

General Government

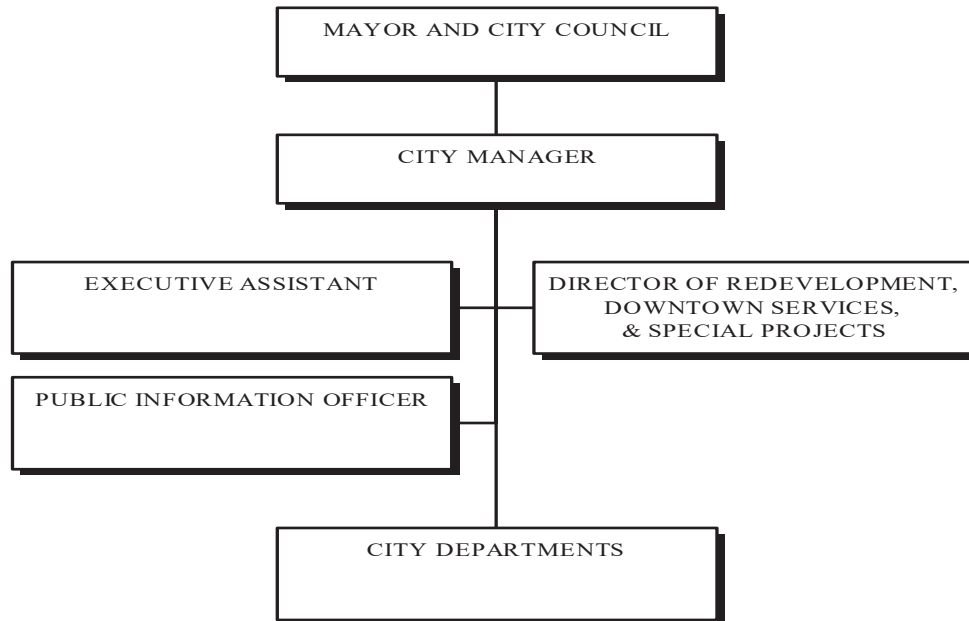
	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
City Manager	\$60,416	\$9,027	\$30,000	\$500	\$0
Legal	\$126,948	\$75,979	\$74,800	\$75,500	\$76,676
Assessing	\$731,912	\$752,322	\$757,117	\$792,808	\$809,264
Human Resources	\$35,000	\$35,000	\$35,000	\$35,000	\$35,700
Finance	\$50,556,260	\$54,060,659	\$55,424,320	\$54,304,925	\$55,699,659
City Clerk	\$91,179	\$111,469	\$87,570	\$91,745	\$91,720
General Overhead	\$4,617,377	\$4,903,149	\$4,358,144	\$4,387,809	\$4,105,935
Total Revenue	\$56,219,090	\$59,947,605	\$60,766,951	\$59,688,287	\$60,818,954
Expense					
City Manager	\$619,997	\$696,732	\$743,704	\$727,821	\$716,834
Legal	\$1,267,699	\$1,293,150	\$1,308,893	\$1,311,989	\$1,360,251
Assessing	\$631,959	\$653,633	\$693,546	\$646,528	\$666,683
Human Resources	\$546,312	\$576,824	\$588,579	\$586,484	\$580,015
Finance	\$2,194,995	\$2,246,843	\$2,304,753	\$2,284,866	\$2,300,237
Information Technology	\$894,322	\$933,383	\$975,511	\$970,127	\$1,024,349
City Council	\$34,180	\$34,145	\$40,698	\$40,972	\$39,513
City Clerk	\$398,230	\$477,585	\$496,928	\$450,109	\$510,971
General Overhead	\$12,911,504	\$14,660,354	\$14,962,592	\$14,340,314	\$13,793,119
Total Expense	\$19,499,197	\$21,572,648	\$22,115,204	\$21,359,210	\$20,991,971

City Manager

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

Budget Detail

	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Other Revenue	\$200	\$550	\$0	\$500	\$0
Transfer In - Trust	\$60,216	\$8,477	\$30,000	\$0	\$0
Total Revenue	\$60,416	\$9,027	\$30,000	\$500	\$0
Expense					
Compensation	\$389,780	\$445,363	\$452,982	\$463,160	\$468,318
Fringe Benefits	\$143,798	\$163,692	\$160,872	\$168,250	\$169,002
Outside Services	\$80,266	\$83,569	\$122,960	\$89,821	\$72,394
Supplies	\$2,953	\$1,018	\$3,800	\$3,500	\$3,800
Insurance	\$3,200	\$3,090	\$3,090	\$3,090	\$3,320
Total Expense	\$619,997	\$696,732	\$743,704	\$727,821	\$716,834

	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Estimated</u>	2021 <u>Projected</u>
1. CDBG Grant Applications	1	1	2	1
2. CDBG Grant Awards	1	1	2	1
3. Amount of CDBG Funding Requested	\$500,000	\$500,000	\$434,290	\$500,000
4. Amount of CDBG Funding Awarded	\$500,000	\$500,000	\$434,290	\$500,000

2021 Goals

1. Apply for maximum funding possible for housing, public facilities, and economic development related projects under the Community Development Block Grant (CDBG) program, as administered by the NH Community Development Finance Authority.
2. Take steps necessary to respond to the COVID-19 pandemic and it's after effects to ensure that the City Council, as well as all departments, boards, committees and commissions, succeed in providing necessary services to the community.
3. Work with departments and boards to update, adopt and implement the City's new zoning code.
4. Implement strategies to increase police officer recruitment results, including use of social media and other methods to create interest from prospective candidates.
5. Develop, in coordination with the Fire Department and all other city departments, a new Continuity of Operations Plan for the City.
6. Work with the Parks & Recreation Department to expand the use of City facilities for the community.
7. Implement sustainability initiatives to include LED street light re-lamping city-wide and installation of a solar field at the Hall Street Waste Water Treatment Plant.
8. Complete priority infrastructure projects as approved by City Council.

2020 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."

City Manager

2020 Goal Status (continued)

2. Complete priority infrastructure projects including, but not limited to, bridge replacements, parking garages, storm water, roadway maintenance and plant facilities.
9-Month Status: Phase 1 of the North Main Street Drainage Improvement Project is currently under construction. The Annual Neighborhood Road Paving Program expenditures were doubled during the fiscal year and additional associated work is well underway. The School Street Garage renovation project is scheduled to be completed this summer, and the Storrs Street Garage renovation is currently underway. The upgrade and installation of efficiency pumps at Water Pump Station 5 is substantially complete. The Wastewater Division has completed the upgrade of exterior lighting, installation of energy saving variable speed drives on equipment, and replacement of one plant pump to a more energy efficient model.

3. Continue to enhance public information accessibility, increase marketing outreach, and improve communications abilities throughout the organization.
9-Month Status: The City of Concord continues to utilize social media platforms to share information with the community, including Facebook, Twitter, Instagram, and YouTube. Social media reach and audience numbers have increased significantly during the past year. Other information channels include the City's website, podcast, and blog; the City Manager's weekly newsletter; and traditional press releases. Concord TV remains to be a valuable asset for the City, covering not only monthly meetings of the City Council, Planning Board and Zoning Board, but producing a wide range of informational videos including public service announcements, event previews and recaps, and other community awareness pieces for many City departments. City departments are funneling information to the Public Information Officer (PIO) so it can be shared through a variety of channels, which has resulted in more streamlined and cohesive communication across the organization. The PIO and the Economic Development Director continue to collaborate with the Greater Concord Chamber of Commerce and Intown Concord to market the City as a destination for businesses, and share information and resources.

4. Apply for 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: On January 13, 2020, the City Council approved resolutions 9262 and 9263, which authorized the City Manager to apply for, accept, and administer up to \$500,000 of CDBG funds to support improvements to properties owned by the Crisis Center of Central New Hampshire and Fellowship Housing Opportunities. Both entities were eligible for up to \$500,000, each, for their respective projects. The City submitted its applications for these organizations in late January. On April 2, 2020, the New Hampshire Community Development Finance Authority (NHCDFA) tentatively awarded \$357,920 to support renovation of property owned by the Crisis Center of Central New Hampshire. The NHCDFA also tentatively awarded \$77,000 to support renovations to Fellowship Housing Opportunities' property located at 36 Pleasant Street. Both grants are subject to final approval by Governor and Executive Council later this spring.

