



***Non-public session in accordance with RSA 91-A: 3, II (d)  
to discuss property acquisition to be held at 6:15 p.m.***

**City Council Meeting  
Agenda  
March 9, 2015  
City Council Chambers  
7:00 p.m.**

1. Call to Order.
2. Invocation by the Reverend Emilia Halstead, First Congregational Church.
3. Pledge of Allegiance.
4. Roll Call.
5. Approval of the February 9, 2015 and the February 17, 2015 Meeting Minutes.
6. Agenda overview by the Mayor.

***- Consent Agenda Items -***

**Items Tabled for an April 13, 2015 Public Hearing**

7. Ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-6, Parking Prohibited at All Times in Designated Places, Schedule I, to establish no parking on portions of Oak, Fuller, and Marshall Streets; together with a report from the Director of Redevelopment, Downtown Services, & Special Projects.
8. Ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking Article 18-1, Stopping, Standing and Parking, Section 18-1-13, Parking Prohibited in Specific Places, Schedule XX, to establish a new City Parking Lot at Dixon Avenue; together with a report from the Director of Redevelopment, Downtown Services, & Special Projects.
9. Resolution authorizing the City Manager to divest of City property located at 8-10 Sexton Avenue; together with report from the Director of Redevelopment, Downtown Services and Special Projects.

City Council Agenda

March 9, 2015

2

10. Ordinance amending the Code of Ordinances, Title I, General Code; Chapter 14, Morals and Conduct, Use of Consumer/Permissible Fireworks; together with report from the City Solicitor in response to a request from Councilor Matson that consideration be given to an ordinance prohibiting the use and possession of high powered fireworks within the City of Concord. (8-7)
11. Ordinance amending the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines and Penalties; together with report from the Deputy City Manager – Finance.
12. Non-ordinance fees.

**From the City Manager**

13. Positive Citizen Comments.

**Consent Reports**

14. Diminimus gifts and donations report from the Library Director requesting authorization to accept monetary gifts totaling \$1,428.37 as provided for under the preauthorization granted by City Council.
15. Diminimus gifts and donations report from the Police Department requesting authorization to accept monetary gifts totaling \$9,172.80 as provided for under the preauthorization granted by City Council.
16. Diminimus gifts and donations report from the Human Services Director requesting authorization to accept monetary gifts totaling \$350.00 as provided for under the preauthorization granted by City Council.
17. Report of the Trustees of the Trust Funds, June 30, 2014; together with report from the City Treasurer.
18. Report from the Zoning Administrator in response to a communication from April Begosh, Healthy Pets New Hampshire, requesting that the classification of a dog daycare be reviewed taking into consideration the differences between a dog daycare and a commercial kennel. (11-8)
19. Overall Economic Development (OEDP) Annual Performance Report from the Deputy City Manager - Development.

**Consent Resolutions**

20. Resolution recommending that any passenger Rail Service Implemented in New Hampshire as a result of the New Hampshire Capitol Corridor Rail and Transit Alternatives Analysis

include service to Concord; together with report from the Deputy City Manager – Development.

**Consent Communications**

21. Street closure request for a March for Justice and Freedom event to take place on May 2, 2015.
22. Street closure request for the Christa McAuliffe Fun Fair Carnival to take place on Thursday, May 21, 2015.
23. Street closure request for the 23<sup>rd</sup> Annual New Hampshire Law Enforcement Memorial Ceremony to be held on Friday, May 22, 2015.
24. Street closure request for the 41<sup>st</sup> Annual Market Days to be held Thursday, June 25, 2015 through Sunday, June 28, 2015.
25. Street closure request from Patricia Connolly for a Block Party to be held on Sunday, July 5, 2015.

***\*\*End of Consent Agenda\*\****

**26. March 9, 2015 Public Hearings**

- A. Resolution authorizing the Annual Appraisal of Real Estate at Market Value per RSA 75:8-b; together with report from the Director of Real Estate Assessments. (2-7) ***(In accordance with RSA 75-8-b public hearings must be held in March and April, with Council action to take place in May)***
- B. Ordinance amending the Code of Ordinances, Title I, General Code; Chapter 17, Vehicles and Traffic, Article 17-7, Rights and Duties of Pedestrians, Section 17-7-3, the Passing of Items to or from the Occupant of a Motor Vehicle on a Roadway; together with report from the Police Chief. (2-8)
- C. Ordinance amending the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Article 28-2, Zoning Districts and Allowable Uses, Article 28-5, Supplemental Standards, Article 28-7, Access, Circulation, Parking, and Loading and Glossary, Alternative Treatment Centers; together with report from the Deputy City Manager – Development. (11-10) (2-9)
- D. Schematic design, cost estimates, and financial pro forma for a proposed City-wide Multigenerational Community Center, CIP #443 report by the Director of Redevelopment, Downtown Services, & Special Projects. (2-33) ***(Supplemental report from the Director of Redevelopment, Downtown Services & Special projects; together with letters of supports for the proposed community center)***

**March 9, 2015 Public Hearing Action**

27. Ordinance amending the Code of Ordinances, Title I, General Code; Chapter 17, Vehicles and Traffic, Article 17-7, Rights and Duties of Pedestrians, Section 17-7-3, the Passing of Items to or from the Occupant of a Motor Vehicle on a Roadway; together with report from the Police Chief. (2-8)
28. Ordinance amending the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Article 28-2, Zoning Districts and Allowable Uses, Article 28-5, Supplemental Standards, Article 28-7, Access, Circulation, Parking, and Loading and Glossary, Alternative Treatment Centers; together with report from the Deputy City Manager – Development. (11-10) (2-9)
29. Schematic design, cost estimates, and financial pro forma for a proposed City-wide Multigenerational Community Center, CIP #443 report by the Director of Redevelopment, Downtown Services, & Special Projects. (2-33) *(Supplemental report from the Director of Redevelopment, Downtown Services & Special projects; together with letters of supports for the proposed community center)*

**Reports**

**New Business**

**Unfinished Business**

30. Resolution amending the official map so as to establish the mapped lines of a future street for a new street from the intersection of Storrs and Theatre Streets southerly to Langdon Avenue; together with report from the Assistant City Planner. (1-16) (2-33I; 2-42) (3-39) (4-37) (5-58) (6-53) (7-40) (8-65) (9-37) (10-36) (11-40) (12-37)(1-42) (2-56) (3-45) (4-18) (5-45) (6-42) (7-38) (8-26) (9-42) (10-41) (11-41) (12-33) (1-47) (2-34) *(Action on this item tabled following a February 2013 public hearing)*
31. Ordinance amending the Code of Ordinances, Title III, Building and Housing Codes; Chapter 27, Housing Maintenance and Occupancy Code; Article 27-1, Housing Maintenance and Occupancy Code, Section 27-1-5, Amendments to the International Property Maintenance Code/2009; together with report from Code Administration. (8-14)(9-26C; 9-29) (10-37) (11-41) (12-38) (1-43) (2-57) (3-46) (4-49) (5-46) (6-43) (7-39) (8-27) (9-43) (10-42) (11-42) (12-34) (1-48) (2-35) *(Action on this item was tabled after a public hearing was held on September 9, 2013.)*

**Comments, Requests by Mayor, City Councilors**

**Comments, Requests by the City Manager**

**Consideration of Suspense Items**

**Adjournment**

City Council Agenda

March 9, 2015

5

**Information**

- 3 Inf 1 December 16, 2014 January 7, 2015 and February 17, 2015 Committee for Concord's Plan to End Homelessness Meeting Minutes.
- 3 Inf 2 January 22, 2015 and February 5, 2015 Transportation Policy Advisory Committee Meeting Minutes.
- 3 Inf 3 March 2, 2015 Concord Public Library Board of Trustees Meeting Minutes.
- 3 Inf 4 On-Site Full Compliance Evaluation Report of Concord's Steam Corporation in Concord, NH by the NH Department of Environmental Services.





***Non-public session in accordance with RSA 91-A: 3, II (d)  
to discuss property acquisition to be held at 6:15 p.m.***

City Council Meeting  
**Draft Minutes**  
**February 9, 2015**  
City Council Chambers  
7:00 p.m.

1. Call to Order.
2. Invocation
3. Pledge of Allegiance.
4. Roll Call. Councilors Bennett, Bouchard, Mayor Bouley, Councilors Champlin, Coen, Herschlag, Keach, Matson, McClure, Nyhan, St. Hilaire, Shurtleff and Todd were present. Councilors Grady Sexton and Werner were excused.
5. Approval of the January 12, 2015 Minutes.

**Action:** Councilor St. Hilaire moved approval of the January 12, 2015 meeting minutes. The motion was duly seconded and passed with no dissenting votes.

6. Agenda overview by the Mayor.

***- Consent Agenda Items -***

***Note: items listed as pulled from the consent agenda  
will be discussed at the end of the meeting.***

**Action:** Councilor Champlin moved approval of the consent agenda with item 27 being removed for discussion at the end of the agenda. The motion, as amended, was duly seconded and passed with no dissenting votes.

**Items Tabled for a March 9, 2015 Public Hearing**

7. Resolution authorizing the Annual Appraisal of Real Estate at Market Value per RSA 75:8-b; together with report from the Director of Real Estate Assessments.
8. Ordinance amending the Code of Ordinances, Title I, General Code; Chapter 17, Vehicles and Traffic, Article 17-7, Rights and Duties of Pedestrians, Section 17-7-3, the Passing of

Items to or from the Occupant of a Motor Vehicle on a Roadway; together with report from the Police Chief.

9. Ordinance amending the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Article 28-2, Zoning Districts and Allowable Uses, Article 28-5, Supplemental Standards, Article 28-7, Access, Circulation, Parking, and Loading and Glossary, Alternative Treatment Centers; together with report from the Deputy City Manager – Development. (11-10)

### **From the City Manager**

10. Positive Citizen Comments.

### **Consent Reports**

11. Diminimus gifts and donations report from the Library Director requesting authorization to accept monetary gifts totaling \$2,515.75 as provided for under the preauthorization granted by City Council.
12. Diminimus gifts and donations report from the Police Department requesting authorization to accept monetary gifts totaling \$1,500 as provided for under the preauthorization granted by City Council.
13. Council Quarterly Priorities Report from the City Manager.
14. Report from the Deputy City Manager – Finance outlining the Fiscal Policy Advisory Committee's (FPAC) recommendation on the FY2016 tax rate target.
15. December fiscal year to date 2015 Financial Statements from the Deputy City Manager – Finance.
16. Report from the City Treasurer regarding the City of Concord's January 15, 2015 bond sale.
17. Semi-Annual Report of Contracted Solid Waste and Recycling Services from the General Services Director.
18. Hall Street Wastewater Facility Odor Mitigation Update from the General Services Director.
19. Report from the Transportation Policy Advisory Committee recommending the development of a multi-year capital replacement program for Concord Area Transit buses. (*Revised report submitted*)
20. Report from the Transportation Policy Advisory Committee (TPAC) recommending that City Council authorize TPAC to submit a letter to the New Hampshire Department of Transportation supporting Central New Hampshire Regional Planning Commission's intention to apply for Federal Transit Authority funding for the Boarding and Alighting Study for Concord Area Transit.

City Council Minutes

February 9, 2015

3

21. Current Use Change Tax Quarterly Status Report from the Director of Real Estate Assessments.
22. Report from the Director of Real Estate Assessments on behalf of the Tax Exemption Committee regarding revisions to the existing elderly and blind exemptions and veteran tax credits.
23. Report from the Director of Parks and Recreation recommending the City Manager be authorized to amend cemetery rules.

**Consent Resolutions**

24. Resolution in recognition of the services of Administrative Specialist I, Betty L. Martin. *(For presentation in March)*
25. Resolution authorizing the City Manager to enter into a land transaction between the City and Unitil Energy Systems, Inc.; together with report from the Deputy City Manager – Development.

**Consent Communications**

26. Street closure request for the 2015 Making Strides Against Breast Cancer event to take place on Sunday, October 18, 2015.
27. Street closure request from the Concord Farmers Market Association requesting Capitol Street be closed on Saturdays from 6:00 a.m. to 1:00 p.m. beginning May 16, 2015 with an anticipated closing date of October 31, 2015. *(Pulled from consent by Councilor Keach)*

**Action:** Item removed from the consent agenda for discussion

***\*\*End of Consent Agenda\*\****

28. **February 9, 2015 Public Hearings**

- A. Resolution accepting and appropriating the sum of \$12,500 in grant funds from the Critical Infrastructure Protection Grant 2015 for the purpose of purchasing video surveillance equipment at the Hall Street Wastewater Plant; together with report from the General Services Director. (1-10)

**Action:** There being no Council objection, public hearing items A and B were read together.

City Manager Tom Aspell provided a brief overview.

Mayor Bouley opened the public hearings for items A and B. There being no public testimony, the Mayor closed the hearings.

- B. Resolution accepting and appropriating the sum of \$12,500 in grant funds from the Critical Infrastructure Protection Grant 2015 for the purpose of purchasing video surveillance equipment at the Hutchins Street Water Treatment Plant; together with report from the General Services Director. (1-11)

**Action:** Public hearing for this item taken with item A.

- C. Resolution authorizing the transfer and use of \$422,402.16 as allowance for abatements in the Fiscal Year 2015 General Fund Operating Budget; together with report from the Deputy City Manager -- Finance. (1-12)

**Action:** City Manager Tom Aspell provided a brief overview.

Mayor Bouley opened the public hearing. There being no public testimony, the Mayor closed the hearing.

- D. Resolution accepting and appropriating the sum of \$36,186.70 from the sale of tax deeded property located at 114 Iron Works Road for management of the tax deeded property account; together with report from the Treasurer/Tax Collector. (1-13)

**Action:** City Manager Tom Aspell provided a brief overview.

Mayor Bouley opened the public hearing. There being no public testimony, the Mayor closed the hearing.

#### **February 9, 2015 Public Hearing Action**

29. Resolution accepting and appropriating the sum of \$12,500 in grant funds from the Critical Infrastructure Protection Grant 2015 for the purpose of purchasing video surveillance equipment at the Hall Street Wastewater Plant; together with report from the General Services Director. (1-10)

**Action:** Councilor Nyhan moved approval. The motion was duly seconded and passed with no dissenting votes, receiving the necessary two-thirds vote.

30. Resolution accepting and appropriating the sum of \$12,500 in grant funds from the Critical Infrastructure Protection Grant 2015 for the purpose of purchasing video surveillance equipment at the Hutchins Street Water Treatment Plant; together with report from the General Services Director. (1-11)

**Action:** Councilor Nyhan moved approval. The motion was duly seconded and passed with no dissenting votes, receiving the necessary two-thirds vote.

31. Resolution authorizing the transfer and use of \$422,402.16 as allowance for abatements in the Fiscal Year 2015 General Fund Operating Budget; together with report from the Deputy City Manager – Finance. (1-12)

**Action:** Councilor Nyhan moved approval. The motion was duly seconded and passed with no dissenting votes, receiving the necessary two-thirds vote.

32. Resolution accepting and appropriating the sum of \$36,186.70 from the sale of tax deeded property located at 114 Iron Works Road for management of the tax deeded property account; together with report from the Treasurer/Tax Collector. (1-13)

**Action:** Councilor Nyhan moved approval. The motion was duly seconded and passed with no dissenting votes, receiving the necessary two-thirds vote.

### Reports

33. Presentation of schematic design, cost estimates, and financial pro forma for a proposed City-wide Multigenerational Community Center, CIP #443 by the Director of Redevelopment, Downtown Services, & Special Projects. *(Supplemental report submitted)*

**Action:** Matt Walsh, Director of Redevelopment, Downtown Services, & Special Projects, introduced the design team consisting of Gerry Blanchette, HL Turner Group, Joel Bargmann, BH+A Architects, and Ken Ballard, Ballard & King.

Mr. Walsh provided a detailed power point presentation. His presentation included an overview of the project site; the Heights neighborhood demographic; a review of the project history; review the results of the schematic design effort; branch library and Concord TV options; the budget; staff recommendation. He explained that the proposed facility would be located at Keach Park on the Heights. He provided statistical demographic information for the area of the Heights versus Airport/Manchester Road area and the city overall. He provided a history of the project explaining that it began in early 2000 with feasibility studies in 2004 and 2011. He indicated that they just completed schematic design recalling that back in August, the Council had asked that design concepts be brought forward: one to work with 1965 wing of the Dame School building; one to work with the 1940's wing of the Dame School building; and one that would be brand new.

Mr. Walsh stated that they are going to show design concepts that are really a ten percent design articulating that it's not enough of a design to hire a contractor to build it but it's enough of a design to get a contractor to give them a good order of magnitude price so that they know what it will cost; he pointed out that they have done that, as part of a design team, using Milestone Engineering Construction which is a well-known general contractor here in Concord who actually priced these concepts for them. He explained that the "A" options are the base programs and the "B" options include Concord TV and a library. Mr. Walsh highlighted some of the features of the options.

Option 1A, 1965 wing, is just under 70,000 square feet with a cost of just over \$14.1 million. It would include a turf field, a service desk, the existing cafeteria would be preserved as a large multipurpose room, the former library and some classrooms would be used as Park and Recreation offices, four multipurpose rooms/exercise rooms and a senior room, a collegiate sized gymnasium, locker rooms, a separate entrance to the rest of Keach Park, and an elevated walking track. This facility would be single story with the exception of the walking track which would be built inside the gymnasium. Option 1B, 1965 wing, is exactly the same as 1A but includes the library and Concord TV; the price increases to \$16.1 million and the addition of the library would be "bolted" on to the front of the building. Mr. Walsh added that all these concepts include 211 parking spaces. He further added that there is a service road that would come off of Loudon Road.

Options 2A and 2B includes a complete demolition and replacement of the existing structures. Mr. Walsh noted that this is an interesting concept for the Council to explore for a few reasons: the square footage drops considerably down to approximately 63,000 square feet for the base program but includes a more compact and efficient structure and would be the least expensive for the city to operate yearly. It includes a main lobby, a turf field, gymnasium, locker rooms, custodial maintenance, senior facility, a large multipurpose room, a shared kitchen, the Parks and Recreation offices would be located at the bottom side of the gymnasium, four multipurpose rooms, and a walking track inside of the gymnasium. Option 2B is similar with the difference being the addition of a library and Concord TV which necessitates the building of a two story structure in order to stay within the footprint; it would include the four multipurpose rooms plus two additional and the Parks and Recreation offices would be located on the second floor. The square footage increases from 63,000 square feet to over 76,000 square feet and would be \$16.8 million instead of \$14.1 million for Option 2A.

Option 3A, 1940's wing, includes a lobby area, gymnasium, senior room, a large multipurpose room, a kitchen, six multipurpose/exercise rooms, a turf field, and a walking track inside the gymnasium. Mr. Walsh indicated that they informally call this option the "mall option" because it has a very long central corridor similar to a commercial mall. In option 3B, the program for the space changes so rather than having the senior space, multipurpose space and office space the library takes over the share of most of this space. There would also be a 3,000 square foot space added for Concord TV. This option also necessitates adding a second story to maintain the base program of multipurpose rooms. This concept includes a building that is approximately 84,000 square feet with pricing just under \$17.4 million.

