intown Concord	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
<b>Subtotal</b>	<b>\$404,443</b>	<b>\$402,597</b>	<b>\$401,537</b>	<b>\$402,822</b>	<b>\$378,800</b>
<b>Debt Service</b>					
Principal on Bonds and Notes	\$3,990,732	\$4,530,636	\$5,203,480	\$5,203,480	\$5,412,500
Bond Costs	\$75,126	\$53,851	\$57,800	\$83,120	\$57,030
Interest on Bonds and Notes	\$1,440,650	\$1,506,008	\$1,739,750	\$1,739,750	\$1,885,300
<b>Subtotal</b>	<b>\$5,506,508</b>	<b>\$6,090,494</b>	<b>\$7,001,030</b>	<b>\$7,026,350</b>	<b>\$7,354,830</b>
<b>Risk and Insurance</b>					
Health Ins-Employee & Retiree	\$2,031,664	\$2,179,679	\$2,306,830	\$2,301,160	\$2,240,990
Prof & Tech Serv	\$0	\$0	\$5,000	\$0	\$5,000
Insurance Deductible and Reserve	\$2,737	\$9,369	\$15,000	\$5,000	\$15,000
<b>Subtotal</b>	<b>\$2,034,401</b>	<b>\$2,189,048</b>	<b>\$2,326,830</b>	<b>\$2,306,160</b>	<b>\$2,260,990</b>
<b>Contingency</b>					
City Council Contingency	\$0	\$0	\$20,000	\$0	\$20,000
Operational Contingency	\$0	\$0	\$100,000	\$0	\$100,000
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$120,000</b>	<b>\$0</b>	<b>\$120,000</b>
<b>Comp Adjustment</b>					
Compensation Adjustment	\$0	\$0	\$407,955	\$0	\$536,135
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$407,955</b>	<b>\$0</b>	<b>\$536,135</b>
<b>Street Lighting</b>					
Electricity	\$463,492	\$509,357	\$517,060	\$502,000	\$510,000
<b>Subtotal</b>	<b>\$463,492</b>	<b>\$509,357</b>	<b>\$517,060</b>	<b>\$502,000</b>	<b>\$510,000</b>

## General Overhead

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	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Estimated</b>	<b>Budget</b>
<b>Social Service Agencies</b>					
Community Action Program	\$17,710	\$17,710	\$17,710	\$17,710	\$17,710
Concord Area Transit (CAT)	\$165,350	\$165,350	\$165,350	\$165,350	\$165,350
Concord Coalition to End Homelessness	\$0	\$0	\$30,000	\$30,000	\$30,000
Crisis Center of Central NH	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Edna McKenna House	\$31,220	\$31,220	\$31,220	\$31,220	\$31,220
Friends Program	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000
Homeless Shelter at St. Peter's Church	\$30,000	\$0	\$0	\$0	\$0
New American Africans	\$5,000	\$5,000	\$5,000	\$5,000	\$0
Penacook Community Center	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000
<b>Subtotal</b>	<b>\$346,780</b>	<b>\$316,780</b>	<b>\$346,780</b>	<b>\$346,780</b>	<b>\$341,780</b>
<b>Total Expense</b>	<b>\$11,674,407</b>	<b>\$12,911,504</b>	<b>\$14,036,373</b>	<b>\$13,069,097</b>	<b>\$13,203,941</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 trust/capital reserves to cover selected General Fund expenditures.

##### Transfers (Expense)

Reflects transfers to various funds, to include trust funds (for which a portion of the Highway Block Grant revenues are transferred for paving) and capital project funds for various projects.

#### **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. This expense is offset by the transfer in from the Economic Development Trust. Intown Concord is level funded for FY 2020.

##### League of NH Craftsmen

Level funding is recommended for the League of NH Craftsmen for FY 2020.

##### Cable TV Franchise/System

The fee for the cable TV franchise with Comcast for FY 2020 decreased slightly from FY 2019. Funding for Concord TV for FY 2020 is in accordance with the contract funding formula and includes funding for the capital portion of the agreement.

##### 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 2020 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 2020. 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 and interest 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 anticipated to be received in FY 2020.

##### Health Ins-Employee & Retiree

Includes the full cost of health insurance for retired employees. Overall, 62.9% of costs are recouped from an NHRS subsidy for retirees (for eligible employees) 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.

### Prof & Tech 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. A transfer-in from the Self Insurance Trust offsets both of these expenses. The Self Insurance Trust will be depleted at the end of FY 2020.

### **Contingency**

#### Contingency

These accounts are used to allocate funds for unexpected occurrences including City Council use, over-expenditures for snow and ice removal, Welfare, or other extraordinary expenses not included in the adopted budget.

### **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.

### **Social Service Agencies**

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

Agency requested \$25,000 for this fiscal year, which represents a 41.2% increase over FY 2019 funding. Level funding in the amount of \$17,710 is recommended for FY 2020.

#### 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. This budget recommends total funding of \$165,350 for FY 2020; \$16,000 for senior transportation, \$19,350 for special transportation and \$130,000 for public transportation. Level funding in the amount of \$165,350 is recommended for FY 2020.

#### Penacook Community Center

Agency requested \$28,000 for this fiscal year, which represents no increase over FY 2019 funding. Level funding in the amount of \$28,000 is recommended for FY 2020. Continued commitment to the availability of community centers is recommended at this time.

#### Friends Program

Agency requested \$57,000 for this fiscal year, which represents no increase over FY 2019 funding. Level funding in the amount of \$57,000 is recommended for FY 2020. Continued commitment to the serious and growing issue of homelessness in the community is recommended at this time.

#### Salvation Army/McKenna House

Agency requested \$35,000 for this fiscal year, which represents a 12.1% increase over FY 2019 funding. Level funding in the amount of \$31,220 is recommended for FY 2020. Continued commitment to the serious and growing issue of homelessness in the community is recommended at this time.

#### Crisis Center of Central NH

Agency requested \$12,500 for this fiscal year, which represents no increase over FY 2019 funding. Level funding in the amount of \$12,500 is recommended for FY 2020. Continued commitment to the serious issue of specialized housing for victims is recommended at this time.

## General Overhead

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### Concord Coalition to End Homelessness

Agency requested \$30,000 for this fiscal year, which represents no increase over FY 2019. Level funding in the amount of \$30,000 is recommended for FY 2020.

### New American Africans

FY 2019 was the last year of funding for this organization.

### Homeless Shelter at St. Peters Church

In FY 2019, funding for the Concord Coalition to End Homelessness replaced this expenditure.