5. Continue to work with Library Administration to determine the next phase for the Penacook Library.
9-Month Status: Will be working with the Library Director to undertake the development of a new five year strategic plan.

6. Continue to work with Community Development to implement new economic development initiatives.
9-Month Status: The Economic Development Director (EDD) continues the City's business retention and attraction efforts through targeted outreach, marketing, social media communication and in-person initiatives. The EDD also served as a development ambassador guiding business prospects from the early idea stage through the City's review and permitting process. Most recently, the EDD worked to assist a proposed new restaurateur, a new canine care facility, and the corporate acquisition/expansion of a local manufacturer. The EDD has broadened the City's partnerships with key development entities such as the Small Business Development Center, with whom the EDD coordinated to secure space at the Citywide Community Center for community business counseling and assistance. The EDD is also working with NHTI and the NH Manufacturing Extension Partnership on a new platform. During the Covid-19 crisis, the EDD instituted a business outreach program and initiated two questionnaires for the business community. The EDD also initiated weekly conference calls with partners such as the Chamber of Commerce and Intown Concord. The EDD's business outreach guide has been updated regularly and continues to be available on the City website. The EDD also participated in a Concord TV video targeting businesses and providing information on available financial resources.

City Manager

2020 Goal Status

The EDD is currently working on a City of Concord Economic Development Plan 2.0 in light of the new “normal” associated with Covid-19 precautions. The EDD continues to work collaboratively with the City’s Public Information Office to maximize outreach and marketing efforts.

Finally, the EDD serves on the board of directors of the International Economic Development Council; CATCH Housing; and Intown Concord.

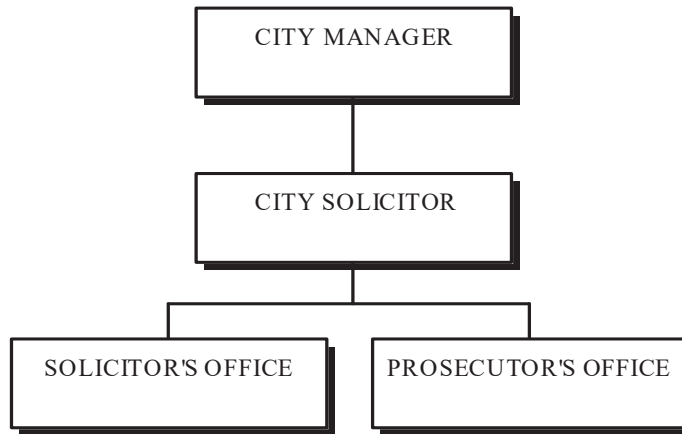
7. Continue implementation of new financial Enterprise Resource Planning system organization wide.
9-Month Status: The Financial module of the new ERP software is operational. The City is successfully using the Requisition, Accounts Payable, Project Ledger, Cash Receipting, General Billing, Budgeting and Financial Reporting modules within the Financial software. Setup and training on the Human Capital Management (HCM) module was begun, but training has been temporarily suspended due to the pandemic and the go live day has been extended into FY 2021.
8. Advance the design for Storrs Street North and coordinate with NHDOT on the I-93 widening project.
9-Month Status: The FY 2021 budget contemplates appropriating \$9.3 million for design, permitting, and construction of CIP #18 Storrs Street Extension North, together with water, sewer, railroad and other infrastructure improvements.
9. Continue to identify and implement strategies in dealing with individuals in mental and behavioral health crisis.
9-Month Status: The City has become a Recovery Friendly Workplace in support of people living with, impacted by, or in recovery for substance abuse disorders. We have conducted mental health awareness training with over 44 employees. We have continued promoting training and awareness as it relates to mental health in the workplace, and have enhanced our orientation program.
10. Successfully open new recreation building at White Park and continue to grow community program value of the Multi-Generational Community Center.
9-Month Status: The Merrimack Lodge at White Park, formerly known as the Skate House, was completed on June 10, 2019. A ribbon cutting ceremony was held on June 14, 2020. The City-wide Community Center located on Canterbury Road opened on June 14, 2018.

Legal

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 6th 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>	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Fines for Code Prosecution	\$6,526	\$7,817	\$5,000	\$5,000	\$5,000
Court Ordered Payments	\$1,303	\$80	\$500	\$1,100	\$1,000
Reports, Prints, and Copies	\$926	\$121	\$0	\$100	\$0
Other Revenue	\$51,593	\$29	\$0	\$0	\$0
Other Gov Agencies - Local	\$66,599	\$67,931	\$69,300	\$69,300	\$70,676
Total Revenue	\$126,948	\$75,979	\$74,800	\$75,500	\$76,676
Expense					
Compensation	\$778,731	\$809,940	\$821,432	\$819,050	\$862,925
Fringe Benefits	\$303,765	\$325,456	\$329,470	\$334,700	\$340,003
Outside Services	\$176,350	\$149,375	\$147,781	\$148,059	\$147,163
Supplies	\$2,303	\$1,828	\$4,000	\$4,000	\$4,000
Insurance	\$6,550	\$6,550	\$6,210	\$6,180	\$6,160
Total Expense	\$1,267,699	\$1,293,150	\$1,308,893	\$1,311,989	\$1,360,251

<u>Service Indicators</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
1. Civil Litigation Cases	*24	*17	*22	*20
2. Tax Abatement Cases	*25	*22	*20	*20
3. Tax Lien Mortgages (Research at Registry)	**0	324	350	350
4. Tax Deed Mortgages (Research at Registry)	**0	22	55	55
5. Tax Title Searched for Properties to be Deeded	**0	346	405	405
6. Ordinances, Reports and Resolutions	147	152	160	160
7. Negotiated Union Contracts (out of 6)	1	1	5	1
8. Licenses, Agreements and MOUs	69	53	50	50
9. Bankruptcy Matters (Claims Filed)	31	18	6	6
10. City Department/Public Body Westlaw Legal Research	2,036	2,764	1,263	1,800
11. Financial Guarantees for City Projects/Developments	46	59	50	50
12. Right-to-Know Requests	69	68	100	100
13. Complaints Filed/Reviewed	3,838	3,900	3,944	3,900
14. Criminal Dispositions, Hearings, Proceedings	14,146	13,900	13,750	13,700
15. Juvenile Dispositions and Hearings	1,026	725	700	710
16. Administrative License Suspensions	205	260	255	260
17. Concord Code Enforcement	28	5	10	10

* Includes pending cases from prior years.

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

Legal

2021 Goals

1. The City Solicitor's Office will continue to take steps to respond to the COVID-19 pandemic and its aftereffects to ensure that the City Council, as well as all City departments, boards, committees and commissions succeed in providing necessary services to Concord's citizens in compliance with the law. In that regard, we will maintain our role in creating, implementing and conducting a legal review of practices, policies and procedures.
2. The City Solicitor's Office will continue conducting a legal review and work with members of the Planning and Code Administration Divisions on the proposed updates to the City of Concord's Zoning Code.
3. The City Solicitor's Office will work with municipal departments on responding to Right-to-Know responses to improve the expertise of City staff on Right-to-Know questions.
4. The City Prosecutor's Office will continue to work with the Concord Circuit Court to address the large backlog of cases resulting from one judge being assigned to handle criminal and civil cases. In the early spring of 2020, the Court was scheduling 15-40 trials a week for our office in addition to other hearings. This number of trials was unprecedented and resulted in a strain on personnel and resources. It is anticipated that this backlog will worsen due to the need to reschedule a large number of trials because of COVID-19. The City Prosecutor's Office will continue to work with the clerks in the Concord Circuit Court to ensure all criminal matters are handled in a timely manner while avoiding an overload of trials.
5. The Prosecutor's Office continues to provide training on a case by case basis, as well as through formal training with individual officers as they attend a court day of training during their "field training phases."