Mr. Walsh highlighted the financial summary which includes the total square footage to be built, the total construction costs, the fundraising goal, the net amount to be bonded, and the annual cost to taxpayers. He further highlighted the financial analysis for the library and Concord TV. He explained that one alternative as opposed to moving forward with any of the options would be to simply renovate the existing Dame School and the Heights Community Center. They would need to put the investment that's needed into them to hold them together to make them facilities that are usable to the public to the extent that their

programmatic limitations allow them to be. There would be just under 50,000 square feet to renovate and would include a \$7.5 million investment that would be required. He noted that the staff's recommendation is Option 2A for \$14.1 million for new construction. **(Printed powerpoint presentation on file in the City Clerk's Office)**

Referencing the basketball court, Councilor St. Hilaire noticed that there didn't appear to be any benches or seating for spectators. Mr. Bargmann indicated that the benches pull out. Councilor St. Hilaire thought he read that this was going to be similar to an enterprise fund or partly like an enterprise fund. He asked if he is assuming that there is a pro forma that will view out possible rents or if there will there be a shortfall that they will need to factor into these financial figures. Mr. Walsh responded that they did allude to operating this facility as a special revenue fund as they do the arena and golf course. He indicated that there has been a business plan prepared by Ballard & King which Council received this evening as a part of the supplemental agenda package. He explained that Ballard & King took a look at each option and estimated the operating cost and revenues associated. City Administration, to be more conservative, decided to reduce revenues in the first year by thirty percent from what Ballard & King estimated. He stated that staff has stepped that reduction over the initial five years of operating so, by year five, there will be a ten percent revenue reduction from what Ballard & King projected.

Councilor Bouchard indicated that she was a little disappointed that the cafeteria and the stage area could not be repurposed. She stated that it appeared at the community meetings that the public really wanted to save something of history within the Heights community. She inquired if there is a possibility that it could be repurposed. Mr. Walsh responded that they could go back and evaluate whether or not it's conceivable to save the cafetorium space. He stated that it's going to be a more complicated preservation of this space and speculates that it would lead to potential inefficiencies. Councilor Bouchard asked if Eagle Avenue is a pedestrian walkway. Mr. Walsh responded no stating that it's currently a piece of grassy area. Councilor Bouchard inquired whether it would be a future walkway within the plans. Mr. Walsh responded that the intention would be to have it as a service road to get to the back of the facility for maintenance purposes. It would not be a public way.

Councilor Champlin seconded Councilor Bouchard's concerns about trying to save the iconic portion of the 1940's structure.

Councilor Herschlag noticed that the lobby area in 2A is the largest but yet is the smallest facility. He inquired as to the reason for this. Mr. Bargmann replied that 2A is the one scheme that has a centralized lobby and the others are more of a linear lobby so it consolidates the circulation that emanates throughout the buildings; it was the only one that offered the opportunity to have a common area. He indicated that, from a revenue point of view, it has the kitchen close which allows for concessions being served out into the lobby space when the turf field is being used; it becomes a stronger part of the plan than just mere circulation space. Councilor Herschlag asked if there was air conditioning in the field house. Mr. Bargmann responded that it's typical not to air condition the turf centers; the reason being that most of the people that use the turf centers go outside in the summer days – the

summer months are less used on the turf facility. Councilor Herschlag asked whether the revenue figures took this into account. Mr. Bargmann responded yes. Referencing heating and ventilation, Councilor Herschlag inquired whether alternate sources were looked at. Mr. Bargmann replied that they will be looked at in the future. He explained that the trend in community centers is doing super insulated walls and ceilings so that there is not as much air conditioning or heating to provide in the first place. He noted that one of the reasons that it's less expensive on an operating cost is that there is less surface area and roof area on Option 2. Councilor Herschlag asked if Council will be given a comparison between using some innovating heating/cooling system compared to standard heating/cooling sources. Mr. Bargmann responded yes.

Referencing the library addition potential, Councilor Coen recalled that the recommendation from the study a few years ago was to have a centralized library and not to use branch libraries. He stated that this appears to be a change in philosophy inquiring whether this is the position that they want to move forward with. He asked what type of effect this would have with the concept of building a new library. City Manager Tom Aspell explained that after they had the public forums, there was a strong statement from the community that they wanted the city to explore providing library services to the Heights. He stated that the demographics clearly show that this is the most underserved and the area that could use the greatest amount of services that the library provides. Mr. Aspell pointed out that Option 2A does not include a library because there are other needs for library: the Penacook library does not serve the community well but does the best it can with the facility it has; the main library needs improvements.

Councilor McClure, referencing page 11, pointed out that there are a number of reasons why staff chose Option 2A which seems to be for mostly monetary reasons. She wondered if there were other, less monetary, reasons they chose this option as their preferred alternative. Mr. Aspell responded that the main library discussion in the past has either been acquiring a new site in the downtown area or staying on campus and expanding the existing area which is a discussion that Council needs and wants to have. He feels that the most efficient way to provide resources to the entire community is to expand the existing library or to build a new library and feels that it's important to improve the library services in Penacook. He feels that these two libraries rank ahead of building a branch library in the Heights. Referencing Concord TV, Mr. Aspell noted that since they have been in the existing community center that they operate now, they have been a great partner and he sees a great opportunity for them to improve their services, however, the cost of expanding this and having the taxpayers pay for this is quite an expense and something that the Council needs to make a decision on. He does feel that Concord TV needs to be a part of the new community center or improved existing community center but how they do that is something that needs to be discussed.

Referencing Mr. Aspell's response to Councilor McClure in regards to the library, Councilor Champlin asked if this planning is taking into account what appears to be a high percentage of the residents of the Heights who don't have access to private transportation. Mr. Aspell responded that it does.

Councilor Keach questioned whether there were any restrictions or covenants that went with the deed when the school conveyed the property to the city. Mr. Walsh recalled that there were two items: that the school has the ability to use the turf field under the existing city/school agreement just as the city has the ability to use their gymnasium space; if the city ever stops using the property the city would have to convey it back to the school district.

Councilor Herschlag indicated that he notices a difference in revenue estimates between the consultants and staff. He inquired as to how staff came up with the thirty percent difference and how does that anticipated fee structure compare with some of the existing private sector facilities. Mr. Walsh responded that Ballard & King put together revenue projections for the facility done in conjunction with the Parks and Recreation Department based on what they thought the market place would be willing to pay. Mr. Walsh explained that when City Administration reviewed the revenue estimates for year one, they wanted to be very conservative to make sure that when they were going into this that they were being as responsible as possible to the taxpayers and setting realistic expectations of what things might bring. Mr. Ballard explained that they spent a lot of time trying to benchmark the rates for different types of programs as well as admissions to the facilities. He noted that this is really a program based facility in which the greatest source of revenue is coming from programmatic uses of the space as well as rentals. Mr. Ballard noted that they did base this on what the market tells them in terms of rates to be charged; they worked with the Recreation Director to develop a fee structure that they felt matched not only the location of the facility but also reflected the values of those types of services in the greater Concord community.

Mayor Bouley indicated that Council is scheduled to meet on February 17<sup>th</sup> to discuss the outyears of the CIP and they could talk about this on that date as well. He stated that he was hoping that they could discuss what they like, what they don't like, are there other scenarios, and other things they would like see examined this evening.

Councilor Bouchard asked whether it could be explored whether it's possible to keep the small cafeteria/stage area. She would like to see if they can work out a less costly arrangement with the library such as ordering online and picking up books; something simple for people that don't have transportation.

Councilor Coen pointed out that he didn't see any schematics of what the exterior front of the building would look like. He inquired whether this is going to look like a traditional type of building or modern looking. Mr. Walsh responded that they would be happy to bring back some exterior renderings of the building; these would be very preliminary sketches which may change over time but would give Council a good idea of what they have in mind at this point.

Councilor Nyhan noted his concern with the cost of the project and the timing of the schedule of the project.

Councilor Champlin noted that, in addition to access to books, he feels that it's also important to have access to the internet and computer services for those that don't have access to these services.

Councilor Herschlag shared Councilor Bouchard's and Champlin's concerns. He added that he also has concerns in regards to the cost of this project.

Councilor Todd echoed Councilor Champlin's comments in regards to technology features being made available. He would like to see if this facility would be amenable to having this included. He also noted his concerns with the cost of the project.

Councilor Champlin moved to set this item for a March 9, 2015 public hearing. The motion was duly seconded and passed with no dissenting votes.

### **New Business**

### **Unfinished Business**

34. Resolution amending the official map so as to establish the mapped lines of a future street for a new street from the intersection of Storrs and Theatre Streets southerly to Langdon Avenue; together with report from the Assistant City Planner. (1-16) (2-33I; 2-42) (3-39) (4-37) (5-58) (6-53) (7-40) (8-65) (9-37) (10-36) (11-40) (12-37)(1-42) (2-56) (3-45) (4-18) (5-45) (6-42) (7-38) (8-26) (9-42) (10-41) (11-41) (12-33) (1-47) (*Action on this item tabled following a February 2013 public hearing*)

**Action:** This item remains on the table.

35. Ordinance amending the Code of Ordinances, Title III, Building and Housing Codes; Chapter 27, Housing Maintenance and Occupancy Code; Article 27-1, Housing Maintenance and Occupancy Code, Section 27-1-5, Amendments to the International Property Maintenance Code/2009; together with report from Code Administration. (8-14)(9-26C; 9-29) (10-37) (11-41) (12-38) (1-43) (2-57) (3-46) (4-49) (5-46) (6-43) (7-39) (8-27) (9-43) (10-42) (11-42) (12-34) (1-48) (*Action on this item was tabled after a public hearing was held on September 9, 2013.*)

**Action:** This item remains on the table.

### **Comments, Requests by Mayor, City Councilors**

Referencing item 16, Mayor Bouley congratulated Mike Jache and the entire Treasurer's Office/Finance Department for saving a lot of money by going out to the bond market.

Mayor Bouley complimented General Services for the storm clean up during/after snowstorms this winter.

Councilor Keach noted that the Black Ice Hockey Tournament was another success. He recognized the work of Parks and Recreation and General Services during this event.

Councilor Todd indicated that Friends of Poulin Park are continuing to raise money for the renovation of the park including the construction of a new gazebo; they have a "buy a brick" program that people can participate in. For more information people can visit penacook.org.

Councilor Bouchard announced that the new Parks and Recreation brochure is available.

Councilor Herschlag noted that there will be a Ward Two meeting at the Newell Post Restaurant at 6:00 p.m. on Friday, February 20, 2015. Everyone is invited to attend.

### **Comments, Requests by the City Manager**

City Manager Tom Aspell inquired as to what time the Council wished to meet for their workshop on Tuesday, February 17<sup>th</sup>.

The consensus of the Council was to meet at 5:30 p.m. on February 17<sup>th</sup>.

### **Consideration of items pulled from the consent agenda for discussion**

- Item 27 has been pulled from the consent agenda for discussion.

27. Street closure request from the Concord Farmers Market Association requesting Capitol Street be closed on Saturdays from 6:00 a.m. to 1:00 p.m. beginning May 16, 2015 with an anticipated closing date of October 31, 2015. *(Pulled from consent by Councilor Keach)*

**Action:** Councilor Keach noted that he feels that this is a wonderful event that draws a lot of people downtown. His concern is that, as an organization, they pay one vendor fee of approximately \$1,500 and there are forty independent businesses that participate. He feels that this is an unfair advantage for them. He would like to see Council approve the application and the closing of the street for the coming year, but refer this to staff to see if maybe a different ordinance could be drafted that would recognize that an umbrella organization, that represents forty individual businesses, perhaps should pay a fee that is substantially more than \$1,500 going forward.

Councilor Keach moved to approve this street closure request, refer this item to Legal and Community Development, and research what other communities do in licensing/permitting this type of organization. He stated that he is very supportive of the organization but is only concerned that they are not paying their fair share. The motion was duly seconded.

Councilor Herschlag inquired as to how the city deals with vendors when they come in for Market Days or other short term events. Mr. Aspell responded that they pay a fee structure. He indicated that he will bring that information forward as part of this.

Mayor Bouley stated that he feels that the Farmers Market is one of the most successful venues in the city. He stated that the big issue for him is how they structure this so they don't price out people who they want to encourage to create events in the city. He stated that it's not as simple as just the Farmers Market, it's a much bigger picture of what they want to encourage with the fee structure and what do they want to make sure is fair to the existing businesses.

Councilor McClure asked if the Arts Market is the same type of umbrella type of organization as the Farmers Market. Mr. Aspell responded that his understanding is that it was held separately but at the same time. Councilor McClure inquired whether they pay the same way; one dollar amount for multiple entities. Mr. Aspell responded yes.

Councilor Keach noted that he didn't mean to single out the Farmers Market but did want to hold this up as an example that they need to have this discussion. He pointed out that there are many examples of this in the city.

Councilor Champlin feels that this is a good thing to look at but wants to reiterate that they need to be careful in making sure that they foster the kinds of activity and businesses that add to downtown and generate the activity that the city needs.

Councilor Keach's motion passed with no dissenting votes.

Mayor Bouley reminded Councilors to complete and submit their questionnaires for the City Manager's review.

### **Consideration of Suspense Items**

#### **Adjournment**

The time being 8:34 p.m., Councilor St. Hilaire moved to adjourn the meeting. The motion was duly seconded and passed with no dissenting votes.

*A true copy; I attest:*

*Michelle Mulholland  
Deputy City Clerk*

**MINUTES**

**City Council Workshop Meeting**

**February 17, 2015**

**City Council Chambers 5:30PM**

**Present:** Mayor Bouley; Councilors Todd, Herschlag, McClure, Champlin, Grady Sexton, Shurtleff, Coen, Keach, Bennett, Matson, White Bouchard, and St. Hilaire. Councilors Werner and Nyhan were absent.

Mayor Bouley opened the meeting at approximately 5:40 PM. He explained the purpose of the session was to discuss the City’s highway improvement program, as well as the “out years” of the City’s Capital Improvement Program.

**Highway Improvement Program**

The City Manager and staff from the General Services Department exhibited a presentation to the City Council which detailed the current condition of the City’s local roadway system, historical spending levels on annual roadway reconstruction programs, as well as future projections of the amount of highway which will be reconstructed given current spending levels. The presentation included a recommendation for the City to issue a \$4 million bond to assist with reconstruction of local highways over the next two years.

**Capital Improvement Program**

The City Council then undertook a detailed review of the out years of the Capital Improvement Program (CIP). The out years of the CIP are FY 2016-2024. The review was done by topical area.

1. Airport: No changes were made to any projects in this category.
2. Arena: No changes were made to any projects in this category.
3. Bridges: No changes were made to any projects in this category; however, significant discussion was as follows:
  - a. Discussion of the State Bridge Aid Program ensued. It was noted that demand for State funding was not presently high and that the City Administration should consider expediting CIP 361, 478, or 498 to take advantage of potentially available State funds.
  - b. CIP 518 Turtle Town Dam: Councilor McClure suggested that the City consider removing the dam to restore natural flow of the water body. Ed Roberge, City Engineer, discussed the City’s historical approach for managing flowage and specific repairs needed for the dam. Following the discussion, no changes were made to the project.
4. Cemeteries: No changes were made to any projects in this category.
5. Community Planning: No changes were made to any projects in this category.

6. Downtown: No changes were made to any projects in this category.
7. Fire Vehicles: No changes were made to any projects in this category.
8. Golf: No changes were made to any projects in this category.
9. General Services Vehicles: No changes were made to any projects in this category.
10. Information Technology and Communications: No changes were made to any projects in this category.
11. Intersections: No changes were made to any projects in this category.
12. Other Vehicles: No changes were made to any projects in this category.
13. Parking: No changes were made to any projects in this category.
14. Parks and Open Space: No changes were made to any projects in this category; however, significant discussion was as follows:
  - a. CIP 51 White Park: It was the consensus of the City Council to delay the new skate house project from FY2016 to a future out year due to lack of private donations to undertake the project in the next fiscal year.
  - b. CIP 557: There were several comments offered by multiple City Councilors regarding the potential need for a Needs Assessment and Master Plan for Memorial Field; however, no decision was made in this regard. There was also significant discussion of the condition of the bleachers at the football field and Doanne Diamond.
15. Public Buildings: No changes were made to any projects in this category; however significant discussion was as follows:
  - a. CIP 558 City Hall Campus Renovation / Expansion and CIP 68 New Library: Discussion ensued about the concept of a new City Library, Police Station, and master plan for the City Hall Campus. The City Manager noted that the City Council should consider providing direction regarding the future of the Library, whether it be a new facility downtown per the 2007 Library Needs Assessment, renovation and expansion of the Library at the present Green Street location, and the need for branch locations (especially in light of CIP 443 City Wide Community Center Project). Discussion ensued but no direction was provided and it was the consensus of the City Council to seek additional information about the subject of the Library for a potential future workshop.
16. Public Safety: No changes were made to any projects in this category; however, significant discussion was as follows:

- a. CIP 252 Fire Station Improvements: Discussion of the proposed needs assessment for the four fire stations occurred, as well as a relocation study for the Heights Station on Loudon Road. The City Council asked that the location study include all four stations in the system to determine whether they are best located for future growth in the City.
17. Sewer Collection: No changes were made to any projects in this category.
18. Sewer Treatment: No changes were made to any projects in this category; however, significant discussion was as follows:
- a. CIP 89 Hall Street Waste Water Plant Odor Control: Discussion of the status of the project occurred. City Administration explained that it would prefer to delay the third and final phase of improvements to see whether the recently completed Phase II improvements achieved desired reductions in odor emissions.
19. Sidewalks and Streetscapes: No changes were made to any projects in this category.
20. Solid Waste Management: No changes were made to any projects in this category; however, significant discussion was as follows:
- a. CIP 381 Landfill Closure and Maintenance: Discussion of the need to formally close and cap the Old Suncook Road Landfill ensued, including the status of regulatory orders and permits. Discussion of potential recreational opportunities currently included in the plan to cap the facility also occurred. However, no changes were made to the project.
21. Storm Sewer: No changes were made to any projects in this category.
22. Street Corridor Improvements: No changes were made to any projects in this category; however, significant discussion was as follows:
- a. CIP 503 Eastman Street Streetscape Improvements: A discussion ensued about the viability of this project, given that the City is no longer eligible to seek Congestion Mitigation Air Quality improvement grants from the Federal Government, as central New Hampshire is in compliance with air quality standards. City Administration noted it may terminate the project.
23. Streets New Construction:
- a. CIP 40 Langley Parkway: Mayor Bouley shared an email he had received from Councilor Herschlag asking that he recuse himself from discussing the Langley Parkway project, as his consulting firm represents Concord Hospital. It was noted that the Hospital stands to benefit from the project and has financially supported design and construction of previous phases of the project. The Mayor noted that he did not believe he personally had a conflict of interest with the project, as his business partner represents Concord Hospital, but stated that he would recuse himself from the discussion. The Mayor then stated that he felt the process of declaring a conflict and recusal should be referred to the Council Rules

Committee in order to reconcile and clarify potentially conflicting terms within the City's Ethics Ordinance and City Council Rules. The Mayor then left the Council table with Mayor Pro Tem serving as acting Mayor for the discussion.