2020 Goals Status

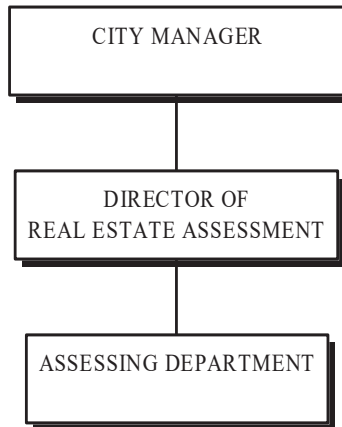
- 1 The City Solicitor's Office will begin the process of transferring historical case files stored in archives to an electronic format in accordance with RSA chapter 33-A.
9-Month Status: The City Solicitor's Office continues the process of transferring historical case files stored in archives to electronic 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.
9-Month Status: Due to the COVID-19 pandemic, the City Solicitor's Office has worked with City staff and the City's public bodies in conducting electronic meetings in accordance with New Hampshire's Right-to-Know law and Governor Sununu's Emergency Order 12. The Solicitor's Office will continue to provide guidance and/or training in this regard.
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.
9-Month Status: As new officers are going through the FTO (field training officers) process, officers are coming to spend a day with the City Prosecutor in court. The Concord Police Department, prior to COVID-19, was still working on getting all new officers into court during phase III of the FTO process. There was an initial delay prior to COVID-19 because of FTO turnover.
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.
9-Month Status: The Assistant Victim Witness Advocates (AVWA) are continuing to attend on-line training. The AVWAs were scheduled attend the Partnering for a Future Without Violence Conference, presently scheduled for July, but at this point that is on hold pending the COVID-19 emergency orders.

Assessing

Mission

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

ASSESSING DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Assessing

<u>Budget Detail</u>	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Timber Tax	\$23,870	\$17,993	\$15,000	\$20,000	\$15,000
Payment-In-Lieu-of-Tax (PILOT)	\$707,254	\$732,892	\$741,232	\$771,748	\$793,379
Excavation Activity Tax	\$0	\$558	\$100	\$300	\$100
Forest Loss Reimbursement	\$460	\$503	\$460	\$460	\$460
Other Revenue	\$329	\$377	\$325	\$300	\$325
Total Revenue	\$731,912	\$752,322	\$757,117	\$792,808	\$809,264
Expense					
Compensation	\$387,503	\$410,412	\$419,338	\$397,980	\$420,635
Fringe Benefits	\$197,405	\$206,193	\$209,877	\$183,920	\$188,439
Outside Services	\$41,996	\$31,428	\$57,471	\$57,778	\$50,779
Supplies	\$1,795	\$2,320	\$3,700	\$3,700	\$3,700
Insurance	\$3,260	\$3,280	\$3,160	\$3,150	\$3,130
Total Expense	\$631,959	\$653,633	\$693,546	\$646,528	\$666,683

<u>Service Indicators</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
1. Building Permits Processed	530	559	495	500
2. Building Permits Inspected	185	183	380	350
3. New Homes Added	54	42	76	50
4. New Parcels Added	60	86	25	25
5. Deed Changes Processed	818	852	850	800
6. Sales Reviews Conducted	300	325	275	275
7. Appeals: BTLA & Superior Court	17	14	25	20

2021 Goals

1. Complete a statistical update for all property for market value as of April 1, 2020.
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.

2020 Goals Status

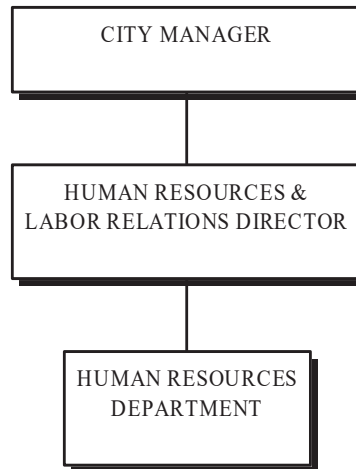
1. Complete a statistical update for all property for market value as of April 1, 2019.
9-Month Status: Statistical update completed.
2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
9-Month Status: Finished review of Phase V and maps have been sent back to us for final edits and acceptance. Phase VI has begun and we should be receiving first milestone soon.
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: Care Net Pregnancy Center of Greater Concord, 13 West Street, was granted partial exemption due to occupancy. The Crisis Center of Central New Hampshire, 79 South State Street, was determined to be exempt.

Human Resources

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>	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Donations	\$35,000	\$35,000	\$35,000	\$35,000	\$35,700
Total Revenue	\$35,000	\$35,000	\$35,000	\$35,000	\$35,700
Expense					
Compensation	\$301,860	\$321,055	\$329,335	\$331,400	\$341,449
Fringe Benefits	\$147,454	\$171,567	\$171,244	\$166,840	\$148,260
Outside Services	\$91,576	\$77,818	\$81,750	\$81,804	\$83,356
Supplies	\$2,821	\$3,814	\$3,800	\$4,000	\$4,500
Insurance	\$2,600	\$2,570	\$2,450	\$2,440	\$2,450
Total Expense	\$546,312	\$576,824	\$588,579	\$586,484	\$580,015

<u>Service Indicators</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
1. Recruitments Conducted	79	99	110	100
2. Wellflex Enrollments	419	362	375	385
3. Wellflex Completions	76	79	80	85
4. New Hire Orientations	13	13	13	13
5. Retirements Processed	16	23	18	20
6. Lost Time Injury Frequency	13	14	14	14

2021 Goals

1. Help with post-pandemic recovery and procedural modifications based on lessons learned.
2. Develop on-line open enrollment and orientation protocol.
3. Provide four training opportunities on bullying, prevention of harassment, and removing the stigma for SUD and mental health in the workplace.
4. Implement Munis for payroll and Human Resources.

2020 Goals Status

1. Implement and transition employees to an online wellness portal to facilitate greater participation in the program.
9-Month Status: Transition has been slow due to implementation of the new ERP system. The department rolled out the online Health Questionnaire, which is a component of the Wellness Program this year, utilizing our medical insurer's wellness portal to familiarize employees with the layout and concept. Employees were encouraged to maneuver around the portal and take advantage of Harvard Pilgrim's wellness incentives. As this portal would be the footprint of the one that is rolled out to employees, this gives employees the opportunity to explore and provide any feedback to Human Resources that may be incorporated into the final design of the portal for the City.

Human Resources

2020 Goals Status (continued)

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.

9-Month Status: The department continues to develop retention strategies based on stay interviews, providing professional development opportunities to City employees, and reaching out to under-utilized populations for employment opportunities like Veterans' groups in the area. The Department has conducted ad hoc wage assessments based on data obtained during contract negotiations, exit interviews, and stay interviews, which has resulted in some modifications to our compensation system. The first nine months of FY 2020 was very busy, with 89 recruitments, of which 20% resulted in internal promotions. This increases the positive impact on retention and job satisfaction. Sourcing continues to be successful and efficient with a post to hire timeline of under 60 days.

3. Partner with Information Technology (IT) to establish a Safety and Training database that has reporting functionality.

9-Month Status: The IT Department and Safety and Training Coordinator researched third party provide products which could potentially replace the Safety portion of the Safety and Training database. The training portion of the database will be replaced when our new HRIS system is implemented as part of the ERP project. The Safety module in Munis only supports self-insured entities and, therefore, did not meet the City's needs. After an exhaustive search, the IT Department agreed that we should develop an internal web based program for the safety reporting, as it relates to Worker's Compensation claims reporting, and will enhance the information provided by the Primex online system. This will be done after the implementation of the HRIS system. Until then, we will continue to work with our current database.

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.

9-Month Status: The City has become a Recovery Friendly Workplace in support of people living with, impacted by, or in recovery for substance use disorders. We have conducted mental health awareness training with over 44 employees. We have continued promoting training and awareness as it relates to mental health in the workplace. We have also explored the development of additional workplace civility training and initiatives to include ideas obtained when key employees attended a Creating and Maintaining a Positive Culture training program through Primex. This led to an enhancement of our employee orientation program to provide new employees with a tour of the City. This enables new employees to see the overall breadth of the organization, create an interdepartmental understanding, and to see how their contributions are part of the entire City of Concord.

5. Work collaboratively with City Departments on ERP implementation of Human Capital Management and Payroll Modules.

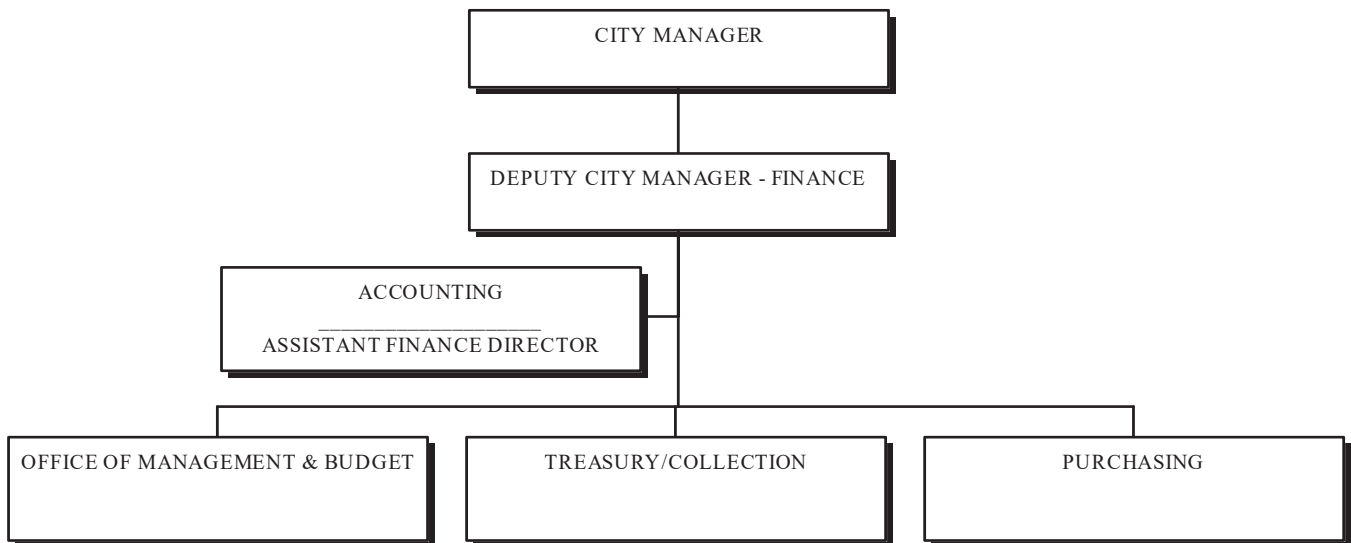
9-Month Status: Some components of Human Resources were set up in the new ERP system. The remainder of the set up, along with any parallel testing, was put on hold temporarily so that we could respond to the crisis surrounding COVID-19.

Finance

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>	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Property Taxes	\$38,180,141	\$41,727,954	\$41,874,229	\$41,940,000	\$42,194,952
Fines and Penalties	\$399,104	\$630,437	\$350,000	\$440,000	\$400,000
Motor Vehicle Registrations	\$7,141,635	\$7,288,755	\$7,081,994	\$7,000,000	\$7,000,000
MV Transportation Surcharge	\$181,661	\$183,654	\$181,400	\$175,000	\$175,050
MV Transportation Admin	\$20,185	\$26,069	\$20,400	\$19,000	\$19,300
MV Waste Disposal	\$20,410	\$20,638	\$20,230	\$19,000	\$19,300
MV State Agent Admin	\$127,323	\$130,500	\$127,200	\$122,000	\$122,100
Investment Income	\$532,695	\$895,936	\$700,000	\$610,000	\$390,000
Sale of Assets	\$90,877	\$33,619	\$30,000	\$39,000	\$30,000
Finance Charges	\$5,089	\$5,060	\$2,500	\$2,500	\$2,500
Use of Fund Balance	\$0	\$0	\$1,107,100	\$0	\$1,500,000
Other Revenue	\$1,758	\$788	\$500	\$2,300	\$500
Other Gov Agencies - State	\$0	\$0	\$749,728	\$749,730	\$749,727
Rooms and Meals Tax	\$2,190,811	\$2,190,108	\$2,190,812	\$2,185,140	\$2,185,000
Highway Block Grant	\$1,633,864	\$895,355	\$896,710	\$909,730	\$909,730
Railroad Tax	\$708	\$1,786	\$1,517	\$1,525	\$1,500
Transfer In - Trust	\$30,000	\$30,000	\$90,000	\$90,000	\$0
Total Revenue	\$50,556,260	\$54,060,659	\$55,424,320	\$54,304,925	\$55,699,659
Expense					
Compensation	\$1,328,695	\$1,344,206	\$1,365,103	\$1,352,810	\$1,402,854
Fringe Benefits	\$573,088	\$611,776	\$614,764	\$609,070	\$605,253
Outside Services	\$213,104	\$215,815	\$240,590	\$240,696	\$239,175
Supplies	\$33,790	\$39,571	\$43,486	\$41,500	\$42,685
Insurance	\$11,570	\$10,780	\$10,810	\$10,760	\$10,270
Capital Outlay	\$34,738	\$24,677	\$30,000	\$30,000	\$0
Miscellaneous	\$11	\$17	\$0	\$30	\$0
Total Expense	\$2,194,995	\$2,246,843	\$2,304,753	\$2,284,866	\$2,300,237

Finance

<u>Service Indicators</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
1. Collection Rate as a % of Current Levy	98.6%	98.7%	97.5%	90.0%
2. Total Number of Motor Vehicle Registrations	46,087	46,200	45,220	43,500
3. Bond Rating – Moody's/S&P	Aa1/AA+	AA+	AA+	AA+
4. Number of Purchasing Transactions	7,574	7,609	7,700	7,700
5. Dollar Value of All Purchasing Transactions	\$45,549,772	\$46,777,161	\$47,000,000	\$47,000,000
6. Direct Deposit Participation Rate	82%	80%	85%	85%

2021 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. Complete the setup and testing of the Human Capital Management (HCM) module in anticipation of a go live date in FY 2021.

2020 Goals Status

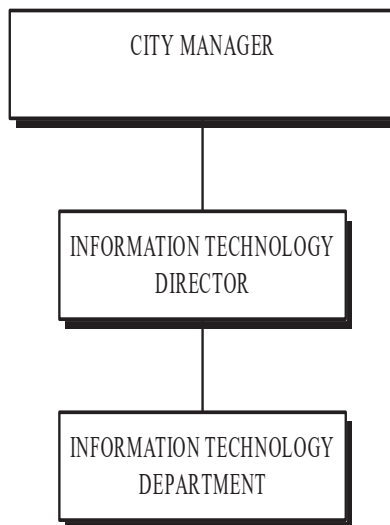
1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
9-Month Status: Current tax collections are just under 98% for June 30, 2019. The number of properties mailed "intent to lien" notices was down from the prior year due to the mailing of the friendly tax delinquency notices in February and April.
2. Continue to maintain or improve the City's current bond ratings.
9-Month Status: The City continues to be in close contact with rating agencies to maintain the best rating going forward.
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 Purchasing Manager achieved CPPB certification and was named Chair of the NHGFOA Cooperative Purchasing and Procurement Committee. In 2020, the City has purchased off the following cooperative purchasing contracts: Metropolitan Area Planning Council/Greater Boston Police Council; Sourcewell; HGAC; Massachusetts Higher Education Consortium and the Northeast/Merrimack Valley Chemical Consortium. Fixed price contracts were signed for gasoline, diesel, natural gas and electricity supply. The contract term for gasoline/diesel is through June 30, 2021; natural gas is through November 31, 2021; and electricity supply is through December 26, 2023.
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.
9-Month Status: The Financial module of the new ERP software went live on August 1, 2019. The City is successfully using the Requisition, Accounts Payable, Project Ledger, Cash Receipting, General Billing, Budgeting and Financial Reporting modules within the Financial software. Setup and training on the Human Capital Management (HCM) module was begun, but training has been temporarily suspended due to the Covid-19 pandemic. The original April 1, 2020 go live date for HCM has been extended to July 1, 2020, but will likely be extended further into FY 2021 given the current health crisis.