A motion was made by Councilor Shurtleff to delay CIP 40 from FY2017 /2018 /2019 to FY2018 / 2019 / 2020. The motion was seconded by Councilor Bennett. The motion carried on a voice vote.

Following the vote, Mayor Bouley rejoined the City Council and resumed his normal duties.

24. Water Distribution: No changes were made to any projects in this category.

25. Water Treatment: No changes were made to any projects in this category.

**MOTION:** Councilor White Bouchard moved to adjourn the work session. Councilor Matson seconded. Motion carried unanimously on a roll call vote. The session adjourned at 9:35 PM.

*A true copy; I attest:*

*Matthew R. Walsh*  
*Director of Redevelopment, Downtown Services, and Special Projects*

# CITY OF CONCORD

---

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-6, Parking Prohibited at All Times in Designated Places, Schedule I.

**The City of Concord ordains as follows:**

**SECTION I:** Amend the CODE OF ORDINANCES; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-6, Parking Prohibited at All Times in Designated Places, Schedule 1 (Parking Prohibited at All Times), by amending Schedule I by adding and/or modifying the parking prohibitions on Fuller Street, Marshall Street and Oak Street:

<u>Street</u>	<u>Side Restricted</u>	<u>From</u>	<u>To</u>
Fuller St.	<del>{East}</del> <i>Both</i>	Oak St.	Marshall St.
<i>Marshall St.</i>	<i>South</i>	<i>S. Spring St.</i>	<i>Fuller</i>
<i>Marshall St.</i>	<i>North</i>	<i>Fuller</i>	<i>50' east of Fuller St.</i>
Oak St.	North	S. Spring St.	Fuller St.
<i>Oak St.</i>	<i>South</i>	<i>Fuller</i>	<i>55' east of Fuller St.</i>

**SECTION II:** This ordinance shall take effect upon passage.

Explanation: Matter added to the current ordinance appears in *bold italics*.  
 Matter removed from the current ordinance appears in [brackets and ~~struck through~~].





# CITY OF CONCORD

TJA

## REPORT TO MAYOR AND THE CITY COUNCIL

**FROM:** Matthew R. Walsh, Director of Redevelopment, Downtown Services,  
& Special Projects

**DATE:** February 23, 2015

**SUBJECT:** Fuller, Marshall, Oak Street Parking Ordinances

### Recommendation:

- Accept the following report; and,
- Set the attached ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-6, Parking Prohibited at All Times in Designated Places, Schedule 1 (Parking Prohibited at All Times) for public hearing on April 13, 2015.

### Background:

Fuller, Marshall, and Oak Streets are three narrow public highways located off of South Spring Street which serve a small enclave of single-family and multi-family residences. Street widths vary between 16.5 to 21 feet.

On October 7, 2014, Mr. Denis O'Connell, property owner and resident of 2-4 Fuller Street, contacted the General Services Department with a request to modify on-street parking requirements on Marshall, Oak and Fuller Streets. (See attached maps). The request was then transferred to the Community Development - Engineering Division and Parking Division for review. On October 14, 2014 staff from the Engineering Division, Parking Division, General Services Department, and City Administration met with Mr. O'Connell in the field to review his concerns.

Mr. O'Connell expressed concerns about the narrowness of these three streets, in particular Fuller Street due to limited turning radius from Marshall and Oak Streets onto Fuller. Specifically, when vehicles are parked on Fuller Street (as well as segments of the other two roads connecting with Fuller), City snow plows, garbage trucks and other large vehicles have issues navigating the roadway. Staff observed this circumstance when a garbage truck was working in the neighborhood during their visit with Mr. O'Connell.

### Discussion:

The Parking Committee met on November 17, 2014 to consider this request. Upon review, it was the consensus of the Parking Committee to recommend to the City Council that on-street parking in the on the referenced streets be prohibited in additional locations. It was also observed that there are some no parking signs on Marshall Street, Fuller Street and Oak Street in

locations that are not referenced in Schedule 1 of the ordinance. Hence the attached ordinance is provided to effect the Parking Committee's recommendation to expand the areas in which parking is prohibited on those streets, as well as to include the locations on those streets that are currently posted as no parking and need to be included in Schedule 1. In addition to the proposed ordinance, a copy of the currently existing Schedule 1 is attached for the City Council's review.

# Oak, Fuller, Marshall Existing Ordinances



C

C

C

# CITY OF CONCORD

---

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-13, Parking Prohibited in Specific Places, Schedule XX.

**The City of Concord ordains as follows:**

**SECTION I:** Amend the CODE OF ORDINANCES; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-13, Parking Prohibited in Specific Places, Schedule XX, by revising as follows:

Location	Space Reserved
Prince Street Parking Lot	All unmetered spaces except those marked for handicapped parking
Durgin Block Parking Garage	Reserved spaces designated pursuant to Section <del>[18-1-13(q)]</del> <b>18-1-13(e)</b>
Off of Warren Street, west side of entrance to the Durgin Block Garage	<del>{The five surface spaces east of Bible Society Building (which houses the Appletree Bookstore)}</del> <b>Five surface lot parking spaces located east of #24 Warren Street</b>
<b>Firehouse Block Garage</b>	<b>All spaces signed as "reserved".</b>
<del>{Firehouse Block Garage}</del>	-
<del>{Basement}</del>	<del>{All spaces}</del>
<del>{Third Level}</del>	<del>{332 through 364}</del>
Parking lot behind Concord Police Station, off School Street	All spaces
Library Parking Lot	All unmetered spaces except those marked for handicapped parking
<del>{Chandler Street Lot}</del>	<del>{All unmetered spaces except those marked for handicapped parking}</del>
<b>Capital Commons Parking Garage</b>	<b>All spaces signed as "reserved".</b>
<b>Dixon Avenue Municipal Lot</b>	<b>All spaces</b>

**SECTION II:** This ordinance shall take effect upon passage.

Explanation: Matter added to the current ordinance appears in *bold italics*.  
Matter removed from the current ordinance appears in [brackets and struck-through].





# CITY OF CONCORD

TAA

## REPORT TO MAYOR AND THE CITY COUNCIL

**FROM:** Matthew R. Walsh, Director of Redevelopment, Downtown Services, & Special Projects

**DATE:** February 23, 2015

**SUBJECT:** Dixon Avenue Municipal Parking Lot and Other Housekeeping Changes to Schedule XX

### Recommendation:

- Accept the following report; and,
- Set the attached ordinance amending the Code of Ordinances; amending the CODE OF ORDINANCES; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-13, Parking Prohibited in Specific Places, Schedule XX for public hearing on April 13, 2015.

### Background:

The New Hampshire Community Development Authority (CDFA) owns property located at 4-14 Dixon Avenue. During an inspection conducted for property tax purposes, it was discovered that land that has been used by the CDFA as a private parking lot is actually owned by the City. The property, which is depicted on the attached map, has 8 parking spaces. According to assessing records, the subject property was acquired by the City in 1961.

### Discussion:

The City Administration desires to open this property as reserved parking. Specifically, the City Administration plans to lease spaces to interested parties. Expressions of interest have been received for these spaces. The City must amend the Code of Ordinances in order to legally establish this lot for enforcement purposes. Hence the attached ordinance is provided for the City Council's consideration.

The City's current lease rate for these spaces would be \$783 / space / year including taxes. However, per concepts being explored as part of the Strategic Parking Plan, City Administration reserves the ability to sell monthly or quarterly passes for these spaces. City Administration also reserves the ability to adjust price based upon demand for said spaces.

An estimate of potential net revenues for the Parking Fund based on the lease approach is described below:

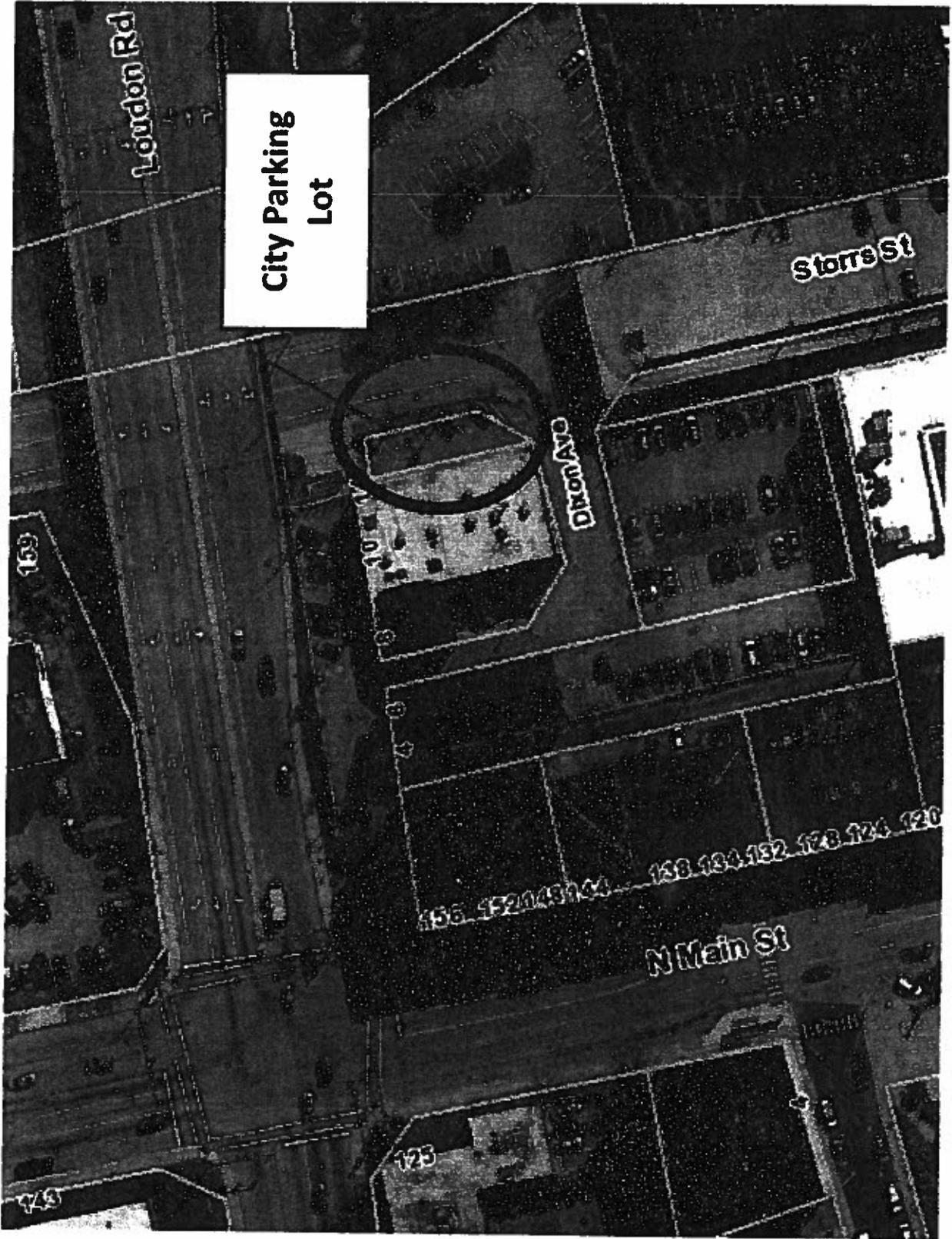
Gross Revenues	\$6,264.00
Snow Removal	(\$800.00)
Taxes	(\$1,501.36)
Misc. Expenses	(\$500.00)
<b><u>Net Revenues</u></b>	<b><u>\$3,462.64</u></b>

These additional net revenues will modestly assist the City in its efforts to make the Parking Fund financially stable.

Beyond establishing this new parking lot, City Administration proposes amending Parking Schedule XX to address necessary "housekeeping" changes. Those changes involve a correction to an incorrect ordinance reference, updating the description of the location of reserved surface spaces off of Warren Street, updating the reference to the spaces that are reserved at the Firehouse Block Garage, removing the reference to the Chandler Street parking lot because it was sold by the City in 2010, and adding a reference to reserved spaces at the Capital Commons Parking Garage.

Proposed deletions are shown in "strikethrough" font. Additions are shown in bold italic font.

# Dixon Ave Municipal Lot





# CITY OF CONCORD

*In the year two thousand and fifteen*

**RESOLUTION      AUTHORIZING THE CITY MANAGER TO DIVEST OF CITY  
PROPERTY LOCATED AT 8-10 SEXTON AVENUE**

Page 1 of 1

*The City of Concord resolves as follows:*

**WHEREAS,**      the City is the owner of certain real estate located at 8-10 Sexton Avenue, consisting of 24,822.9 +/- Square Feet +/- of land, as further depicted on a boundary survey recorded at the Merrimack County Registry of Deeds as Plan #3538, and as described within Book 1203 Page 218-2019 as recorded at the Merrimack County Registry of Deeds.

**WHEREAS,**      the City desires to sell this property to the Gloria A. Alosa Revocable Trust, or its successors, heirs, or assigns, for the purpose of private real estate development.

**NOW, THEREFORE, BE IT RESOLVED by the City Council of Concord that:**

1. This resolution shall take effect upon passage.





# CITY OF CONCORD

## REPORT TO MAYOR AND THE CITY COUNCIL

**FROM:** Matthew R. Walsh, Dir. of Redevelopment, Downtown Services, & Special Projects  
**DATE:** February 25, 2015  
**SUBJECT:** Sale of City Property: 8-10 Sexton Avenue

MRW

### Recommendation:

- Accept the following report; and,
- Set the attached resolution authorizing the City Manager to sell 8-10 Sexton Avenue to the Gloria A. Alosa Revocable Trust for public hearing on April 13, 2015.

### Background:

The City is the owner of property located at 8-10 Sexton Avenue. Specifically, the City acquired the property on February 28, 1974. According to a boundary survey prepared in 1973, the property is 0.5699 acres (24,825 SF). The property is currently undeveloped and has an assessed value of \$189,200. The property is currently zoned Opportunity Corridor Performance (OCP), which permits a wide variety of commercial uses as well as multifamily residential.

### Discussion:

1. Overview: On November 24, 2014, the City received an inquiry from Colliers International, a commercial real estate brokerage firm based in Manchester, on behalf of the Gloria A. Alosa Revocable Trust ("Alosa") regarding the City's potential interest in divesting of this property. The Alosas desire to acquire the property in order to package it with six properties they own as a single development opportunity. Properties owned by the Alosa total approximately 0.7 acres with an assessed value of \$1.162 million. Should the City sell this property to the Alosas, the size of the available development site will increase to 1.27 acres. City staff anticipates that the highest and best use of the property is either strip commercial development (likely 10,000-12,000SF featuring retail or service uses), or a multifamily "garden style" apartment building. A mixed use project may also be viable.

A copy of the Purchase and Sales Agreement are attached. Details of the proposed sale are as follows:

- a) Sale Price: Sale price shall be \$162,600, which is the current assessed value of the property.
- b) Deed Restrictions / Reservations: As part of the transaction, the following covenants, restrictions, and reservations will be required by the City:
  - In the event the property is sold to a tax exempt entity, said entity shall be required to pay the full amount of property taxes which would ordinarily be owned via a Payment in Lieu of Taxes (PILOT) Agreement.
  - A slope easement over the easterly side of the property as shown on the attached map. The purpose of the easement is to potentially aid the City with construction of the Storrs Street South connector to Langdon Avenue (CIP #18), as well as potential railroad relocations associated therewith.
  - An easement for a sanitary sewer line which abuts the property. In addition, the Alosas shall provide an easement over their other adjacent properties prior to Closing. This sewer line serves the Alosa properties, as well as other properties located to the south of the site.

Beyond these reservations, the Alosas, or their heirs, successors, or assigns, will also agree to the following conditions:

- To modify or remove an existing storm drain located at the City's property, as might be required to support redevelopment of the premises.
  - Guarantee that the City's property will be merged with the other Alosa parcels and sold as a single development site. However, the Buyer will be able to convey small portions of the overall site to abutting properties if so desired.
2. Other Considerations: The Buyer is also interested in potentially acquiring #107-109 South Main Street (0.1 acres), as well as two parcels owned by the State totaling 0.67 acres located between Storrs Street and Sexton Avenue. Should the Buyer gain ownership of these properties, it is likely that the Buyer will petition the City to close and discontinue Sexton Avenue.

Lastly, as previously stated, the City's property is zoned Opportunity Corridor Performance. The Alosa parcels (as well as the abutting private properties and one of the State owned properties), are zoned Commercial Urban ("CU"). Therefore, the potential exists that the future owner / developer of this site may petition the City to rezone these properties so they would be within a single zoning district. Such an approach could simplify the development process. While this may make sense in the long-term, Staff

recommends that the City Council not entertain any zoning changes until such time as a final redevelopment plan for the property is available for the City's review and approval.

3. Summary & Recommendation: The City Administration supports this sale for the following reasons:
  - a. This property has no strategic value to the City for a municipal use.
  - b. The sale price reflects current fair market value.
  - c. Packaging this property will make the Alosa's holdings more attractive to potential buyers, thereby increasing the chances of a sale to a developer willing to remove the current blighted land uses and replace them with a higher quality, more aesthetically attractive development which will improve this important gateway to the downtown central business district.
  - d. Redevelopment of the property will likely expand the City's tax base, and potentially the City's employment base, depending upon the final development plan for the property.



## PURCHASE AND SALES AGREEMENT

This **PURCHASE AND SALES AGREEMENT** ("Agreement") is made as of the \_\_\_\_\_ day of \_\_\_\_\_, 2015 by and between the City of Concord, a New Hampshire municipal corporation, with a principal place of business at 41 Green Street, Concord, New Hampshire 03301 (referred to the "Seller" or "the City") and the Gloria A. Alosa Revocable Trust, with a principal place of business at P.O. Box 1182, Concord, New Hampshire, 03302 (referred to as "the Buyer"), and referred to collectively as the "Parties".

### RECITALS

This Agreement relates to the sale of real estate located at 8-10 Sexton Avenue, Concord, New Hampshire (the "Premises"), City Assessing Department Parcel Map 28 Block 1 Lot 12.

This Agreement is entered into upon the basis of the following facts and intentions of the Parties:

- I. The Seller owns certain real estate located at 8-10 Sexton Avenue, Concord, New Hampshire consisting of 24,822.9 +/- Square Feet +/- of land, as further depicted on a boundary survey recorded at the MCRD as Plan #3538, attached hereto as Exhibit 1, and as described within Book 1203 Page 218-2019 as recorded at the MCRD, and attached hereto as Exhibit 2;
- II. The Buyer, subject to the contingencies set forth within this Agreement, desires to acquire the Premises for the purpose of combining it with other adjacent properties owned by the buyer into a redevelopment site which the Buyer plans to sell to a third party; and,
- III. All Parties signatory to this Agreement are willing to proceed upon the terms and conditions of this Agreement.

NOW, THEREFORE, the Parties hereby agree as follows:

### **1. DESCRIPTION OF PREMISES AND REAL ESTATE TRANSACTION:**

- 1.1. **General:** Pending the results of the Buyer's due diligence and the other conditions in this Agreement, the Seller intends to sell to the Buyer, and the Buyer intends to acquire from the Seller, the Premises, consisting of a lot of record approximately 24,822.9 Square Feet in size, as shown on plan titled "Physical Evidence Survey of Land of Heirs of Richard T. & Yvonne L. Jacobs, 8 Sexton Avenue, Concord, New Hampshire" dated January 1973, prepared by Donald L. Tillotson, as attached to this P&S Agreement as "Exhibit 1".

- 1.2. **Purchase Price:** The purchase price for the Premises shall be the sum of ONE HUNDRED SIXTY TWO THOUSAND SIX HUNDRED DOLLARS (\$162,600.00).
- 1.3. **Deposit:** A deposit in the amount of FIVE THOUSAND DOLLARS (\$5,000.00) shall be provided to the Seller upon execution of this agreement. If buyer shall default under its obligations hereunder, seller's sole remedy shall be to retain Buyer's deposit hereunder.
- 1.4. **Payment of Purchase Price:** The Purchase Price shall be paid in full by the Buyer to the Seller at Closing in the form of bank treasurer's check, wire funds transfer, or other immediately available funds satisfactory to the Seller.
- 1.5. **Access to Premises:** The Seller hereby grants authorization to the Buyer, its employees, representatives, consultants, and agents to enter the Premises for the purpose of completing due diligence and for all other purposes necessary to carry out the terms of this Agreement.

The Buyer and the Seller shall coordinate all access to the Premises by third parties working on behalf of the Buyer as part of the Buyer's due diligence.

- 1.6. The Buyer shall indemnify, defend, and hold harmless the Seller from and against any and all claims, actions, damages or losses arising out the Buyer's activities pursuant to this paragraph during its inspection and subsequent tasks related thereto which are caused solely by the Buyer's negligence. The Buyer shall require any and all contractors who are retained for the purpose of completing due diligence or for any other purpose necessary to carry out the terms of this Agreement, and who will need to access the Premises, to obtain a certificate of insurance in the amount of \$2 million in the aggregate, \$1 million per occurrence naming the Seller as an additional insured. Alternatively, the Buyer may, on behalf of any contractors retained by the Buyer associated with this transaction, provide the Seller with a certificate of insurance naming the Seller as additional insured. **Closing:** Closing shall occur no later than December 31, 2015. The Parties agree that all Closing documents, including Quitclaim Deed for conveyance of the Premises, easement deeds (if applicable) and other Closing documents, shall not be recorded at the Merrimack County Registry of Deeds and that the purchase price shall not be exchanged between the Parties until all of the Buyer's Contingencies, as set forth in Article 2, have been achieved or satisfied.

- 1.7. **Title and Deed Restrictions:** In addition to the terms and conditions set forth within this Agreement, the conveyance of the Premises by the Seller to the Buyer shall be of good and marketable title thereto by Quitclaim Deed and insurable for the benefit of the Buyer by a title insurer licensed in the State of New Hampshire and acceptable to the Buyer pursuant to an ALTA standard form title insurance policy in an amount equal to the Purchase Price, insuring that the Buyer holds marketable fee simple title to the Premises, at Buyer's expense and subject to the following:
- a) Existing matters of record accepted and approved by the Buyer.
  - b) A reservation by the Seller within the Quitclaim Deed to the Buyer retaining a slope easement on the easterly portion of the property, approximately as shown on drawing included within Exhibit 4 of this Agreement. The Buyer shall be responsible for preparing the necessary boundary survey and easement plan at its sole expense prior to Closing. The terms of said slope easement shall be acceptable to the Seller and shall include the City's customary terms and conditions for such easements, and shall be generally consistent with the example slope easement included within as Exhibit 5.
  - c) A reservation by the Seller within the Quitclaim Deed to the Buyer retaining a sanitary sewer easement on the westerly portion of the property, approximately as shown on drawing included within Exhibit 4 of this Agreement, and as set forth in Article 3.1. The Buyer shall be responsible for preparing the necessary boundary survey and easement plan at its sole expense prior to Closing. Said easement shall be twelve and one half (12.5) feet in width on either side of the sewer pipe, for a total width of twenty five (25) feet. Said easement shall be acceptable to the Seller and shall include the City's standard terms and conditions for such easements, and shall be generally consistent with the example sanitary sewer easement included within as Exhibit 6.
  - d) A deed restriction within the Quitclaim Deed to the Buyer for the benefit of the City which shall require that, in the event any portion of the Premises is leased or sold to an entity that would cause the property to be exempt from the payment of real estate taxes ("Exempt Owner" or "Exempt Lessee"), said Exempt Owner(s) or Lessee(s) shall be obligated to enter into an agreement for Payments In Lieu of Taxes ("PILOT") with the City of Concord. Pursuant to the PILOT, the Exempt Owner or Lessee shall agree to make payments to the City in an amount equal to all State, County, Municipal and School District property taxes that would otherwise be payable with respect to the respective property interest. Each deed or other transfer document

from the Developer to any future transferee of any interests in the Property shall incorporate this covenant.

- e) A covenant that that the Buyer, its heirs, successors, or assigns, shall be responsible for discontinuance and removal of an 18" reinforced concrete pipe (RCP) storm drain located at the Premises at their sole expense, as depicted on Exhibit 4.
- 1.8. **Seller's Affidavits and Certificates:** To the extent applicable and if requested to do so by the Buyer, the Seller, at the Closing, shall deliver such affidavits (in customary form) as may be required by the Buyer or Buyer's title insurance company with respect to: (1) parties in possession of the Premises, (2) rights of third parties and title claims in or to the Premises, and (3) mechanic's and materialmen's liens affecting the Premises. All such requested affidavits and certificates shall be provided to the Seller at least five (5) business days in advance of the closing.
- 1.9. **Deed Preparation; Recording Fees:** The Seller shall convey the Premises by Quitclaim Deed. The Seller shall prepare all deeds at its expense. Seller shall not be obligated to prepare the Quitclaim Deed until the Seller has received boundary surveys and easement plans referenced in Section 1.7, b and c. The Seller will deliver the draft deed to the Buyer as soon after the execution of this Agreement as possible. The Buyer shall review the deeds within ten (10) business days of receipt from the Seller and provide comments to the Seller. The Seller shall address the comments and respond in a timely manner and revise the Quitclaim Deed no later than ten (10) business days prior to the Closing.
- 1.10. **Transfer Taxes and Recording Fees:** The Parties shall pay their respective shares of normal and customary recording fees and transfer taxes customarily associated with real estate transactions. The parties acknowledge that the Seller is exempt from the Real Estate Transfer Tax pursuant to RSA 78-B:2, I. To the extent the Buyer is not exempt from the real estate transfer tax; Buyer agrees to pay its respective half of the transfer tax in the customary fashion.
- 1.11. **Discharge of Liens:** The Seller shall, at its expense, pay or discharge all liens, mechanics liens, encumbrances, and attachments ("the Liens"), if any, which may exist on the Premises through the date of Closing or filed after recording of the deed transferring the Premises to the Buyer due to an action by the Seller prior to recording of the deed, except those which the parties agree will not be discharged in accordance with Section 1.7 above. To enable the Seller to make conveyance as herein provided, the Seller may, at the time of delivery of the deed, use the Purchase Price or any portion thereof to clear the title or any or all encumbrances or interests, provided that all instruments so procured are recorded

simultaneously with the delivery of said deed. The Seller shall also be entitled to use the proceeds to pay off any mortgagee, pursuant to standard customary practices for real estate transactions and conveyances, and receive therefrom a discharge(s) to be recorded in the ordinary course of business.

In the event that the Seller is unable or otherwise unwilling to pay or discharge all liens, mechanics liens, encumbrance and attachments which exist before the date of Closing, the Buyer, at its sole option, may proceed with any of the following options:

- 1.11.1. Afford the Seller any additional amount of time which the Buyer solely deems reasonable to cure said Liens; or,
- 1.11.2. Terminate this Agreement, in which case the Buyer shall be entitled to the return of the Deposit (if any), following which this Agreement shall be null and void, and of no further force or effect; or,
- 1.11.3. The Parties may renegotiate the Purchase Price to appropriately account for said Liens and then proceed to Closing.

1.12. **Title:** Upon execution of this Agreement by the Parties, the Buyer shall perform a title examination of the Premises, and must be reasonably satisfied that title to the Premises is good, marketable and insurable, and not otherwise subject to any Liens, encumbrances, covenants or other restrictions which would prevent the Buyer from using the Premises for the Buyer's Project ("Title Defects"). In the event that the title to the Premises is not good, marketable and insurable, or is otherwise subject to otherwise subject to any Title Defects, the Seller shall be provided a reasonable period of time, no less than thirty (30) days, within which to resolve such title defects. In the event that the Seller is unable or otherwise unwilling to provide good, marketable and insurable title or to remove the Title Defects within thirty (30) day period, the Buyer, at its sole option, may proceed with any of the following options:

- 1.12.1. Afford the Seller any additional amount of time which the Buyer solely deems reasonable to cure said Title defects; or,
- 1.12.2. Terminate this Agreement, in which case the Buyer shall be entitled to the return of the Deposit (if any), following which this Agreement shall be null and void, and of no further force or effect; or,

- 1.12.3. The Parties may renegotiate the Purchase Price to appropriately account for the condition of the title to the Premises.
- 1.13. **Prorating of Property Taxes and Utility Costs:** At the time of recording of the Deed, the Seller shall be required to pay all property taxes and utilities (as applicable) for the Premises through the date of Closing.
- 1.14. **Delivery of Premises, Removal of Tenants, Property to be Retained by Seller:** The Seller shall deliver possession of the Premises to the Buyer in its "AS IS, WHERE IS" condition, free and clear of all tenants and third parties.
- 1.15. **Title Insurance:** If applicable and in accordance with Section 1.7, the Seller shall execute all customary documents required by the Buyer's Title Insurance Company.
- 1.16. **Real Estate Broker's Fees & Commissions:**
- 1.16.1. The Buyer hereby affirms it is represented by David Eaton of Colliers International. The Buyer shall be solely responsible for payment of any broker's commission or compensation related to this transaction due to action by the Buyer.
- 1.16.2. The Seller hereby affirms it is not represented by a real estate broker.

Any claims for a brokerage fee, agent's commission or other compensation shall be handled and paid by the party whose actions or alleged commitments form the basis for such claim. Each party shall indemnify and hold harmless the other party from all claims of any person claiming a brokerage fee, agent's commission or other compensation, by, through or under the indemnifying party

- 1.17. **Environmental Contamination, Due Diligence, and Indemnification:**
- 1.17.1. **Environmental Reports Commissioned by the Seller:**  
The Seller shall provide the Buyer with copies of environmental studies, assessments, or reports which it has in its possession, if any.
- The Buyer acknowledges and agrees that it may not rely upon the representations, certifications, and statements contained therein without the express written consent of the parties who authored such reports or generated said data. Further, the Buyer acknowledges that the provision of such

materials by the Seller does not constitute any representation or warranty by the Seller related to environmental conditions or potential presence of hazardous materials at the Premises.

- 1.17.2. **Due Diligence:** The Buyer shall have the right to conduct such studies and investigations it deems necessary with respect to the environmental condition of the Premises and any environmental contamination or hazardous material related thereto.

The Seller shall provide the Buyer (or its agents, employees, consultants, contractors, and representatives) reasonable access to the Premises for the purpose of carrying out any environmental investigations or other due diligence required by the Buyer. In order to complete such examinations or investigations, the Buyer may undertake soil borings, test pits, or installation of groundwater monitoring wells. The Buyer shall perform these tasks at its own risk and at its own expense. The Buyer accepts full responsibility for the use of the Premises during its inspections and due diligence, and acknowledges that such access is subject to the indemnity provisions of Section 1.5.

Notwithstanding any other terms or provisions hereof, IF THE BUYER CHOOSES NOT TO PURCHASE THE PREMISES FOR ANY REASON OR NO REASON, AND PROVIDES WRITTEN NOTICE TO SELLER THEREOF PRIOR TO ONE HUNDRED EIGHTY (180) DAYS FROM THE LATER OF COMPLETION OF THE REQUIRED MUNICIPAL APPROVALS (SEE PARAGRAPH 5.16 HEREOF) OR THE DATE HEREOF, THEN THIS AGREEMENT SHALL TERMINATE AND THE BUYER SHALL RECEIVE A RETURN OF IT'S DEPOSIT.

- 1.17.3. **Results of Environmental Due Diligence:** If based upon examination of data and reports provided by the Seller or upon the results of the Buyer's own environmental tests, examinations, investigations, or studies, the Buyer determines that the Premises are not acceptable because of the presence of environmental contamination, hazardous materials, or other buried materials at the Premises, the Buyer shall have the following options, as follows:

- 1.17.3.1. Terminate this Agreement in which case the Seller shall return the Buyer's deposit in full,

following which this Agreement shall be null and void, and of no further force or effect; or,

1.17.3.2. Accept the Premises in its "as is condition" and proceed to Closing, subject to other contingencies as set forth within this Agreement.

1.17.4. **Completion of Transaction and Environmental Conditions:** If the Buyer proceeds to Closing either relying upon environmental due diligence, tests, studies, or investigations completed by the Buyer or previously by the Seller (after having obtained consent from the authors of such investigations to entitle Buyer to rely on such investigations), the Buyer shall accept full responsibility for the Premises in its "as is, where is" environmental condition with respect to the potential presence of hazardous waste or other buried materials regardless whether such waste or other materials were identified by said due diligence, tests, studies, or investigations.

1.18. **Seller's Disclosures:** The Seller makes no warranties or representations regarding environmental contamination or sub-surface conditions at the Premises.

1.19. **Casualty and Condemnation:** In the event that the Premises, prior to Closing, are damaged by fire, flood, collapse, or other casualty, or is subject to an eminent domain proceeding, the Buyer at any time after the occurrence of such damage or casualty may elect to terminate this Agreement by written notice, in which event all other obligations of the Parties hereunder shall cease, any Deposits shall be returned to the Buyer, and this Agreement shall thereupon be void and of no further force or effect.

In the event of partial eminent domain (leaving suitable residual Premises area for the Buyer's intended use of the Premises), the Buyer may choose to proceed with the acquisition and redesign of its intended use of the Premises to accommodate the portion of Premises taken and the Parties shall negotiate an extension of timing requirements for Closing. Further, the Parties shall agree to reduce the Purchase Price in an amount directly proportionate to the total lot area seized by said taking.

The City warrants and represents to the Seller that the City has no plans to take all or any portion of the Premises by eminent domain and is unaware of plans by any other entity to do so.

2. **BUYER'S CONTINGENCIES:** None.

3. **SELLER'S CONTINGENCIES:** The Seller's obligation to Close on acquisition of the Premises shall be subject to the following contingencies, the failure to satisfy any one of which shall give the Seller any of the options set forth below and, in addition, the right to withdraw from this Agreement, after which the Seller shall have no further obligation to the Seller.

3.1. **Sanitary Sewer Easement:** This Agreement is specifically contingent upon the Buyer conveying to the Seller an easement for a sanitary sewer main which crosses the Buyer's properties located at 4-6 Sexton Avenue, 113 South Main Street, 115 South Main Street, and any other affected properties owned or controlled by the Buyer, as depicted on Exhibit 4. Said easement shall be twelve and one half (12.5) feet in width on either side of the sewer pipe, for a total width of twenty five (25) feet. Said easements shall be acceptable to the Buyer and shall include the City's standard terms and conditions for such easements and shall be generally consistent with the example sanitary sewer easement as included within Exhibit 6. The Seller agrees to cooperate with the amendment of the sanitary sewer easement at buyer's sole cost should relocation of the sanitary sewer main be necessary due to the redevelopment plan, so long as normal and customary maintenance of the main can be achieved, and any necessary municipal approvals for the relocation of the sanitary sewer main are received.

The Buyer shall prepare the easement deed, together with associated boundary survey and easement plan, at the Buyer's expense. The Buyer shall deliver the draft easement deed, as well as the associated boundary survey and easement plan, to the Seller as soon after the execution of this Agreement as possible. The Seller shall review the easement deed within ten (10) business days of receipt from the Buyer and provide comments to the Buyer. The Buyer shall address the comments and respond in a timely manner and revise the easement deed and related plans no later than ten (10) business days prior to the Closing.

3.2. **Guarantee to Package and Seller Premises with Buyer's Adjacent Holdings and Merger:** This Agreement is specifically contingent upon the Buyer packaging and marketing the Premises with the Buyer's other adjacent properties located at 4-6 Sexton Avenue, 111 South Main Street, 113 South Main Street, 115 South Main Street, as a singular redevelopment opportunity, collectively known as "the Site". The Buyer covenants that it shall convey all properties as a single real estate package to a third party of its choice to redevelop the Premises. Buyer shall file an application for Voluntary Merger with the City of Concord Planning Division and the Seller agrees to waive the application fee. Immediately following the conveyance of the Premises to the Buyer, the Buyer shall record the Notice of Voluntary Merger to combine the Premises with the Buyer's other adjacent properties located at 4-6 Sexton Avenue, 111 South Main Street, 113 South Main Street, 115 South Main Street.

The Buyer shall covenant to the Seller that it shall not subdivide the site into individual parcels for development; however the Buyer shall have the ability to convey portions of the Site to properties immediately abutting the Site via lot line adjustments provided, however, that said conveyances shall not exceed ten percent (10%) of the total combined lot area of the Site.

#### **4. REPRESENTATIONS AND WARRANTIES**

**4.1. *Representations and Warranties of the Seller.*** The Seller hereby represents and warrants to the best of its knowledge and belief that:

- 4.1.1. The execution and delivery of this Agreement and the performance of the Seller's obligations hereunder have been duly authorized by such municipal action as necessary, and this Agreement constitutes the legal, valid and binding agreement of the City, enforceable against the City in accordance with its terms subject only to the conditions set out in this Agreement.
- 4.1.2. Subject to the conditions set out in this Agreement, neither the execution or delivery by the City of this Agreement, the performance by the City of its obligations in connection with the transactions contemplated hereby, nor the fulfillment by the City of the terms or conditions hereof conflicts with, violates or results in a breach of any constitution, law or governmental regulation applicable to the City, or conflicts with, violates or results in a breach of any term or condition of any judgment or decree, or any agreement or instrument, to which the City is a party or by which the City or any of its properties or assets are bound, or constitutes a default there under.
- 4.1.3. Except as set forth in this Agreement, no approval, authorization, order or consent of, or declaration, registration or filing with, any federal, state or local authority (a "Governmental Authority") is required for the valid execution and delivery of this Agreement by the City, except such as have been duly obtained or made or disclosed in this Agreement.
- 4.1.4. There is no action, suit or proceeding, at law or in equity, or official investigation before or by any court or Governmental Authority, pending or threatened against the City, wherein an unfavorable decision, ruling or finding would materially adversely affect the performance by the City of its obligations hereunder or the performance by the City of its obligations under the transactions contemplated hereby, or which, in any way, questions or may adversely materially affect the validity or enforceability of this Agreement, or any other agreement or instrument entered into by the City in connection with the transactions contemplated hereby.