Information Technology

Mission

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

INFORMATION TECHNOLOGY DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Information Technology

<u>Budget Detail</u>	2018	2019	2020	2020	2021
	Actual	Actual	Budgeted	Estimated	Budget
Expense					
Compensation	\$520,980	\$558,763	\$574,768	\$565,270	\$597,276
Fringe Benefits	\$223,408	\$234,921	\$235,155	\$234,947	\$246,990
Outside Services	\$144,257	\$134,137	\$159,568	\$163,910	\$174,033
Supplies	\$1,626	\$1,172	\$1,800	\$1,800	\$1,800
Insurance	\$4,050	\$4,390	\$4,220	\$4,200	\$4,250
Total Expense	\$894,322	\$933,383	\$975,511	\$970,127	\$1,024,349

<u>Service Indicators</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Number of Support Calls	3,100	3,200	3,950	4,400
2. Network Availability - Estimated Percentage	99.6%	99.7%	99.6%	99.6%
3. Average Website Visitors per Month	43,000	45,000	47,000	47,000
4. Number of Employee Systems Supported	490	503	540	550
5. Average Age of Hardware Systems	3.4	2.9	3.3	2.8

2021 Goals:

- Continued support of Legacy ERP System and implementation of new ERP System. New modules for FY 2021 are tentatively the HR and payroll modules, including a self-serve portal for employees.
- Implement a new ERP integrated permitting system with Energov from Munis software. This will be implemented across Engineering, Code Administration, and Planning Divisions of the Community Development Department. Targeted go-live dates are November and December of 2020.
- Refresh 220 desktops and notebooks across the Enterprise.
- Replace and upgrade Fire Department mobile terminals. This will include analysis on the portability of the units on site of incidents, and the secure nature of their data transmissions.
- Replace legacy Citizen Request Tracker online citizen response tool. This will affect all departments who take citizen requests, but primarily General Services.
- Upgrade 20% of network infrastructure switches to replace out of manufacture supported hardware. This will improve our internal security and performance.

2020 Goals Status

- 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.
9-Month Status: Partially completed. Infrastructure and wiring have been completed, yet we are still waiting for fiber connectivity to the City network to complete all data and telephone connections, and complete teleconferencing requirements.
- 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.
9-Month Status: Partially completed. Financials have been migrated and live within our new Munis ERP system, yet our Human Resources module, including payroll, has been delayed.

Information Technology

2020 Goals Status (continued)

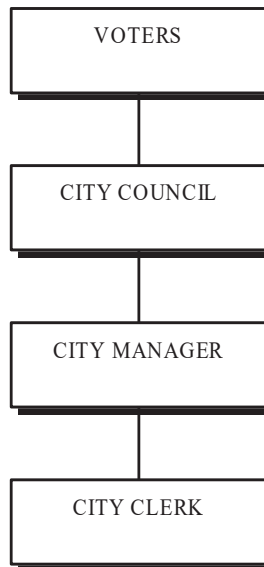
3. Implementation of a replacement permitting system for Community Development. Tentative start dates are targeted for November 2019, with a yearlong rollout period. Extensive planning and training will be required for both in-house and online application portals.
9-Month Status: Delayed until Fall 2020.
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.
9-Month Status: Ongoing. Extensive custom CIP and budgeting tools have been developed for in house use, as well as utility importing tools to integrate with the new ERP system. More will need to be developed for custom reporting needs as we go forward.
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.
9-Month Status: Partially completed. We have implemented approximately 25% of upgraded MS office tools, yet have been delayed due to application compatibility issues with the legacy ERP system and the delayed implementation.

City Council

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>	2018	2019	2020	2020	2021
	Actual	Actual	Budgeted	Estimated	Budget
Expense					
Compensation	\$16,000	\$15,250	\$16,000	\$16,000	\$16,000
Fringe Benefits	\$1,246	\$1,198	\$1,248	\$1,252	\$1,248
Outside Services	\$15,451	\$16,860	\$22,070	\$22,340	\$20,895
Supplies	\$1,333	\$696	\$1,250	\$1,250	\$1,250
Insurance	\$150	\$140	\$130	\$130	\$120
Total Expense	\$34,180	\$34,145	\$40,698	\$40,972	\$39,513

CY 2020-2021 Priorities

Members of City Council met on February 18, 2020, to discuss and set priorities for CY 2020 and CY 2021. The following items are the top priorities that members of Council chose for 2020-2021.

1. Balanced Budget Issues: FY 2021 and FY 2022
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Safety Work
4. Public Information, Marketing and Communications
5. Working with State and Federal Government
6. Enhanced Community Events/Arts
7. Sustainability Initiatives
8. Recreation and Parks

CY 2020-2021 Ongoing Initiatives

1. Former Tannery Site/Park
2. Enhanced Neighborhood Street Programs

CY 2020-2021 Goals Status

GOAL 1. BALANCED BUDGET ISSUES: FY 2021 AND FY 2022

- a) Collective Bargaining/Contract Negotiations: The City is currently in negotiations with UAW, CPPA, and IAFF. UAW and CPPA collective bargaining agreements expired on December 31, 2019, but both groups have reached tentative agreements. The IAFF collective bargaining agreement expires on July 1, 2020. The City entered into collective bargaining agreements with both AFSCME and CPSA, which included 2.75% cost of living adjustments and an agreement to go to a high deductible health care plan as the premium driver.
- b) Health Insurance Costs: Health insurance costs decreased in FY 2020. The City has received a not to exceed rate of 6% from its carrier, Harvard Pilgrim Health Care, effective July 1, 2020; and hopes to negotiate a better rate before the actual renewal. 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 January 2020, the medical portion of the plan was increased by \$5.68 due to the Affordable Care Act Health Insurance Fee. This brings the total Medicare coverage cost to \$373.98 per month.
- c) Capital Financing Alternatives/Storm Water Utility: The Engineering Division, with consultants from Tighe & Bond, gave a presentation to the Fiscal Policy Advisory Committee on their evaluation of the City's potential creation of a storm water utility fund. The committee recommended staff return in the fall of 2020 after conducting public outreach and meetings with stakeholders in the community.

City Council

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

- a) Employment Security: In February 2020, the City received proposals from multiple developers interested in acquiring and redeveloping the former NH Employment Security property. Upon consultation with the City Council in non-public session on March 9, 2020, a list of developers to be interviewed was established. Interviews have been scheduled for late April 2020.
- b) Opportunity Corridor: Storrs Street North Extension (CIP #18): Discussions are ongoing with Pan Am railways and the NH Department of Transportation (NHDOT) concerning this project. The schedule for this project will be addressed in the forthcoming FY 2021 Capital Improvement Program.
- c) Exit 17/Whitney Road: The traffic study commissioned by Laurie and David Rauseo, which examined the impact of a possible roundabout at the Whitney Road/Hoit Road intersection, is under review by NHDOT.
- d) Exit 13: The developer has not formally submitted any plans to date. The changing dynamics of the economy due to COVID-19 have already impacted this project with retailers/restauranteurs withdrawing due to broader impacts on their businesses. The housing piece of this multi-phase development may move forward first.
- e) Housing: Prior to the economic impact of COVID-19, new market rate housing construction was proceeding at a steady pace. New single family homes in Concord were selling for \$350,000-\$400,000 in the active developments in the north Concord and Penacook areas.

In terms of multifamily housing, construction on the Penacook Landing project is proceeding and the CATCH Penacook development is slated to break ground this summer. Phase I features 34 units and will be completed in September 2020. It is anticipated that Phase II, which will feature 20 units, will begin construction in spring 2021.

GOAL 3. PUBLIC SAFETY WORK

- a) Opioid/Substance Abuse: The Police Department continues to take an aggressive stance in combatting illegal drug issues facing the City. The Department works closely in this effort with stakeholders in the community and throughout the State to include other police agencies, service providers, City Departments and the court system. The Police Department 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 the City of Concord.

During the fall of 2019, the Police Department received a grant award in the amount of \$50,000 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Shield). These funds continue to be utilized by the Department to cover overtime costs associated with conducting illegal drug investigations in the City and surrounding towns. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city. During the first three months of 2020, the Department arrested 54 individuals on illegal drug related charges.

The Department also maintains a prescription drug drop box in the lobby of the police station. This drug drop box allows people to drop off their unused or unwanted prescription medications that otherwise could be available for abuse or unauthorized consumption. During the first three months of 2020, over 140 pounds of prescription drugs were turned in by members of the community. The Department also continues to participate in the U.S. Drug Enforcement Administration's National Drug Take Back Days.

The Police Department works closely with Riverbend's Choices program in helping individuals suffering from drug and other substance abuse issues to find treatment.