**4.2. Representations and Warranties of the Buyer.** The Buyer hereby represents and warrants to the best of its knowledge and belief that:

- 4.2.1. The Buyer has the power and authority to execute, deliver and carry out the terms and provisions of this Agreement and all necessary action has been taken to authorize the execution, delivery and performance by it of this Agreement. This Agreement will, upon execution and delivery thereof by the Buyer, constitute valid, legal and binding obligations of the Buyer enforceable against the Buyer in accordance with the respective terms thereof.
- 4.2.2. Neither the execution or delivery by the Buyer of this Agreement, the performance by the Buyer of their obligations in connection with the transactions contemplated hereby, nor the fulfillment by the Buyer of the terms or conditions hereof conflicts with, violates or results in a breach of any constitution, law or governmental regulation applicable to the Buyer, or conflicts with, violates or result in a breach of any term or condition of any judgment or decree, or any agreement or instrument, to which the Buyer are a party or by which the Buyer or any of its properties or assets are bound, or constitutes a default there under.
- 4.2.3. No approval, authorization, order or consent of, or declaration, registration or filing with, any Governmental Authority is required for the valid execution and delivery of this Agreement by the Buyer, except such as have been duly obtained or made.
- 4.2.4. There is no action, suit or proceeding, at law or in equity, or official investigation before or by any court or Governmental Authority, pending or threatened against the Buyer, its principal(s), affiliate(s), or entities controlled by its principal(s), wherein an unfavorable decision, ruling or finding would materially adversely affect the performance by the Buyer of their obligations hereunder or the performance by the Buyer of its obligations under the transactions contemplated hereby, or which, in any way, questions or may adversely materially affect the validity or enforceability of this Agreement or any other agreement or instrument entered into by the Buyer in connection with the transactions contemplated hereby.

## 5. GENERAL PROVISIONS

- 5.1. **Cooperation**: The Buyer and the Seller agree to cooperate with each other in order to achieve the purposes of this Agreement and, in connection therewith, to take such further actions and to execute such further documents as may reasonably be requested by the Seller, the Buyer, or their representatives, agents, and consultants.
- 5.2. **Entire Agreement; Amendments**. This Agreement embodies the entire agreement and understanding between the Parties hereto relating to the subject matter herein and supersedes all prior agreements and understandings between the Parties. This Agreement may not be changed, modified, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the Parties hereto or by the Party against which enforcement is sought. Any change, modification or amendment, which requires the consent or approval of a Governmental Authority, shall be effective only upon receipt of such approval.
- 5.3. **Binding Effect; Successors and Assignors**. The terms and provisions of this Agreement and the respective rights and obligations of the Parties hereunder shall be binding upon, and inure to the benefit of, their respective heirs, successors, assigns, and nominees. The Buyer shall have the ability to assign this contract upon the written consent of the Seller, which shall not be unreasonably withheld, provided the party to which this contract might be assigned to 1) will abide by the terms and conditions of this contract and 2) will commit to redeveloping the Premises in a manner set forth herein.
- 5.4. **Headings**. The headings to the sections and subsections of this Agreement have been inserted for convenience of reference only and shall not modify, define, limit or expand the express provisions of this Agreement.
- 5.5. **Exhibits**. All exhibits referred to in this Agreement are hereby incorporated by reference and expressly made a part hereof.
- 5.6. **Governing Law**. This Agreement shall in all respects be governed by, and construed and enforced in accordance with, the laws of the State of New Hampshire.
- 5.7. **Enforceability**. Any provision of this Agreement that is determined to be illegal or unenforceable by a court of competent jurisdiction, shall be ineffective to the extent of such prohibition or unenforceability without invalidating the remaining provisions hereof; and the Parties agree to negotiate in good faith to amend the Agreement to provide for each party

to the Agreement the same relative rights and obligations existing prior to such determination of illegality or unenforceability.

- 5.8. **Consent to Jurisdiction and Venue.** The Buyer and Seller submit to the jurisdiction of the courts of the State of New Hampshire and the courts from which an appeal from such trial venue may be taken or other relief may be sought for purposes of any action or proceeding arising out of this Agreement or any related agreement. All legal actions taken by the Parties shall be commenced in Merrimack County New Hampshire Superior Court. Both Parties hereby waive their right to a jury trial.
- 5.9. **Independent Parties.** The Buyer and Seller are independent parties under this Agreement, and nothing in this Agreement shall be deemed or construed for any purpose to establish between any of them or among them a relationship of principal and agent, employment, partnership, joint venture, or any other relationship other than independent parties.
- 5.10. **Survival of Agreement.** The agreements, covenants, indemnities, representations and warranties contained herein shall survive the execution and delivery of this Agreement and any Closing.
- 5.11. **Waivers.** Failure on the part of any Party to complain of any action or non-action on the part of the other Party, no matter how long the same may continue, shall not be deemed to be a waiver of any such Party's rights hereunder. No waiver at any time of any provision hereof by any Party shall be construed as a waiver of any other provision hereof or a waiver at any subsequent time of the same provision.
- 5.12. **No Rights Conferred Upon Others.** Except as expressly set out herein, nothing in this Agreement shall be construed as giving any individual, corporation, limited liability company, partnership, joint venture, association, joint stock company, trust, unincorporated organization or government, other than the Parties hereto, their successors and permitted assigns, any right, remedy or claim under or in respect of this Agreement or any provision hereof.
- 5.13. **Preservation of Rights.** Nothing herein or in any Related Agreement shall limit or be construed to limit in any way rights or remedies the City may have for the collection of real property taxes under law, unless expressly set forth herein.
- 5.14. **Time of the Essence.** The Parties agree that time is of the essence in performance of their respective obligations under this Agreement.
- 5.15. **Good Faith and Fair Dealing.** Unless expressly stated otherwise in this Agreement, whenever a party's consent or approval is required under this

Agreement, or whenever a party shall have the right to give an instruction or request another party to act or to refrain from acting under this Agreement, or whenever a party must act or perform before another party may act or perform under this Agreement, such consent, approval, or instruction, request, act or performance shall be reasonably made or done, or shall not be unreasonably withheld, delayed, or conditioned, as the case may be.

- 5.16. **Municipal Approvals.** This Agreement is specifically contingent upon the City Council conducting a public hearing and (1) authorizing the City Manager to proceed with Closing upon satisfaction of contingencies set forth within this Agreement and (2) appropriating funding for the completion of this transaction (if so required). In the event the City Council does not authorize the City Manager to proceed to Closing, or fails to appropriate any necessary funds to complete this transaction, this Agreement shall be null and void, with no further force or effect. The execution of this Agreement also does not preempt or supersede the review process or powers of any City or other governmental Board, Committee, Commission, or Department, or excuse the parties from the requirement to apply for and receive all necessary permits and approvals from all applicable City or other governmental Boards, Committees, Commissions, or Departments.
- 5.17. **Warranties and Representations:** The Buyer and Seller each acknowledge that they have not been influenced to enter into this transaction or relied upon any warranties or representations not specifically set forth or incorporated into this Agreement.
- 5.18. **Saving Clause:** In the event that any of the terms or provisions of this Agreement are declared invalid or unenforceable by any Court of competent jurisdiction or any Federal or State Government Agency having jurisdiction over the subject matter of this Agreement, the remaining terms and provisions that are not effected thereby shall remain in full force and effect.

**[The remainder of this page left blank intentionally]**

## LIST OF EXHIBITS

- Exhibit 1 Plan titled "Physical Evidence Survey of Land of Heirs of Richard T. & Yvonne L. Jacobs, 8 Sexton Avenue, Concord, New Hampshire" dated January 1973, prepared by Donald L. Tillotson, as recorded at the Merrimack County Registry of Deeds as Plan #3538.
- Exhibit 2 Book 1203 Page 218-219, as recorded at the Merrimack County Registry of Deeds.
- Exhibit 3 Book 1202 Page 427, as recorded at the Merrimack County Registry of Deeds.
- Exhibit 4 Plan titled "Proposed Location of Proposed Slope and Sanitary Sewer Easements" prepared by the City of Concord Engineering Division, undated.
- Exhibit 5 Example Slope Easement
- Exhibit 6 Example Sanitary Sewer Easement

**[The remainder of this page left blank intentionally]**

Executed as a sealed instrument this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

**SELLER**

**CITY OF CONCORD**

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Thomas J. Aspell, Jr., City Manager  
Duly Authorized

**STATE OF NEW HAMPSHIRE  
COUNTY OF MERRIMACK**

In \_\_\_\_\_, on the \_\_\_\_\_ day of \_\_\_\_\_, 2015, before me, personally appeared **THOMAS J. ASPELL, JR.**, known to me or proved to be the person named in and who executed the foregoing instrument, and being first duly sworn, such person acknowledged that he executed said instrument for the purposes therein contained as his free and voluntary act and deed.

\_\_\_\_\_  
Justice of the Peace/Notary Public

**BUYER**

**GLORIA A. ALOSA REVOCABLE TRUST**

By: \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_  
Duly Authorized

STATE OF NEW HAMPSHIRE  
COUNTY OF MERRIMACK

In \_\_\_\_\_, on the \_\_\_\_\_ day of \_\_\_\_\_, 2015, before me, personally appeared \_\_\_\_\_, known to me or proved to be the person named in and who executed the foregoing instrument, and being first duly sworn, such person acknowledged that he executed said instrument for the purposes therein contained as his free and voluntary act and deed.

\_\_\_\_\_  
Justice of the Peace/Notary Public







Exhibit #2

81203 P218

**Know All Men By These Presents**

THAT I, Donald J. Jacobs of Concord, County of Merrimack and State of New Hampshire, Executor under the will ~~(administrator of the estate) (treasurer under the will) (guardian) (conservator) (successor of the estate) (commissioner)~~ of Yvonne L. Jacobs, late of said Concord, by the power conferred by Probate Court and every other power, for consideration ~~as has~~ paid, grant to the City of Concord, a municipal corporation having its place of business in the County of Merrimack and State of New Hampshire, a certain tract of land with the buildings thereon situated in Concord and known as #8-10 Sexton Avenue, being Lot #4002 on the City of Concord Engineer's Map, bounded and described as follows:

Beginning at a stone bound on the Southerly side of Sexton Avenue marking the Northeast corner of land, now or formerly, of Pasquale F. Aloia and Francesco Aloia and the Northwest corner of the premises herein conveyed; thence North seventy-two degrees twenty-three minutes East (N 72° 23' E) forty-eight and fifty-nine one-hundredths feet (48.59') along the Southerly side of said Sexton Avenue to its terminus; thence North seventeen degrees sixteen minutes West (N 17° 16' W) seventeen and thirty one-hundredths feet (17.30') along the end of said Sexton Avenue to land, now or formerly, of Herbert L. Taylor and Helen G. Taylor; thence North seventy-five degrees thirty-six minutes East (N 75° 36' E) one hundred twenty-three and sixty-one one-hundredths feet (123.61') following a fence line on part along said Taylor land to a wooden fence post at land of Boston and Maine Railroad; thence South ten degrees thirty-four minutes forty-two seconds East (S 10° 34' 42" E) one hundred fifty-nine and fifty-five one-hundredths feet (159.55') along said Railroad land to land, now or formerly, of Pauline Hueftline and Michael Aloia; thence South seventy-seven degrees nineteen minutes West (S 77° 19' W) one hundred fifty-four and forty-four one-hundredths feet (154.44') following a tree and bush line in part along said Hueftline and Aloia land to an iron pipe at land, now or formerly, of Pasquale F. Aloia and Francesco Aloia; thence North seventeen degrees three minutes thirty seconds West (N 17° 03' 30" W) one hundred thirty-four and seventy-five one-hundredths feet (134.75') along said Aloia land to the point of beginning, containing 2,822.9 square feet and being the premises shown on Physical evidence survey of land of heirs of Richard T. and Yvonne L. Jacobs, 8 Sexton Avenue, Concord, New Hampshire, dated January 1973, made by Donald L. Ellipton, R. L. S., and recorded in Merrimack County Registry of Deeds as Plan #3538.

Meaning and intending hereby to describe and convey all and the same premises conveyed by John F. Howe to Richard T. Jacobs and Yvonne L. Jacobs by deed dated March 4, 1939, and recorded in Merrimack County Registry of Deeds, Book 567, Page 386, and the same premises conveyed by Oliver G. Normandeau and Lena L. Normandeau to Richard T. Jacobs and Yvonne L. Jacobs by deed dated December 21, 1944, and recorded in Merrimack County Registry of Deeds, Book 611, Page 246. For chain of title, see Book 560, Page 291, Book 145, Page 243, Book 145, Page 242 and Merrimack County Probate Records, #59177, 58085, 40767, 39811, 23003 and 17382.

81203P218

B1203 P219

Witness my hand and seal this 28<sup>th</sup> day of February, 1974.

WITNESS:

Donald G. Rainie

ESTATE OF YVONNE L. JACOBS

BY: Donald J. Jacobs  
Executor

STATE OF NEW HAMPSHIRE

COUNTY OF MERRIMACK

On this the 28<sup>th</sup> day of February, 1974, before me, Donald G. Rainie, the undersigned officer, personally appeared Donald J. Jacobs, known to me (or satisfactorily proven) to be the person whose name is subscribed to the within instrument and acknowledged that he executed the same for the purposes therein contained.

In witness whereof I hereunto set my hand and official seal.

MERRIMACK COUNTY RECORDS  
Recorded Mar. 1, 11-40A.M. 1974

Donald G. Rainie

Justice of the Peace

Kathleen M. Roy  
REGISTER

B1203P219

B1202P427

ty of Concord



CITY PLANNING BOARD

CITY HALL • CONCORD, NEW HAMPSHIRE 03301 • 603-224-1955

February 21, 1974

STATE CAPITAL  
New Hampshire

COUNTY SEAT  
Merrimack County

URBAN COMMUNITIES  
City Proper  
Finneston  
East Concord  
West Concord  
Concord Heights  
Milville

AREA  
64 Square Miles

POPULATION  
33,000

HOUSES  
10,700

ASSESSED VALUATION  
\$108,702,105

TAX RATE  
\$47.25

Mrs. Kathleen M. Roy  
Register of Deeds  
County of Merrimack  
Concord, New Hampshire

Dear Mrs. Roy:

Please be advised that the plan entitled Physical Evidence Survey of Land of Heirs of Richard T. & Yvonne L. Jacobs, 8 Sexton Avenue, Concord, New Hampshire prepared by Donald L. Tillotson and dated January 1973 is not a subdivision of land requiring the approval of this board. It delineates the property as it exists and may be recorded by you without this board's endorsement.