City Council

GOAL 3. PUBLIC SAFETY WORK (continued)

The Fire Department continues to be very active with its collaboration to address substance abuse. In addition to being part of the Capital Area Substance Abuse Disorders Leadership Team, the Department is fully participating with the Homeless Provider Network, which also hosts monthly meetings in Concord and is made up of various agencies within the capital area that are working within the homeless population including Concord Police, Concord Coalition to End Homelessness, Community Action Program, the Salvation Army, the Public Health Network, and others. The Fire Department has also secured a voting seat on both of the Governor's Opioid and Prevention Task Forces.

During the first three months of 2020, the Project FIRST Director distributed 124 naloxone kits to individuals or their family supports; and taught 11 classes on substance abuse, naloxone usage, and hands only CPR to 129 participants. There is a current case load of 17 individuals. There were four complete successes, meaning the individual was encountered, enrolled into Project FIRST, entered into treatment, successfully completed treatment and is still in recovery as of March 31, 2020. The Fire Department was also appointed as a voting member of the Governor's Opioids and Prevention Task Force in February 2020.

COVID-19 impact has resulted in a temporary stoppage to all public classes. The Fire Department is also temporarily unable to expand the classes and Project FIRST to the Capital Area Fire Mutual Aid Compact (22 surrounding towns), which was in the grant proposal and officially re-authorized by Governor and Council in February 2020. The Department is still engaging patients and families who are seeking assistance with treatment and recovery. However, the Department is using more personal protective equipment practices and telephone and Webex options when appropriate.

- b) Community Policing: During the first three months of 2020, the Police Department has been involved in a number of initiatives designed to further its relationship with the community. As part of these initiatives, the Department has hosted community meetings with multiple community organizations throughout the City. The Department is also active in staying involved with the New American community.

The Police Department has participated in several other programs to help promote community interaction with both children and adults. With the assistance of several local businesses, the Department hosted two "Coffee with a Cop" events in the City. These highly successful events offer an opportunity for community members to interact with the City's police officers in a relaxed atmosphere. Officers are available to answer any questions that residents may have and are able to foster a positive collaborative relationship between the Department and the community.

During the first three months of 2020, the Department scheduled a Rape Aggression Defense (RAD) class, but it was canceled due to not having enough participants. 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.

Due to the unfortunate trend of mass shootings occurring in businesses and schools throughout the country, the Police Department has been offering active shooter training seminars. Since the start of 2020, the Department participated in one active shooter training with over 20 attendees. The Department also conducted six safety presentations for local businesses and the New Hampshire Technical Institute, as well as two fraud educational presentations for seniors.

The Police Department continues to work on new initiatives to assist in community engagement. One of the most positive initiatives that the Department recently deployed was the introduction of a police comfort dog. Liberty, an almost two year old female Labrador retriever, has been instrumental in interacting with community members and members of the Police Department. She has been deployed to numerous scenes and locations where violent or traumatic events have occurred to help lend relief to those suffering or affected by the incident. Liberty has also engaged those suffering from mental health issues, and has also made appearances at schools, hospitals and other venues. She has participated in many social and community events throughout the City and has a large following of supporters.

City Council

GOAL 3. PUBLIC SAFETY WORK (continued)

In December 2019, 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 Police 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 has been known as *Operation Blue Elf*. Police officers and civilian support staff made great strides in completing this mission by the close of 2019. *Operation Blue Elf* was a community policing success and has continued into early 2020.

The Department's Adverse Childhood Experience Response Team (ACERT) launched in October of 2019. This team is made up of a member of the Concord Police Department, a member from Riverbend Community Mental Health, and a member from Merrimack County Human Services. The team deploys to residences where children have been exposed to violence. At the residences, the team meets with the families and assesses the situation to determine next steps that can be taken for the child, such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy. ACERT made 94 home visits during the first three months of 2020. Recently, however, home visits have been put on hold due to the COVID-19 pandemic. The team has still been able to follow up with families by phone. For the second half of March, the team contacted over 20 families by phone.

The 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.

- c) Working with School Districts: Prior to the COVID-19 outbreak, the Police Department had three officers assigned as School Resource Officers (SRO). Officers were assigned to Concord High School, Merrimack Valley High School, and Merrimack Valley Middle School. Each of these officers is responsible for the safety and security of the schools' campuses, to act as mentors and educators, to be community policing liaisons, and to be problem solvers. The SRO's are also expected to help guide students through personal, educational, and social pressures that are part of being an adolescent.

During the first three months of 2020, the Department was extremely active in all of the schools throughout the City. The Department currently has six officers trained in D.A.R.E. The D.A.R.E. Program is designed to teach students at an early age the dangers of drug and alcohol use. This program has been widely successful and appreciated throughout the schools.

Officers also participated in "Police Readers" throughout the schools in the Concord and Merrimack Valley School Districts. Officers go into first and second grade classes where they read the class a book and answer any questions the children might have.

During the first three months of 2020, members of the Police Department presented two internet safety talks in the Concord and Merrimack Valley School Districts to help educate students about the dangers of the internet and social media and how to avoid being victimized. Officers provide suggestions to students on how to protect themselves from becoming victims.

The Police Department will also be assisting the Concord School Board by participating as a member of a task force focused on developing a strategic plan for improving student safety and wellbeing. This task force will also involve a variety of stakeholders from within the Concord community, and will be facilitated by Gerri King, Ph.D., a nationally recognized organizational facilitator.

- d) Recruitment: During the first quarter of calendar year 2020, the Police Department has aggressively worked to recruit staff. Staffing and training continues to be one of the Department's main priorities and will remain so until our agency stabilizes our work force. During this time period, the Department had 15 vacant full-time sworn police officer positions and three vacant full-time civilian positions.

City Council

GOAL 4. PUBLIC SAFETY WORK (continued)

The Police Department worked to attract qualified police applicants as well as civilian workers. Of the 15 vacant sworn positions, four positions were in the supervisory ranks and 11 positions were for entry level police officer positions. The Department was very successful at running several promotional processes and has established lists in order to backfill both lieutenant and sergeant positions as needed. This will ultimately allow the backfill hiring of four entry level police officer positions, as the supervisory positions are filled by current staff members.

The Department has hired three new police officers; however, they have not started their employment yet. These three new police officers will officially start on April 12, 2020. Additionally, the Department recruited six other police officer candidates who are currently in various stages of the hiring process. All six candidates appear to be very promising for hire. One of the six officer candidates is an experienced full-time sworn police officer from Maryland. The other five candidates have no experience and will need to attend the New Hampshire Police Academy. Recruiting experienced police officers from our area continues to be a challenge.

All nine of the above-mentioned police officer candidates were the result of targeted recruitments. Department staff put in countless hours to identify, meet, and recruit these candidates one on one. We work to educate them on our hiring process and the transition to become a police officer. We expect to move forward with the remaining six candidates by mid-year. Being that the vast majority of applicants will need to attend the New Hampshire Police Academy, we are reliant on space availability at the Police Academy for these hires.

The three vacant civilian positions at the Police Department are for police dispatchers. During the first quarter of 2020, the Department held a dispatcher recruitment process. We have streamlined our hiring process and have identified six promising dispatcher candidates, of which we will hire three.

It is critically important to understand that in light of the COVID-19 pandemic, many of our fellow police agencies have postponed their hiring and recruitments. The Concord Police Department has not stopped efforts with regards to recruitment or hiring. We have found creative ways to connect with applicants and conduct interviews in a responsible and safe manner. We have continued to push forward despite these challenging times.

GOAL 4. PUBLIC INFORMATION, MARKETING, AND COMMUNICATIONS

- a) Overall Economic Development: In addition to standard business attraction/retention efforts, the Economic Development Director worked with three clients that are making direct investments in businesses in Concord to assist in the development process (Teatotaller, Doggy Day Care Kennel, and a corporate acquisition). Social media communication continues. The Economic Development Director began outreach to businesses with resource assistance during the COVID-19 state of emergency; co-created a business survey with the Greater Concord Chamber of Commerce to gauge needs during the shut-down; and followed up with impacted business owners.
- b) Concord TV: The City of Concord works closely with Concord TV on a variety of initiatives including informational videos, public service announcements, event promotion and coverage, and monthly podcasts.
- c) Concord/Merrimack Valley School District: The City is working with the Concord and Merrimack Valley School Districts to enhance their presence on the City website. The City and school districts are also exploring other ways to collaborate.