#3538

CITY PLANNING BOARD  
*Gustaf H. Lehtinen*  
Gustaf H. Lehtinen, Clerk

GHL/b

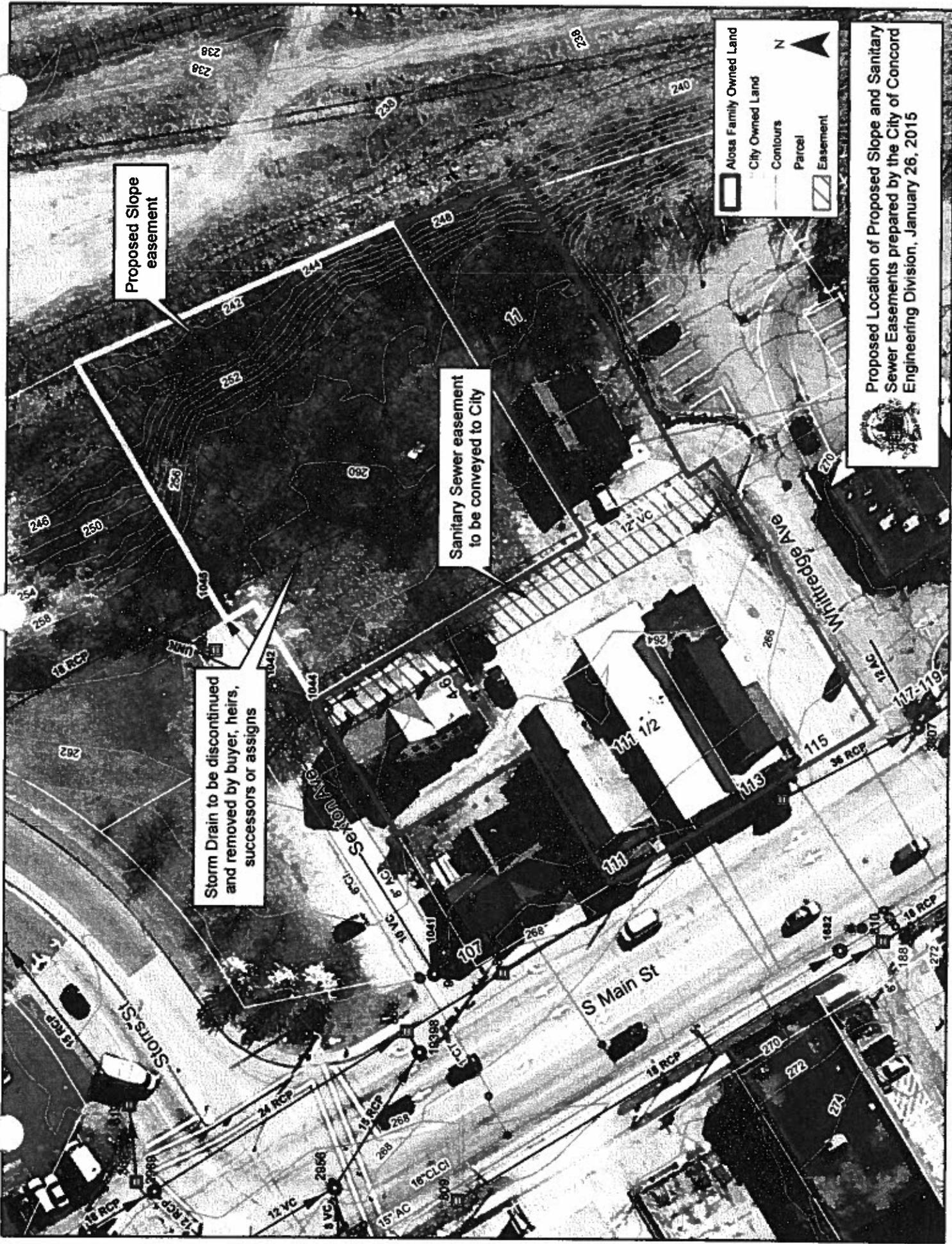
MERRIMACK COUNTY RECORDS

Recorded Feb. 21, 11-40A.M. 1974

*Kathleen M. Roy*  
REGISTER

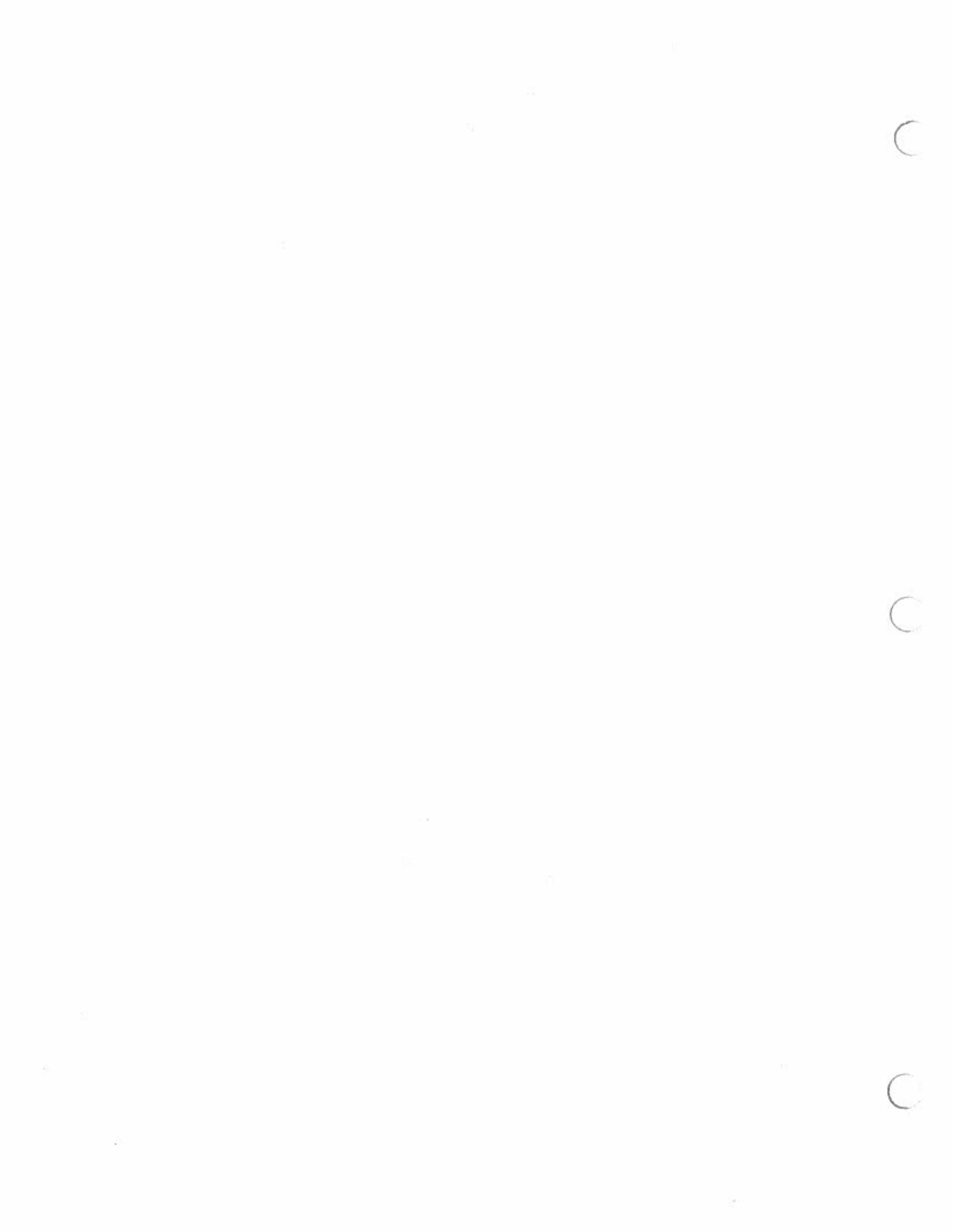
B1202P427





Proposed Location of Proposed Slope and Sanitary Sewer Easements prepared by the City of Concord Engineering Division, January 26, 2015





RETURN TO:

**DEED OF EASEMENT  
SLOPE EASEMENT**

XYZ LLC, a New Hampshire limited liability company with an address of 33 South Sixth Street, Anytown, New Hampshire 03123 ("Grantor"), for consideration paid, grants to the CITY OF CONCORD, a municipal corporation with a principal office at 41 Green Street, Concord, Merrimack County, New Hampshire 03301 ("Grantee"), with QUITCLAIM COVENANTS, slope easements situated in Concord for roadway purposes including, but not limited to, construction, fill, maintenance, and repair of slopes and embankments at such an angle as will hold the material of said slopes in repose against ordinary erosion. Said slope easements containing a total of \_\_\_\_\_ sq. ft., more or less, across a portion of the property known as Map \_\_\_\_\_, Block \_\_, Lot \_\_ on the City of Concord Assessors Maps, as shown on a plan set entitled, "Right-of-Way, Plans of Proposed Transportation and Roadway Improvements, \_\_\_\_\_ Road"; dated \_\_\_\_\_ with revision dated \_\_\_\_\_; scale: 1" = 20'; prepared by Surveyor, Inc., on file at the City of Concord Community Development Department.

The Grantor, its successors, and assigns, agrees that it will not, without the consent of the Grantee, alter, erect, or maintain any building or other improvement, including landscaping, upon the above-described easement areas that may unreasonably interfere with or endanger the above-granted rights and easement or the operation and maintenance thereof, and that the City may cause to have removed any such building or improvement, including landscaping, that may be wholly or partly within the above-described easement area at the expense of the then owner of the land upon which the above-described easement lies.

Executed on this \_\_\_\_\_ day of \_\_\_\_\_, 200\_\_.

**XYC CORPORATION**

By: \_\_\_\_\_  
Printed Name:  
Its  
Duly Authorized

STATE OF NEW HAMPSHIRE  
COUNTY OF MERRIMACK

The foregoing instrument was acknowledged before me this \_\_\_\_\_ day of \_\_\_\_\_,  
200\_\_, the above-named \_\_\_\_\_, \_\_\_\_\_ (title) of XYZ LLC for  
the purposes therein contained.

\_\_\_\_\_  
Justice of the Peace/Notary Public  
My commission expires:

RETURN TO:

**EASEMENT DEED  
SANITARY SEWER EASEMENT**

**MARY Q. DOE**, of 456 Spaulding Street, Concord, New Hampshire ("Grantor"), for consideration paid grants to the **CITY OF CONCORD**, a municipal corporation with a principal place of business at 41 Green Street, Concord, Merrimack County, New Hampshire 03301 ("Grantee"), with Quitclaim Covenants, the perpetual right and easement to enter upon and to lay, construct, reconstruct, operate, and to reenter as necessity may require, to repair, replace, or maintain a sanitary sewer pipes and appurtenances in, on, or through a portion of the Grantor's land, located on Street Name, Concord, said portion being described as follows (Insert description to):

Beginning at a point on the northerly right-of-way line of Street Name, said point being North 56°-57'-25" West, a distance of 57.54 feet from a concrete bound at an angle point on the southerly right-of-way of Street Name;

Thence North 13°-16'-20" West, a distance of 35.00 feet to a point;

Thence North 75°-26'-00" East, a distance of 40.00 feet to a point;

Thence South 13°-16'-20" East, a distance of 35.00 feet to a point on the northerly right-of-way line of Street Name;

Thence by said right-of-way South 75°-26'-00" West, a distance of 40.00 feet to the point of beginning.

Containing 1,400 square feet or 0.03 acres, more or less, and meaning and intending to describe a proposed drainage easement as shown on a plan entitled, "Resubdivision and Subdivision Plan for Mary Q. Doe," dated August 19, 2002, as prepared by Burd Engineering, and recorded in the Merrimack County Registry of Deeds as Plan No.

\_\_\_\_\_.

The Grantor, her successors, and assigns, agrees that she will not, without the consent of the Grantee, alter, erect, or maintain any building or other improvement, including landscaping, upon the above-described easement area that may unreasonably interfere with or endanger the above-granted rights and easement or the operation and maintenance thereof, and that the City

may cause to have removed any such building or improvement, including landscaping, that may be wholly or partly within the above-described easement area at the expense of the then owner of the land upon which the above-described easement lies.

*Executed* on this \_\_\_\_\_ day of \_\_\_\_\_, 200\_\_\_\_.

\_\_\_\_\_  
Mary Q. Doe

STATE OF NEW HAMPSHIRE  
COUNTY OF MERRIMACK

On this the \_\_\_\_\_ day of \_\_\_\_\_, 200\_\_\_\_, before me, the undersigned officer, personally appeared the above-named Mary Q. Doe, who executed the foregoing instrument for the purposes therein contained.

\_\_\_\_\_  
Justice of the Peace/Notary Public

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 14, Morals and Conduct, to include the following Section.

**The City of Concord ordains as follows:**

**SECTION I:** Amend the CODE OF ORDINANCES, Title I, General Code; Chapter 14, Morals and Conduct, by adding a new Article 14-6, entitled Use of Consumer/Permissible Fireworks as follows:

## **Article 14-6 Use of Consumer/Permissible Fireworks**

### **14-6-1 Authority**

This article is enacted under the authority of RSA 160-C:6, which grants authority to municipalities to regulate consumer/permissible fireworks.

### **14-6-2 Definitions**

The words used within this ordinance shall have the same meanings as those defined in RSA 160-C:1, if any, whether as currently enacted or later amended.

### **14-6-3 Discharge of Fireworks - Hours**

Any person wishing to display or use consumer/permissible fireworks may do so without the need for a municipal license or permit, but any such use shall be prohibited between the hours of 11:00 p.m. and 10:00 a.m. of each day.

### **14-6-4 Violations and Penalties**

A person found in violation of this Article shall be guilty of a violation and shall be subject to the penalty outlined in Schedule II of Article 1-5, Fines and Penalties, of the Code of Ordinances. The fine for a violation of this Article shall be a maximum of \$500.00.

**SECTION II:** Amend the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization; Article 1-5, Fees, Fines, and Penalties; Schedule II by adding a new penalty under Chapter 14, Morals and Conduct, Section 14-6-4, Violations and Penalties, as follows:

Section 14-6-3, Discharge of Fireworks - Hours

Section 14-6-4, Violations and Penalties

Fine not to exceed.....500.00

**SECTION III:** This Ordinance shall take effect upon its passage.



# CITY OF CONCORD

## REPORT TO MAYOR AND THE CITY COUNCIL

**FROM:** James W. Kennedy, City Solicitor

**DATE:** February 20, 2015

**SUBJECT:** Consumer/Permissible Fireworks Ordinance

### Recommendation:

Accept this report and set the attached ordinance amending the following ordinances for a public hearing on April 13, 2015:

- 1) Amending the Code of Ordinances, Title I, General Code; Chapter 14, Morals and Conduct, by adding a new Article 14-6, entitled Use of Consumer/Permissible Fireworks; and
- 2) Amending the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization; Article 1-5, Fees, Fines, and Penalties; Schedule II by adding a penalty for violations of Article 14-6

On August 19, 2014, pursuant to a referral from the City Council regarding complaints for fireworks being discharged in the City, the Council requested a report regarding whether the City should adopt an ordinance regulating the use of fireworks. This request was sent to the Legal Department, Police Department, Community Development and Code Administration.

### Discussion

New Hampshire statute RSA chapter 160-B regulates the use and sale of all commercial fireworks. RSA chapter 160-C regulates the use and sale of consumer fireworks also referred to as "permissible fireworks."

To the extent that a municipality endeavors to regulate the sale of fireworks, it may only regulate the sale of consumer/permissible fireworks, and not the sale of commercial fireworks in a municipality. See RSA 160-C:6. The sale of commercial fireworks is regulated by the State of New Hampshire. Under State law, it is necessary to obtain a permit from a municipality before displaying commercial fireworks. RSA 160-B:3, I(b). By way of example, this permit is required for municipal Fourth of July firework celebrations.

With respect to consumer/permissible fireworks, RSA chapter 160-C does not require permits to display such fireworks, but instead, the municipality may determine whether to require

permitting. A municipality may also adopt regulations that prohibit the use of consumer/permissible fireworks altogether, or otherwise regulate the time of day and/or location that fireworks may be used. *See* RSA 160-C:6.

Various municipalities regulate the use of consumer/permissible fireworks, including for example, Manchester (prohibits the use), Nashua (prohibits the use), Merrimack (regulates time of day 11pm – 10am), Alton (prohibits the use), Goffstown (prohibits the use), Londonderry (permit required to use), Portsmouth (permit required to use) and Hampton (prohibits the use). To the extent a municipality elects to regulate the use of consumer/permissible fireworks, State law already requires that a person be at least 21 years of age to use such fireworks.

Attached to this report, please find an ordinance for your consideration which regulates the time of day that consumer/permissible fireworks may be used in the City. In order to enforce the penalty for the discharge of fireworks during the prohibited hours, there is also an ordinance to amend Schedule II of the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization; Article 1-5, Fees, Fines, and Penalties. The proposed ordinance is similar to the penalty imposed by some other New Hampshire municipalities for similar fireworks violations, which range from \$500 to \$1000.

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

**The City of Concord ordains as follows:**

**SECTION I:** Amend the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization; Article 1-5, Fees, Fines, and Penalties, by updating Schedule I, Fees, Chapter 8, Fire, Section 8-5-1, Emergency Medical Service Charges, by deleting it in its entirety and replacing it as follows:

~~Section 8-5-1, Emergency Medical Service Charges~~

~~(a) Emergency Medical Services:~~

<del>ALS intervention/no transport.....</del>	<del>.....</del>	<del>\$153.00</del>
<del>Loaded miles.....</del>	<del>.....</del>	<del>\$12.50</del>
<del>Oxygen.....</del>	<del>.....</del>	<del>\$80.00</del>
<del>IV/drug therapy.....</del>	<del>.....</del>	<del>\$180.00</del>
<del>Defibrillation.....</del>	<del>.....</del>	<del>\$119.00</del>
<del>Immobilization/Splinting.....</del>	<del>.....</del>	<del>\$69.00</del>
<del>Intubation.....</del>	<del>.....</del>	<del>\$119.00</del>

~~(b) Medicare Ambulance Fees:~~

~~The following Emergency Medical Service Charges are based on the Medicare Ambulance Fee Schedule and are subject to change on an annual basis. On January 1<sup>st</sup> of each calendar year these rates shall be adjusted to reflect the applicable annual Medicare Ambulance Fee Schedule plus 10%:~~

<del>BLS Emergency: Fee determined annually by Medicare Ambulance Fee Schedule &amp; 10% .....</del>	<del>.....</del>	<del>\$600.00</del>
<del>BLS Non-Emergency: Fee determined annually by Medicare Ambulance Fee Schedule &amp; 10% .....</del>	<del>.....</del>	<del>\$450.00</del>
<del>ALS1 Emergency: Fee determined annually by Medicare Ambulance Fee Schedule &amp; 10% .....</del>	<del>.....</del>	<del>\$690.00</del>
<del>ALS2 Emergency: Fee determined annually by Medicare Ambulance Fee Schedule &amp; 10% .....</del>	<del>.....</del>	<del>\$1,000.00</del>

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

**The City of Concord ordains as follows:**

**Section 8-5-1, Emergency Medical Service Charges**

<i>ALS intervention/no transport</i> .....	<i>\$153.00</i>
<i>Loaded miles</i> .....	<i>\$12.50</i>
<i>BLS – Emergency</i> .....	<i>\$680.00</i>
<i>BLS - Non-Emergency</i> .....	<i>\$600.00</i>
<i>ALS1-Emergency</i> .....	<i>\$800.00</i>
<i>ALS2-Emergency</i> .....	<i>\$1200.00</i>

**SECTION II:** Amend the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization; Article 1-5, Fees, Fines, and Penalties, Section 1-5-1 by updating Schedule I, Chapter 9, Water, Sections 9-1-13, Charge for Testing Private Fire Hydrants and 9-6-34, Industrial Pretreatment Regulations, by deleting those sections in their entirety and replacing them as follows:

~~Section 9-1-13, Charge for Testing Private Fire Hydrants.....\$66.50~~

**Section 9-1-13, Charge for Testing Private Fire Hydrants.....\$68.00**

~~Section 9-6-34, Industrial Pretreatment Regulation fees~~

<del>IPP Significant Industrial User Inspection</del> .....	<del>\$160.00</del>
<del>IPP Minor Industrial User Inspection</del> .....	<del>\$160.00</del>
<del>IPP Industrial User Discharge Permit Renewal</del> .....	<del>\$160.00</del>
<del>IPP Sampling</del> .....	<del>\$105.00</del>
<del>IPP Actual Laboratory Cost of Analyses after Sampling</del> .....	<del>Actual Cost</del>
<del>IPP New Significant Industrial User Discharge Permit Application</del> .....	<del>\$805.00</del>
<del>IPP New Industrial User Discharge Permit Application</del> .....	<del>\$230.00</del>
<del>IPP Temporary Discharge Permit Application</del> .....	<del>\$285.00</del>
<del>IPP Discharge Permit Modification (SIU)</del> .....	<del>\$275.00</del>
<del>IPP Discharge Permit Modification (Minor)</del> .....	<del>\$160.00</del>

**Section 9-6-34, Industrial Pretreatment Regulation fees**

<b>IPP Significant Industrial User Inspection</b> .....	<b>\$175.00</b>
<b>IPP Minor Industrial User Inspection</b> .....	<b>\$175.00</b>
<b>IPP Industrial User Discharge Permit Renewal</b> .....	<b>\$175.00</b>

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

**The City of Concord ordains as follows:**

<i>IPP Sampling</i> .....	<i>\$125.00</i>
<i>IPP Actual Laboratory Cost of Analyses After Sampling</i> .....	<i>Actual Cost</i>
<i>IPP New Significant Industrial User Discharge Permit Application</i> .....	<i>\$850.00</i>
<i>IPP New Industrial User Discharge Permit Application</i> .....	<i>\$250.00</i>
<i>IPP Temporary Discharge Permit Application</i> .....	<i>\$300.00</i>
<i>IPP Discharge Permit Modification (SIU)</i> .....	<i>\$300.00</i>
<i>IPP Discharge Permit Modification (Minor)</i> .....	<i>\$175.00</i>

**SECTION III:** Amend the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization; Article 1-5, Fees, Fines, and Penalties, Section 1-5-1 by updating Schedule I, Chapter 13, Sections 13-5-5, Issuance of License and Fees (Food Service Establishment, 13-7-1, Charitable Solicitation/Raffles and 13-8-4, License Required (Tattoo Parlors and Artists) by deleting those sections in their entirety and replacing them as follows:

~~Section 13-5-5, Issuance of License and Fees (Food Service Establishment)~~

<del>Class I, Food service establishment, seating capacity 100 persons or more; supermarket operations of 10,000 square feet or more</del> .....	<del>\$501.00</del>
<del>Class II, Food establishments, seating capacity more than 25, less than 100; grocery operations less than 10,000 square feet; wholesale distributors, wholesale food, ice processing plant; liquor lounges, nursing homes, night clubs, institutions</del> .....	<del>\$323.90</del>
<del>Class III, Food service establishments, seating capacity less than 25; food service establishments with take-out service and no seating; drive-in movie theatres; all-grocery operations with food preparation; hot dog and sandwich shops; service and fraternal clubs; cafeterias, bakeries, and commissaries; caterers, catering services, and mobile food operators</del> .....	<del>\$209.10</del>
<del>Class IV, Food service establishments selling only prepackaged products; group daycare facilities</del> .....	<del>\$154.75</del>
<del>Class V, Temporary food service establishment; movie theatres selling only popcorn, soda, and candy</del> .....	<del>\$104.50</del>
<del>Class VI, Vending machine operators per location; nonprofit charitable organizations, not holding a liquor license and not holding a liquor license and not serving meals on a daily basis</del> .....	<del>\$90.00</del>

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

**The City of Concord ordains as follows:**

~~Class VII, Public and parochial elementary and secondary schools.....\$68.70~~  
~~Temporary food license for nonprofit charitable organization special events .....\$35.00~~

**Section 13-5-5, Issuance of License and Fees (Food Service Establishment)**

**Class I, Food service establishment, seating capacity 100 persons or more; supermarket operations of 10,000 square feet or more.....\$508.00**

**Class II, Food establishments, seating capacity more than 25, less than 100; grocery operations less than 10,000 square feet; wholesale distributors, wholesale food, ice processing plant; liquor lounges, nursing homes, night clubs, institutions.....\$329.00**

**Class III, Food service establishments, seating capacity less than 25; food service establishments with take-out service and no seating; drive-in movie theatres; all grocery operations with food preparation; hot dog and sandwich shops; service and fraternal clubs; cafeterias, bakeries, and commissaries; caterers, catering services, and mobile food operators.....\$212.00**

**Class IV, Food service establishments selling only prepackaged products; group daycare facilities.....\$157.00**

**Class V, Temporary food service establishment; movie theatres selling only popcorn, soda, and candy.....\$106.00**

**Class VI, Vending machine operators per location; nonprofit charitable organizations, not holding a liquor license and not serving meals on a daily basis .....\$91.00**

**Class VII, Public and parochial elementary and secondary schools.....\$70.00**

**Temporary food license for nonprofit charitable organization special events .....\$35.00**

**Section 13-7-1, Charitable Solicitation/Raffles**

**Permit.....\$11.55**

**Section 13-7-1, Charitable Solicitation/Raffles**

**Permit.....\$15.00**

**Section 13-8-4, License Required (Tattoo Parlors and Artists)**

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

**The City of Concord ordains as follows:**

Application fee for permit for tattoo establishment.....\$152.20  
Application fee permit for tattoo artist or operation.....\$54.00

**Section 13-8-4, License Required (Tattoo Parlors and Artists)**

Application fee for permit for tattoo establishment.....\$158.00  
Application fee permit for tattoo artist or operation.....\$56.00

**SECTION IV:** Amend the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization; Article 1-5, Fees, Fines, and Penalties, Section 1-5-1 by updating Schedule I, Chapter 15, Sections 15-1-3, Condition of License (Convalescent Homes), 15-3-2, License Fees (Theatres, Shows, Exhibitions, and Dances), 15-3-3, Theatres or Places of Amusement of a Permanent Character, 15-3-8, Dance License Fees, 15-3-9, Dance Licenses for Cocktail Lounges, Restaurants, Etc., 15-4-7, License Fees (Amusement Devices and Centers), 15-6-6, License Fees (Billiard Parlor), 15-7-2, License and Fee (Sexually Oriented Business), 15-8-18, License Fees (Peddlers), 15-9-10, License Fee (Dealers in Junk, Salvage Materials and Recycled Materials), and 15-10-3 (c), Special Permit to Nonprofit Enterprise, by deleting those sections in their entirety and replacing them as follows:

~~Section 15-1-3, Condition of License (Convalescent Homes)~~

~~Application fee.....\$20.00  
Licensing fee per patient bed per year.....\$5.10~~

~~Section 15-1-3, Condition of License (Convalescent Homes)~~

~~Application fee.....\$20.00  
Licensing fee per patient bed per year.....\$5.20~~

~~Section 15-3-2, License Fees (Theatres, Shows, Exhibitions, and Dances)~~

~~Fee for each carnival, sideshow, circus, show where feats of agility or  
horsemanship, menageries where wild beasts are exhibited.....\$214.20  
Other form of entertainment fee not specifically set by ordinance.....\$109.15  
Live entertainment only.....\$95.30~~

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

**The City of Concord ordains as follows:**

**Section 15-3-2, License Fees (Theatres, Shows, Exhibitions, and Dances)**

*Fee for each carnival, sideshow, circus, show where feats of agility or horsemanship, menageries where wild beasts are exhibited.....*\$250.00  
*Other form of entertainment fee not specifically set by ordinance.....*\$112.00  
*Live entertainment only.....*\$97.00

~~Section 15-3-3, Theatres or Places of Amusement of a Permanent Character~~

~~Theatres or places of amusement of a permanent character, per year:~~  
~~Seating capacity or occupancy, 1,000 or more.....~~\$425.35  
~~Seating capacity or occupancy, at least 500, but less than 1,000.....~~\$332.10  
~~Seating capacity or occupancy, less than 500.....~~\$214.25

**Section 15-3-3, Theatres or Places of Amusement of a Permanent Character**

*Theatres or places of amusement of a permanent character, per year:*  
*Seating capacity or occupancy, 1,000 or more.....*\$430.00  
*Seating capacity or occupancy, at least 500, but less than 1,000.....*\$337.00  
*Seating capacity or occupancy, less than 500.....*\$217.00

~~Section 15-3-8, Dance License Fees~~

~~License fee, each dance ending after 12:00 midnight.....~~\$19.05  
~~License fee, each dance ending on or before 12:00 midnight.....~~\$13.30

**Section 15-3-8, Dance License Fees**

*License fee, each dance ending after 12:00 midnight.....*\$20.00  
*License fee, each dance ending on or before 12:00 midnight.....*\$14.00

~~Section 15-3-9, Dance Licenses for Cocktail Lounges, Restaurants, Etc.~~

~~Fee for each license issued, and for each annual license renewal.....~~\$192.70

**Section 15-3-9, Dance Licenses for Cocktail Lounges, Restaurants, Etc.**

*Fee for each license issued, and for each annual license renewal.....*\$195.00

~~Section 15-4-7, License Fees (Amusement Devices and Centers)~~

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

**The City of Concord ordains as follows:**

<del>License fee per year for each device used, played, or exhibited for use of play</del> .....	<del>\$80.00</del>
<del>Amusement center license, per year</del> .....	<del>\$325.70</del>
<del>Bowling alleys, per lane</del> .....	<del>\$11.25</del>

**Section 15-4-7, License Fees (Amusement Devices and Centers)**

<del>License fee per year for each device used, played, or exhibited for use of play</del> .....	<del>\$80.00</del>
<del>Amusement center license, per year</del> .....	<del>\$330.00</del>
<del>Bowling alleys, per lane</del> .....	<del>\$13.00</del>

**Section 15-6-6, License Fees (Billiard Parlor)**

<del>License to operate a billiard parlor</del> .....	<del>\$681.60</del>
<del>Fee for each billiard or pool table located in billiard parlor</del> .....	<del>\$12.75</del>

**Section 15-6-6, License Fees (Billiard Parlor)**

<del>License to operate a billiard parlor</del> .....	<del>\$692.00</del>
<del>License for each billiard or pool table located in billiard parlor</del> .....	<del>\$15.00</del>

**Section 15-7-2, License and Fee (Sexually Oriented Business)**

<del>License fee</del> .....	<del>\$755.40</del>
------------------------------	---------------------

**Section 15-7-2, License and Fee (Sexually Oriented Business)**

<del>License Fee</del> .....	<del>\$767.00</del>
------------------------------	---------------------

**Section 15-8-18, License Fees (Peddlers)**

<del>Fee to peddle on private property, other than from a motor vehicle or from a fixed location for a period not to exceed one (1) week in duration</del> .....	<del>\$52.25</del>
<del>Fee for license to peddle from a fixed location on private property per day multiplied by the number of days</del> .....	<del>\$28.70</del>
<del>Annual fee (per vehicle or support) to peddle from a motor vehicle, stand, table, or similar support, at a fixed location on private property outside the Central Business District</del> .....	<del>\$642.65</del>
<del>Annual fee to peddle on private property from a motor vehicle, other than from a fixed location, per vehicle</del> .....	<del>\$642.65</del>
<del>Annual fee to vend from a motor vehicle, stand, table, or similar support, at a</del>	

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

**The City of Concord ordains as follows:**

<del>fixed location on public property within the Central Business District:</del>	
<del>Where a single application is received for a location .....</del>	<del>\$1,553.90</del>
<del>Where more than one application is received for the same location, the Licensing Officer shall, after notification, accept sealed bids for a license to operate at the contested location and award a license based upon the highest bid submitted above the minimum fee of .....</del>	<del>\$1,553.90</del>
<del>Annual fee to vend from a motor vehicle, stand, table, or similar support, at a fixed location on private property outside the Central Business District</del>	
<del>Where a single application is received for a location .....</del>	<del>\$642.65</del>
<del>Where more than one application is received for the same location, the Licensing Officer shall, after notification, accept sealed bids for a license to operate at the contested location and award a license based upon the highest bid submitted above the minimum fee of .....</del>	<del>\$642.65</del>
<del>Fee per day for temporary vendor's license on public property from a fixed location pursuant to Section 15-8-16, Street Fairs .....</del>	<del>\$52.25</del>
<del>Fee for license, pursuant to RSA 31:100 and Section 15-8-16, to conduct a street fair or other community event, which involves the sale of merchandise by retailers or involves other commercial activity .....</del>	<del>\$642.65</del>

**Section 15-8-18, License Fees (Peddlers)**

<i>Fee to peddle on private property other than from a motor vehicle or from a fixed location for a period not to exceed one (1) week in duration.....</i>	<i>\$53.00</i>
<i>Fee for license to peddle from a fixed location on private property per day multiplied by the number of days.....</i>	<i>\$29.00</i>
<i>Annual fee (per vehicle or support) to peddle from a motor vehicle, stand, table or similar support, at a fixed location on private property outside the Central Business District .....</i>	<i>\$652.00</i>
<i>Annual fee to peddle on private property from a motor vehicle, other than from a fixed location, per vehicle .....</i>	<i>\$652.00</i>
<i>Annual fee to vend from a motor vehicle, stand, table or similar support, at a fixed location on public property within the Central Business District:</i>	
<i>Where a single application is received for a location.....</i>	<i>\$1,577.00</i>
<i>Where more than one application is received for the same location, the Licensing Officer Shall, after notification, accept sealed bids for a license to</i>	

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

**The City of Concord ordains as follows:**

*operate at the contested location and award a license based upon the highest bid submitted above the minimum fee of: .....\$1,577.00*  
*Annual fee to vend from a motor vehicle, stand, table or similar support, at a fixed location on private property outside the Central Business District:*  
*Where a single application is received for a location.....\$652.00*  
*Where more than one application is received for the same location, the Licensing Officer Shall, after notification, accept sealed bids for a license to operate at the contested location and award a license based upon the highest bid submitted above the minimum fee of: .....\$652.00*  
*Fee per day for temporary vendor's license on public property from a fixed location pursuant to Section 15-8-16, Street Fairs .....\$53.00*  
*Fee for a license pursuant to RSA 31:100 and Section 15-8-16, to conduct a street fair or other community event, which involves the sale of merchandise by retailers or involves other commercial activity .....\$652.00*

~~Section 15-9-10, License Fee (Dealers in Junk, Salvage Materials, and Recycled Materials) \_\_\_\_\_  
Fee per year.....\$255.20~~

*Section 15-9-10, License Fee (Dealers in Junk, Salvage Materials, and Recycled Materials)  
Fee per year.....\$263.00*

~~Section 15-10-3 (c), Special Permit to Nonprofit Enterprise .....\$11.55~~

*Section 15-10-3 (c), Special Permit to Nonprofit Enterprise .....\$15.00*

**SECTION V:** Amend the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization; Article 1-5, Fees, Fines, and Penalties, Section 1-5-1 by updating Schedule I, Chapter 26, Sections 26-1-6, Building Permit Fees, 26-1-6.1, Sign Fees, 26-14-9, Electrical Permit Fees, 26-17-3, Mechanical Permit Fee Schedule, and 26-19-7, Plumbing Permit Fee Schedule, by amending only the fees in those sections as follows:

Section 26-1-6, Building Permit Fees

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

## The City of Concord ordains as follows:

Permit for construction or alteration of a building or structure:

<del>Nonrefundable application fee</del> .....	<del>\$20.00</del>
<b>Nonrefundable application fee</b> .....	<b>\$25.00</b>
Fee per \$1,000.00, or part thereof, of estimated cost .....	\$7.55
Fee per square foot of gross floor area, calculated from the outside walls of each floor of the structure .....	\$0.08

Permit for relocation of a building or structure from one lot to another, or to a new location within the same lot:

Application fee.....	\$20.00
Fee per \$1,000.00, or part thereof, of the estimated cost of moving the building or structure, of new foundations, and of work necessary to put the building or structure in useable condition in new location .....	\$7.55

Permit for demolition of building or structure:

Application fee.....	\$20.00
Fee per \$1,000.00 , or part thereof, of the estimated cost of moving the building or structure and of the disposal of the demolished materials .....	\$7.55

Change of occupancy fee for application .....

	\$50.00
--	---------

### Section 26-1-6.1, Sign Fees

Nonrefundable fee application.....	\$20.00
<del>Fee per square foot of sign as measured under Section 28-13-4</del> .....	<del>\$1.95</del>
<b>Fee per square foot of sign as measured under Section 28-13-4</b> .....	<b>\$2.00</b>
Fee for sign application requiring Planning Board approval under Article 28-10 or 28-11 .....	\$20.00
Fee for sign requiring approval over or within the right-of-way .....	\$17.90
<del>Fee for each permit (not to exceed 15 days) for any temporary sign allowed under the Zoning Ordinance</del> .....	<del>\$17.90</del>

**Fee for each permit (not to exceed 15 days) for any temporary sign allowed under the Zoning Ordinance**.....**\$18.00**

*Note:* temporary sign issued under this section shall be exempt from the application fee listed in Section 26-1-6.1(b)(1), above.

### Section 26-14-9, Electrical Permit Fees

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

## The City of Concord ordains as follows:

Nonrefundable application fee.....	\$20.00
Distribution:	
Services, per amp.....	\$0.25
Generators, including automatic transfer switches:	
Up to 10 k.v.a. capacity .....	\$26.15
Over 10 k.v.a.....	\$38.25
Transformers, rectifiers, (primary and secondary) batteries:	
Up to 10 k.v.a. ....	\$11.80
Over 10 k.v.a. up to 15 k.v.a. ....	\$16.40
Over 15 k.v.a. up to 20 k.v.a. ....	\$22.05
Over 20 k.v.a. up to 25 k.v.a. ....	\$26.15
Over 25 k.v.a. up to 30 k.v.a. ....	\$31.35
Over 30 k.v.a. capacity .....	\$50.40
Ground fault protection to 1,000 amps or greater service .....	\$30.00
Panels, subpanels and auxiliary panels .....	\$11.80
Temporary services.....	\$19.25
Computer LAN/WAN distribution centers.....	\$16.40
Fixtures, outlets and switches:	
Switches, receptacles, luminaries, fixtures, power and data outlets, and smoke detectors .....	\$0.80
Outlets for ranges, dryers, air conditioners, welders and similar heating devices, including hot water heaters .....	\$11.80
Garbage grinders and trash compactors.....	\$11.80
Parking lot lighting, per fixture .....	\$16.40
Equipment:	
All fractional hp.....	\$6.10
Over 1 hp up to 3hp .....	\$11.80
Over 3 hp up to 6 hp .....	\$16.40
Over 6 hp up to 10 hp .....	\$21.95
Over 10 hp up to 15 hp .....	\$26.15
Over 15 hp up to 20 hp .....	\$31.35
Over 20 hp .....	\$50.35
Other fees:	
Fire and security alarm panels .....	\$16.40

# CITY OF CONCORD

---

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

**The City of Concord ordains as follows:**

Nurse call systems .....	\$16.40
Electric signs.....	\$19.25
Neon outline lighting .....	\$31.35
Swimming pool.....	\$50.35
Hot tubs and hydro-massage tubs .....	\$31.35
Uninterruptable power source, per 100 k.v.a. ....	\$23.15
Manufactured housing (state defined) .....	\$81.00
Fee for additional inspection after second rejection .....	\$41.25
<del>Minimum charge for permit.....</del>	<del>\$46.40</del>
<b>Minimum charge for permit.....</b>	<b>\$50.00</b>

**Section 26-17-3, Mechanical Permit Fee Schedule**

Nonrefundable application fee.....	\$20.00
Gas piping:	
<del>Minimum fee to install gas piping shall be.....</del>	<del>\$46.40</del>
<b>Minimum fee to install gas piping shall be.....</b>	<b>\$50.00</b>
To which shall be added for each outlet .....	\$11.80
To which shall be added for each additional service over one .....	\$22.00
Test for change in gas piping service .....	\$38.30
Heating equipment:	
Including attached ductwork or piping and vent system:	
Up to 10,000,000 BTU Per 1,000 BTU or part thereof .....	\$0.90
<del>Minimum fee .....</del>	<del>\$46.40</del>
<b>Minimum fee .....</b>	<b>\$50.00</b>
Including attached ductwork or piping and vent system:	
Over 10,000,000 BTU Per 1,000 BTU or part thereof .....	\$0.25
Cooling equipment:	
Including attached ductwork or piping and vent system:	
Up to 10,000,000 BTU Per 1,000 BTU or part thereof .....	\$0.90
<del>Minimum fee .....</del>	<del>\$46.40</del>
<b>Minimum fee .....</b>	<b>\$50.00</b>
Including attached ductwork or piping and vent system:	
Over 10,000,000 BTU Per 1,000 BTU or part thereof .....	\$0.25
Refrigeration 1 ton equals 12,000 BTUs per hour:	

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

**The City of Concord ordains as follows:**

Per ton or part thereof.....	\$11.80
<del>Minimum fee</del> .....	<del>\$46.40</del>
<b>Minimum fee</b> .....	<b>\$50.00</b>
Storage tanks of flammable liquids (inside building):	
Up to 150 gallons.....	\$21.95
150 to 275 gallons.....	\$43.90
Over 275 gallons.....	\$65.75
Other fees:	
Hot water tank, each, up to 100 gallons.....	\$13.60
Hot water tank, over 100 gallons, add per gallon.....	\$0.12
Modification to existing residential heating system (each).....	\$53.55
Modification to existing commercial heating system (each).....	\$107.15
Modification to existing residential cooling system (each).....	\$53.55
Modification to existing commercial cooling system (each).....	\$107.15
Metal chimney per 10 feet or part thereof.....	\$21.95
Backflow preventer (each).....	\$19.15
Manufactured housing (state defined).....	\$81.00
Fee per additional inspection after second rejection.....	\$41.25
<del>Minimum Fee</del> .....	<del>\$46.40</del>
<b>Minimum Fee</b> .....	<b>\$50.00</b>