GOAL 5. WORKING WITH STATE AND FEDERAL GOVERNMENT

- a) Transportation with NHDOT: Mayor Bouley announced that he was going to empanel a committee of citizens to review the I-93 widening project.

City Council

GOAL 5. WORKING WITH STATE AND FEDERAL GOVERNMENT (continued)

- b) Department of Justice/Garages: The General Court of New Hampshire, in coordination with the NH Department of Administrative Services, sought proposals for the preliminary study of constructing a new office building to house the New Hampshire Department of Justice, certain Legislative space, and a new parking garage. The work was scheduled to be undertaken in the fall of 2019 and deliverables completed by calendar year end. However, to date an award has not been made.
- c) Stickney Avenue: Staff has met with NHDOT representatives on the future of the State's Stickney Avenue properties. Those conversations were ongoing but have been temporarily paused pending the resolution of the COVID-19 state of emergency.

GOAL 6. ENHANCED COMMUNITY EVENTS/ARTS

- a) Promote Community Events with Community Partners: Unfortunately, the COVID-19 state of emergency has led to the cancelation or postponement of many special events in our community that typically would take place in spring and early summer.

GOAL 7. SUSTAINABILITY INITIATIVES

- a) Form Based Code: After a successful series of stakeholder and public meetings in February, the draft of the first phase is now undergoing the City's legal review.
- b) Street Light Re-Lamping: While significant progress has been made in this effort, the City continues to work with Unilil and the City's energy consultant, Beacon Integrated Solutions, to formalize a program to replace current street lights with LED lights.
- c) Renewable Energy and Conservation: At its April 13, 2020 meeting, the City Council approved a recommendation from City Administration to award a bid for a small scale, "behind the meter" facility located at the Hall Street Wastewater Treatment Facility, in the front of the parcel. The City is projected to save up to \$100,000 over the life of the project (slightly less if the system has to export some of the generation due to added costs).
- d) Recycling: The General Services Department has been diligently working with property management firms and condominium associations to address contamination in the multi-family recycling stream. Recycling contamination has been recognized as a significant detriment to maintaining a successful recycling program through industry changes.

GOAL 8. RECREATION AND PARKS

- a) Athletic Fields: The Parks and Recreation Department coordinates the reservations and maintenance of the City's parks and athletic fields. During the course of the year the following fields are maintained and reserved for numerous user groups: four baseball fields, five lacrosse fields, seven softball fields, two flag football fields, three football fields, one field hockey field, and 19 soccer fields.

During the spring and fall months (April to early June and late August to end of October), the main users of our fields are the three high schools, youth spring leagues, and our in-house department youth leagues. During the summer months, the main users of the fields are adult softball leagues, Sunset Baseball, adult baseball leagues, Babe Ruth baseball, the NH Wild Baseball Team and various summer camps.

Working with the Recreation and Parks Advisory Committee and members of the Keach Park Community, the Department continues to have a soccer field at Keach Park from early April to the end of October. This field is reserved for community use two evenings a week and all day on Sundays.

City Council

GOAL 8. RECREATION AND PARKS (continued)

- b) Terrill Park: The new Master Plan for Terrill Park has been approved and is fully permitted. Phase 1 of the project was approved in the fall of 2019, which includes a new upper parking lot, a new dog park, the paved Merrimack River Greenway Trail, and related site improvements. The work is scheduled to begin in May with Phase 1 being completed by the end of August. Phase 1 is funded in partnership with the Friends of the Merrimack River Greenway Trail, a grant from the Land and Water Conservation Fund, and the City of Concord.
- c) Merrimack River Greenway Trail (MRGT): The City is engaged in ongoing discussions with property owners, stakeholders, and potential partners concerning the possible acquisition of private property to support future development of the MRGT.
- d) City Trail System: As the Governor's State of Emergency was implemented, there was a significant uptick in trail usage leading to some concerns from the general public about parking and lack of social distancing. The Conservation Commission put out messaging to advise the community of the availability of other less popular trails as alternatives.

ONGOING INITIATIVE 1. TANNERY SITE/PARK

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

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

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

The current park concept plan was commissioned by the City in 2015 and had an estimated total cost of \$950,000. The concept included full reconstruction of the Canal Street Public Parking Lot. Adjusting for inflation, the estimated total cost of the project is \$1.35 million. It is anticipated that the total cost of the park will be supported by the Penacook Village Tax Increment Finance District, as well as with recreational impact fees. The schedule for the design and construction of the park will be addressed in the FY 2021 Capital Improvement Program.

ONGOING INITIATIVE 2. ENHANCED NEIGHBORHOOD STREET PROGRAMS

The FY 2020 Paving Project will be completed by Continental Paving this summer. At the March City Council meeting, Council approved the addition of Bog Road to be paved this summer, as well as the use of \$750,000 received last fall from the State Highway Block Grant fund. Continental Paving will start work on April 13, 2020, with a completion date of late October.

City Council

City Boards and Commissions

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

City Council

City Boards and Commissions (continued)

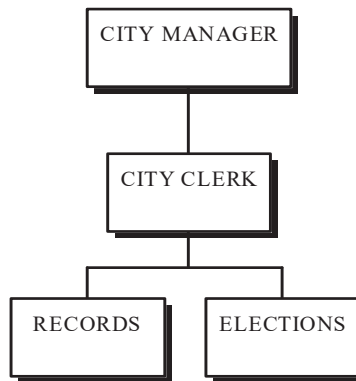
<u>Board/Commission</u>	<u># of Members</u>
Sears Block TIF District Advisory Committee	7
Solid Waste Advisory Committee	14
State-Capitol Region Planning Commission	10
Tax Exemption Policy Committee	5
Taxicab Licensing Board	3
Technical Review Committee	7
TPAC – Bike & Pedestrian Subcommittee	6
TPAC – 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

Mission

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

CITY CLERK DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

City Clerk

<u>Budget Detail</u>	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Licenses	\$29,812	\$31,183	\$32,300	\$32,000	\$32,800
Recording Fees	\$7,955	\$9,885	\$6,000	\$6,000	\$6,000
Sundry Services	\$49,593	\$57,906	\$46,120	\$50,000	\$46,120
Other Revenue	\$455	\$4,935	\$150	\$395	\$300
School District Payments	\$3,364	\$7,561	\$3,000	\$3,350	\$6,500
Total Revenue	\$91,179	\$111,469	\$87,570	\$91,745	\$91,720
Expense					
Compensation	\$277,646	\$326,504	\$345,515	\$328,470	\$358,082
Fringe Benefits	\$97,643	\$106,196	\$107,613	\$88,709	\$110,473
Outside Services	\$9,513	\$15,861	\$18,275	\$16,690	\$17,646
Supplies	\$10,779	\$26,444	\$23,275	\$14,000	\$22,300
Insurance	\$2,650	\$2,580	\$2,250	\$2,240	\$2,470
Total Expense	\$398,230	\$477,585	\$496,928	\$450,109	\$510,971

<u>Service Indicators</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
1. Birth Certificates Issued	2,622	2,750	2,804	2,700
2. Marriage Certificates Issued	983	1,170	1,345	1,100
3. Death Certificates Issued	2,797	3,850	4,417	3,750
4. Divorce Records Issued	202	224	230	200
5. Marriage Licenses Issued	404	466	320	350
6. Marriage Ceremonies Performed	123	127	25	100
7. Dog Licenses Issued	5,551	5,127	5,600	5,400
8. Notice of Intent to Issue Summons	250	276	250	250
9. Voter Registrations Processed	408	2,551	2,700	3,200
10. Absentee Voters Serviced	175	1,867	1,223	2,600
11. Average Number of Ballots Cast	5,057	28,631	20,682	30,000

2021 Goals

1. Ensure that staff continues to participate in all training relevant to vital records administration and election law to ensure efficiencies in customer service office responsibilities.
2. Advertise, recruit, and train new election officials to fill vacancies within the City's wards so that wards are fully staffed for the upcoming elections.
3. In preparation for the upcoming State Primary and the upcoming State General Elections, hold numerous election official trainings and voter registration fairs throughout the city.

City Clerk

2020 Goals Status

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.
9-Month Status: The City Clerk's office remains available to assist other staff members with implementation of the automated agenda system.
2. 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.
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.
9-Month Status: The City Clerk's Office, with help from the City's Public Information Officer, used social media as a tool to recruit residents to fill some vacant ward official seats within the city. Staff held multiple ward official trainings prior to the Presidential Primary Election held in February 2020; sessions were very effective.
4. In preparation for the upcoming Presidential Election in 2020, hold numerous election official trainings and voter registration fairs throughout the city.
9-Month Status: As stated above, staff held multiple ward official training sessions prior to the Presidential Primary Election held in February 2020; sessions were very effective. Staff will hold additional training/refresher sessions prior to the September State Primary, as well as the November General Election.
5. Working with the Public Information Officer and Concord TV, better educate and inform the public, via social media and television, of upcoming election and dog licensing related information.
9-Month Status: The City Clerk's Office, with help from the Public Information Officer, utilized social media and Concord TV to get information out to the community regarding elections and dog licensing. Social media was very effective.

General Overhead

<u>Revenue</u>	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Transfers					
Transfer In - Trust	\$409,369	\$213,761	\$32,500	\$32,500	\$15,000
Transfer In - Inspection	\$1,870	\$1,810	\$1,700	\$1,700	\$1,900
Transfer In - Parking	\$97,550	\$97,610	\$97,650	\$97,500	\$97,650
Transfer In - Airport	\$31,431	\$33,260	\$33,858	\$33,858	\$33,800
Transfer In - Conserv Prop	\$45,000	\$29,000	\$20,000	\$20,000	\$25,000
Transfer In - Impact Fee	\$57,890	\$104,540	\$95,000	\$95,000	\$0
Transfer In - Arena	\$46,544	\$49,987	\$47,723	\$47,723	\$46,667
Transfer In - NEOCTIF	\$38,300	\$40,215	\$42,226	\$42,226	\$44,335
Transfer In - Sears Block TIF	\$433,392	\$432,140	\$422,579	\$422,579	\$414,185
Transfer In - Penacook TIF	\$1,512	\$1,590	\$1,670	\$1,670	\$1,750
Transfer In - Water	\$469,821	\$508,375	\$520,259	\$520,259	\$520,459
Transfer In - Wastewater	\$597,310	\$649,105	\$655,309	\$655,309	\$655,509
Subtotal	\$2,229,989	\$2,161,393	\$1,970,474	\$1,970,324	\$1,856,255
Special Programs					
Cable TV Franchise	\$889,139	\$844,815	\$832,500	\$837,150	\$776,000
Transfer In - Trust	\$87,000	\$180,000	\$135,500	\$135,500	\$125,000
Subtotal	\$976,139	\$1,024,815	\$968,000	\$972,650	\$901,000
Risk and Insurance					
Retiree Health Insurance	\$1,411,249	\$1,449,900	\$1,409,670	\$1,334,900	\$1,338,680
Insurance Dist and Credits	\$0	\$253,917	\$0	\$99,935	\$0
Subtotal	\$1,411,249	\$1,703,817	\$1,409,670	\$1,434,835	\$1,338,680
Social Service Agencies					
Donations	\$0	\$13,125	\$10,000	\$10,000	\$10,000
Subtotal	\$0	\$13,125	\$10,000	\$10,000	\$10,000
Total Revenue	\$4,617,377	\$4,903,149	\$4,358,144	\$4,387,809	\$4,105,935

General Overhead

<u>Expense</u>	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Transfers					
Transfer Out - Trust	\$2,963,479	\$3,094,169	\$3,008,534	\$3,018,534	\$1,758,322
Transfer Out - Parking	\$0	\$40,706	\$38,099	\$38,099	\$48,932
Transfer Out -Grts & Donations	\$0	\$0	\$10,000	\$0	\$0
Transfer Out - Golf	\$48,000	\$62,750	\$57,351	\$50,251	\$40,596
Transfer Out - Gen Cap Proj	\$391,750	\$873,450	\$454,250	\$454,250	\$412,500
Subtotal	\$3,403,229	\$4,071,075	\$3,568,234	\$3,561,134	\$2,260,350
Special Programs					
Special Programs	\$402,597	\$402,820	\$379,800	\$379,800	\$322,690
Subtotal	\$402,597	\$402,820	\$379,800	\$379,800	\$322,690
Debt Service					
Bond Costs	\$53,851	\$86,453	\$57,030	\$26,800	\$49,200
Principal	\$4,530,636	\$5,203,475	\$5,412,500	\$5,412,500	\$5,836,390
Interest	\$1,506,008	\$1,732,335	\$1,885,300	\$1,885,300	\$1,851,849
Subtotal	\$6,090,494	\$7,022,263	\$7,354,830	\$7,324,600	\$7,737,439
Risk and Insurance					
Retiree Health	\$2,179,679	\$2,292,328	\$2,240,990	\$2,200,000	\$2,279,880
Professional Services	\$0	\$0	\$5,000	\$0	\$5,000
Insurance Deductible	\$9,369	\$8,918	\$15,000	\$10,000	\$15,000
Subtotal	\$2,189,048	\$2,301,245	\$2,260,990	\$2,210,000	\$2,299,880
Contingency					
Contingency	\$0	\$0	\$120,000	\$0	\$140,000
Subtotal	\$0	\$0	\$120,000	\$0	\$140,000
Comp Adjustment					
Full Time	\$0	\$0	\$421,958	\$0	\$172,980
Subtotal	\$0	\$0	\$421,958	\$0	\$172,980
Street Lighting					
Electricity	\$509,357	\$516,170	\$510,000	\$518,000	\$518,000
Subtotal	\$509,357	\$516,170	\$510,000	\$518,000	\$518,000
Social Service Agencies					
Special Programs	\$316,780	\$346,780	\$346,780	\$346,780	\$341,780
Subtotal	\$316,780	\$346,780	\$346,780	\$346,780	\$341,780
Total Expense	\$12,911,504	\$14,660,354	\$14,962,592	\$14,340,314	\$13,793,119

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

General Overhead

Supplemental Budget Information

Special Programs	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Expense					
Concord Community Television	\$342,597	\$336,537	\$313,800	\$313,800	\$256,690
League of NH Craftsmen	\$0	\$6,283	\$5,000	\$5,000	\$5,000
Holiday Celebrations	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000
Intown Concord	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Expense	\$402,597	\$402,820	\$379,800	\$379,800	\$322,690

Social Service Agencies	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Expense					
Community Action Program	\$17,710	\$17,710	\$17,710	\$17,710	\$17,710
Capital Area Transit (CAT)	\$165,350	\$165,350	\$165,350	\$165,350	\$165,350
Crisis Center of Central NH	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Concord Colition to End Homelessnes	\$0	\$30,000	\$30,000	\$30,000	\$30,000
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
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
Total Expense	\$316,780	\$346,780	\$346,780	\$346,780	\$341,780

General Overhead

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 2021.

League of NH Craftsmen

Level funding is recommended for the League of NH Craftsmen for FY 2021.

Cable TV Franchise/System

The fee for the cable TV franchise with Comcast for FY 2021 decreased from FY 2020. Funding for Concord TV for FY 2021 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 2021 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 2021. 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 2021.

Health Ins-Employee & Retiree

Includes the full cost of health insurance for retired employees. Overall, 58.7% 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

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 2021.

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 41.16% increase over FY 2020 funding. Level funding in the amount of \$17,710 is recommended for FY 2021.

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 2021; \$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 2021.

Penacook Community Center

Agency requested \$28,000 for this fiscal year, which represents no increase over FY 2020 funding. Level funding in the amount of \$28,000 is recommended for FY 2021. 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 2020 funding. Level funding in the amount of \$57,000 is recommended for FY 2021. 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 12.11% increase over FY 2020 funding. Level funding in the amount of \$31,220 is recommended for FY 2021. 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 2020 funding. Level funding in the amount of \$12,500 is recommended for FY 2021. Continued commitment to the serious issue of specialized housing for victims is recommended at this time.

General Overhead

Concord Coalition to End Homelessness

Agency requested \$30,000 for this fiscal year, which represents no increase over FY 2020. Level funding in the amount of \$30,000 is recommended for FY 2021.

New American Africans

FY 2020 was the last year of funding for this organization.