## Section 26-19-7, Plumbing Permit Fee Schedule

Nonrefundable application fee.....	\$20.00
Fixtures and equipment:	
Sink.....	\$6.10
Lavatory.....	\$6.10
Laundry tray.....	\$6.10
Floor drain.....	\$6.10
Garbage grinder.....	\$6.10
Drinking fountain.....	\$8.90
Shower stall.....	\$8.90
Urinal.....	\$8.90
Dishwashing machine.....	\$8.90
Clothes washing machine.....	\$8.90

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

**The City of Concord ordains as follows:**

Tub/shower combination .....	\$11.80
Water closet, bidet .....	\$11.80
Hot tub, spa, whirlpool .....	\$11.80
Water storage tank, 0-100 gallons .....	\$13.60
Hot water tank, add per gallon over 100 .....	\$0.12
Grease interceptor .....	\$19.15
Backflow preventer .....	\$19.15
Soil, storm and vent pipe:	
Diameter less than 6 inches per 100 feet or part thereof .....	\$16.40
Diameter 6 inches to less than 10 inches per 100 feet or part thereof .....	\$31.35
Diameter 10 inches to less than 12 inches per 100 feet or part thereof .....	\$47.75
Diameter 12 inches or greater per 100 feet or part thereof .....	\$63.25
Water pipe:	
1/4-inch to 3/4-inch diameter, per 100 feet or part thereof .....	\$16.40
1-inch to 2-inch diameter, per 100 feet or part thereof .....	\$31.35
Larger than 2-inch diameter, per 100 feet or part there of .....	\$47.75
Pump and ejectors:	
Fraction hp .....	\$6.10
1 hp or greater .....	\$19.15
Sewage ejector:	
For 1 or 2 family (each) .....	\$48.50
Other than 1 or 2 family (each) .....	\$80.40
Sump pumps (each) .....	\$11.25
<del>Minimum charge for permit .....</del>	<del>\$46.40</del>
<b>Minimum Charge for Permit .....</b>	<b>\$50.00</b>
Other fees:	
Manufactured housing (state defined) .....	\$81.00
Per additional inspection after second rejection .....	\$41.25

**SECTION VI:** Amend the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization; Article 1-5, Fees, Fines, and Penalties, Section 1-5-1 by updating Schedule I, Chapter 27, Housing Maintenance and Occupancy Code, Section 27-

# CITY OF CONCORD

---

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

**The City of Concord ordains as follows:**

1-4, Permit Fee (Rooming Houses, Hotels, and Motels), by amending only the fees in those sections as follows:

Section 27-1-4, Permit Fee (Rooming houses, Hotels, and Motels)

Nonrefundable application fee.....\$20.00

In addition to the application fee, an inspection fee based on the number of rooming units:

<i>Number of Units</i>	<i>Fee</i>
3-25	\$132.20
25-50	\$186.55
51-75	\$238.80
76-100	\$311.60
Over 100	\$364.90

<i>Number of Units</i>	<i>Fee</i>
3-25	\$133.00
25-50	\$187.00
51-75	\$239.00
76-100	\$312.00
Over 100	\$365.00

**SECTION VII:** Amend the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization; Article 1-5, Fees, Fines, and Penalties, Section 1-5-1 by updating Schedule I, Chapter 28, Zoning Ordinance, Appendix A, by deleting it in its entirety and replacing it as follows:

**Appendix A**

<del>Fee for an application or appeal related to property located partially or completely with the RD, RN, RH, UT, CN, CU, CG, CBP, OCP, CVP, or IS Districts .....</del>	<del>.....\$449.00</del>
<del>Fee for an application or appeal related to property located within all other districts.....</del>	<del>.....\$358.00</del>
<del>Fee for an application or appeal related to property, which requires notification to abutters whose property is located outside the boundaries of the City of Concord, shall include an additional fee .....</del>	<del>.....\$76.90</del>

# CITY OF CONCORD

---

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

**The City of Concord ordains as follows:**

**Appendix A**

*Fee for an application or appeal related to property located partially or completely with the RD, RN, RH, UT, CN, CU, CG, CBP, OCP, CVP, or IS Districts.....\$450.00*  
*Fee for an application or appeal related to property located within all other districts .....\$360.00*  
*Fee for an application or appeal related to property, which requires notification to abutters whose property is located outside the boundaries of the City of Concord, shall include an additional fee .....\$77.00*

**SECTION VIII:** This ordinance shall take effect July 1, 2015.

Explanation: Matter added to the current ordinance appears in *bold italics*.  
Matter removed from the current ordinance appears ~~struck through~~.



# CITY OF CONCORD

## REPORT TO MAYOR AND THE CITY COUNCIL

**FROM:** Brian G. LeBrun, Deputy City Manager – Finance  
**DATE:** March 9, 2015  
**SUBJECT:** Revision to Ordinance and Non-Ordinance Based Penalties, Fees and Charges

### **Recommendation**

Set for public hearing at the April City Council meeting the attached ordinance and non-ordinance based fees revising certain penalties, fees and charges. Most proposed penalty, fee and charge increases will be effective on July 1, 2015.

### **Summary Fee and Charge Discussion by Department**

Please refer to the attachments for various summary and detail changes to the Penalty, Fee and Charge schedules. These fee schedules are available on the City web site preceding the public hearing and afterwards for general information.

### **Background**

Updating fees has become an annual process with fee increases predominately based upon inflation and increased budgets. While non-ordinance based fees do not require a public hearing, in the interest of full disclosure, they are included within this process and report.

Understanding that many of the Fees, Fines and Penalties have reached a tipping point again, for FY 2016, departments were advised to continue the more strategic approach to raising rates for fees and penalties. Both ordinance and non-ordinance based items increase recommendations are for items that should be increased due to market conditions or other factors. All other items that are at market rate or not in need of an increase will remain at current levels.

### **Conclusion**

The critical aspect of the process is to maintain responsible fees and charges that are adequate to support delivery of city services.

Thank you to all departments who contributed to this effort.



# ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/NO. ENFORCING THE CODE	CODE ARTICLES SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QTY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Fire Dept.	Suppression / EMS	1-5-1	08-05-01-00-00	Section 8-5-1, Emergency Medical Service Charges										
Fire Dept.	Suppression / EMS	1-5-1	08-05-01-01-00	Emergency Medical Services										
Fire Dept.	Suppression / EMS	1-5-1	08-05-01-01-03	Oxygen	1	each	11 32 21 40 34003.100	80.00	YES	0.00	-80.00	-100.00%	4/9/2012	Billing company recommendation to move to bundled rates instead of separate charges.
Fire Dept.	Suppression / EMS	1-5-1	08-05-01-01-04	IV/Drug therapy	1	each	11 32 21 40 34003.100	180.00	YES	0.00	-180.00	-100.00%	4/9/2012	Billing company recommendation to move to bundled rates instead of separate charges.
Fire Dept.	Suppression / EMS	1-5-1	08-05-01-01-05	Defibrillation	1	each	11 32 21 40 34003.100	119.00	YES	0.00	-119.00	-100.00%	4/8/2013	Billing company recommendation to move to bundled rates instead of separate charges.
Fire Dept.	Suppression / EMS	1-5-1	08-05-01-01-06	Immobilization /Spinting	1	each	11 32 21 40 34003.100	69.00	YES	0.00	-69.00	-100.00%	4/8/2013	Billing company recommendation to move to bundled rates instead of separate charges.
Fire Dept.	Suppression / EMS	1-5-1	08-05-01-01-07	Intubation	1	each	11 32 21 40 34003.100	119.00	YES	0.00	-119.00	-100.00%	4/8/2013	Billing company recommendation to move to bundled rates instead of separate charges.
Fire Dept.	Suppression / EMS	1-5-1	08-05-01-02-00	Emergency Medical Services										
Fire Dept.	Suppression / EMS	1-5-1	08-05-01-02-01	BLS - Emergency; Fee determined annually	1	each	11 32 21 40 34003.100	600.00	YES	680.00	80.00	13.33%	4/9/2012	Billing company recommendation to move to bundled rates instead of separate charges.
Fire Dept.	Suppression / EMS	1-5-1	08-05-01-02-02	BLS - NON-Emergency; Fee determined annually	1	each	11 32 21 40 34003.100	450.00	YES	600.00	150.00	33.33%	4/9/2012	Billing company recommendation to move to bundled rates instead of separate charges.
Fire Dept.	Suppression / EMS	1-5-1	08-05-01-02-03	ALS1 - Emergency; Fee determined annually	1	each	11 32 21 40 34003.100	690.00	YES	800.00	110.00	15.94%	4/9/2012	Billing company recommendation to move to bundled rates instead of separate charges.
Fire Dept.	Suppression / EMS	1-5-1	08-05-01-02-04	ALS2 - Emergency; Fee determined annually	1	each	11 32 21 40 34003.100	1,000.00	YES	1,200.00	200.00	20.00%	4/9/2012	Billing company recommendation to move to bundled rates instead of separate charges.
General Services	Admin	1-5-1	09-01-13-00-01	Section 8-1-13, Charge for Testing Private Fire Hydrants	1	mo	7800 40 31 110 34021.000	66.50	YES	68.00	1.50	2.28%	4/14/2014	Increase recommended at this time.

# ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/ENFORCING THE CODE	CODE ARTICLES SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QTY PER MEASURE	UNIT OF MEASURE	LOGOS GL. ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
General Services	WWTP	1-5-1	09-06-34-00-00	Section 9-6-34, Industrial Pretreatment Regulation Fees:										
General Services	WWTP	1-5-1	09-06-34-00-00	Section 9-6-34, Industrial Pretreatment Regulation Fees:										
General Services	WWTP	1-5-1	09-06-34-00-01	IPP Significant Industrial User Inspection	1	each	7900 40 37 241	160.00	YES	175.00	15.00	9.38%	4/14/2014	Proposed fee increase was based on calculated cost of service update
General Services	WWTP	1-5-1	09-06-34-00-02	IPP Minor Industrial User Inspection	1	each	7900 40 37 241	160.00	YES	175.00	15.00	9.38%	4/14/2014	Proposed fee increase was based on calculated cost of service update
General Services	WWTP	1-5-1	09-06-34-00-03	IPP Industrial User Discharge Permit Renewal	1	each	7900 40 37 241	160.00	YES	175.00	15.00	9.38%	4/14/2014	Proposed fee increase was based on calculated cost of service update
General Services	WWTP	1-5-1	09-06-34-00-04	IPP Sampling	1	each	7900 40 37 241	105.00	YES	125.00	20.00	19.05%	4/12/2010	Proposed fee increase was based on calculated cost of service update
General Services	WWTP	1-5-1	09-06-34-00-06	IPP New SIU Industrial User Discharge Permit Application	1	each	7900 40 37 241	805.00	YES	850.00	45.00	5.59%	4/14/2014	Proposed fee increase was based on calculated cost of service update
General Services	WWTP	1-5-1	09-06-34-00-07	IPP New Industrial User Discharge Permit Application	1	each	7900 40 37 241	230.00	YES	250.00	20.00	8.70%	4/14/2014	Proposed fee increase was based on calculated cost of service update
General Services	WWTP	1-5-1	09-06-34-00-08	IPP Temporary Discharge Permit Application \$ 50	1	each	7900 40 37 241	285.00	YES	300.00	15.00	5.26%	4/14/2014	Proposed fee increase was based on calculated cost of service update
General Services	WWTP	1-5-1	09-06-34-00-09	IPP Discharge Permit Modification (SIU)	1	each	7900 40 37 241	275.00	YES	300.00	25.00	9.09%	4/11/2011	Proposed fee increase was based on calculated cost of service update
General Services	WWTP	1-5-1	09-06-34-00-10	IPP Discharge Permit Modification (Minor)	1	each	7900 40 37 241	160.00	YES	175.00	15.00	9.38%	4/14/2014	Proposed fee increase was based on calculated cost of service update
Comm Dev.	Bldg. & Code Services	1-5-1	13-05-05-00-00	Section 13-5-5, Issuance of License and Fees (Food Service Establishment)										
Comm Dev.	Bldg. & Code Services	1-5-1	13-05-05-00-01	Class I, Food service establishment, seating capacity 100 persons or more; supermarket operations of 10,000 square feet or more	1	each	11 50 44 316 32401.000	501.00	YES	508.00	7.00	1.40%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.

# ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/DIV ENFORCING THE CODE	CODE ARTICLES SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QTY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Comm Dev.	Bldg. & Code Services	1-5-1	13-05-05-00-02	Class II, Food establishments, seating capacity more than 25, less than 100; grocery operations less than 10,000 square feet; wholesale distributors, processing plant; liquor lounges, nursing homes, night clubs, institutions	1	each	11 50 44 316 32401.000	323.90	YES	329.00	5.10	1.57%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	13-05-05-00-03	Class III, Food service establishments, seating capacity less than 25; food service establishments with take-out service and no seating; drive-movie theatres; all grocery operations with food preparation; hot dog and sandwich shops; service and fraternal	1	each	11 50 44 316 32401.000	209.10	YES	212.00	2.90	1.39%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	13-05-05-00-04	Class IV, Food service establishments selling only prepackaged products; group daycare facilities	1	each	11 50 44 316 32401.000	154.75	YES	157.00	2.25	1.45%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	13-05-05-00-05	Class V, Temporary food service establishment; movie theatres selling only popcorn, soda, and candy	1	each	11 50 44 316 32401.000	104.50	YES	106.00	1.50	1.44%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	13-05-05-00-06	Class VI, Vending machine operators per location; nonprofit charitable organizations, not holding a liquor license and not holding a liquor license and not serving meals on a daily basis	1	each	11 50 44 316 32401.000	90.00	YES	91.00	1.00	1.11%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.

# ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPTDV. ENFORCING THE CODE	CODE ARTICLE/SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QTY PER MEASURE	UNIT OF MEASURE	LOGOS GL. ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Comm Dev.	Bldg. & Code Services	1-5-1	13-05-05-00-07	Class VII, Public and parochial elementary and secondary schools	1	each	11 50 44 316 32401.000	68.70	YES	70.00	1.30	1.89%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	13-07-01-00-01	Charitable Solicitation / Raffles - Permit			11 50 44 316 32412.000	11.55	YES	15.00	3.45	29.87%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	13-08-04-00-00	Section 13-8-4, License Required (Tattoo Parlors and Artists)										
Comm Dev.	Bldg. & Code Services	1-5-1	13-08-04-00-01	Application fee for permit for tattoo establishment	1	each	11 50 44 316 32415.000	152.20	YES	158.00	5.80	3.81%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	13-08-04-00-02	Application fee permit for tattoo artist or operation	1	each	11 50 44 316 32415.000	54.00	YES	58.00	2.00	3.70%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-01-03-00-00	Section 15-1-3, Condition of License (Contralescent Homes)										
Comm Dev.	Bldg. & Code Services	1-5-1	15-01-03-01-02	Licensing fee per patient bed per year	1	each	11 50 44 316 32410.000	5.10	YES	5.20	0.10	1.96%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-03-02-00-00	Section 15-3-2, License Fees (Theatres, Shows, Exhibitions, and Dances)										
Comm Dev.	Bldg. & Code Services	1-5-1	15-03-02-00-01	Fee for each carnival, sideshow, circus, show where feats of agility or horsemanship, menageries where wild beasts are exhibited	1	day	11 50 44 316 32409.000	214.20	YES	250.00	35.80	16.71%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-03-02-00-02	Other form of entertainment fee not specifically set by ordinance	1	each	11 50 44 316 32409.000	109.15	YES	112.00	2.85	2.61%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.

# ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/NO. ENFORCING THE CODE	CODE ARTICLES SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QTY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Comm Dev.	Bldg. & Code Services	1-5-1	15-03-02-00-03	Live Entertainment Only	1	each	11 50 44 316 32409.000	95.90	YES	97.00	1.70	1.78%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-03-03-00-00	Section 15-3-3, Theatres or Pieces of Amusement of a Permanent Character Theatres or places of amusement of a permanent character, per year										
Comm Dev.	Bldg. & Code Services	1-5-1	15-03-03-00-01	Seating capacity or occupancy, 1,000 or more	1	each	11 50 44 316 32409.000	425.35	YES	430.00	4.65	1.09%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-03-03-00-02	Seating capacity or occupancy, at least 500, but less than 1,000	1	each	11 50 44 316 32409.000	332.10	YES	337.00	4.90	1.48%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-03-03-00-03	Seating capacity or occupancy, less than 500	1	each	11 50 44 316 32409.000	214.25	YES	217.00	2.75	1.28%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-03-08-00-00	Section 15-3-8, Dance License Fees										
Comm Dev.	Bldg. & Code Services	1-5-1	15-03-08-00-01	License fee, each dance ending after 12:00 midnight	1	each	11 50 44 316 32409.000	19.05	YES	20.00	0.95	4.99%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-03-08-00-02	License fee, each dance ending on or before 12:00 midnight	1	each	11 50 44 316 32409.000	13.30	YES	14.00	0.70	5.26%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-03-09-00-00	Section 15-3-6, Dance Licenses for Cocktail Lounges, Restaurants, Etc.										

# ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPTDV. ENFORCING THE CODE	CODE ARTICLES SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QTY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NOT	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Comm Dev.	Bldg. & Code Services	1-5-1	15-03-09-00-01	Fee for each license issued, and for each annual license renewal	1	year	11 50 44 316 32409.000	192.70	YES	195.00	2.30	1.19%	4/9/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-04-07-00-00	Section 15-4-7, License Fees (Amusement Devices and Centers)										
Comm Dev.	Bldg. & Code Services	1-5-1	15-04-07-00-02	Amusement center license, per year	1	each	11 50 44 316 32402.000	326.70	YES	330.00	4.30	1.32%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-04-07-00-03	Bowling Alleys, per lane	1	each	11 50 44 316 32402.000	11.25	YES	13.00	1.75	15.56%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-06-06-00-00	Section 15-6-6, License Fees (Billiard Parlor)										
Comm Dev.	Bldg. & Code Services	1-5-1	15-06-06-00-01	License to operate a billiard parlor	1	each	11 50 44 316 32408.000	681.60	YES	692.00	10.40	1.53%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-06-06-00-02	Fee for each billiard or pool table located in billiard parlor	1	each	11 50 44 316 32408.000	12.75	YES	15.00	2.25	17.65%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-07-02-00-00	Section 15-7-2, License and Fee (Sexually Oriented Business)										
Comm Dev.	Bldg. & Code Services	1-5-1	15-07-02-00-01	License fee	1	each	11 50 44 316 32404.000	755.40	YES	767.00	11.60	1.54%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-08-18-00-00	Section 15-8-18, License Fees (Peddlers)										

# ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/ENFORCING THE CODE	CODE ARTICLES SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QTY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NOT?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Comm Dev.	Bldg. & Code Services	1-5-1	15-08-18-00-01	Fee to peddle on private property, other than from a motor vehicle or from a fixed location for a period not to exceed one (1) week in duration	1	week	11 50 44 316 32406.000	52.25	YES	53.00	0.75	1.44%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-08-18-00-02	Fee for license to peddle from a fixed location on private property per day multiplied by the number of days	1	day	11 50 44 316 32406.000	28.70	YES	29.00	0.30	1.05%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-08-18-00-03	Annual fee (per vehicle or support) to peddle from a motor vehicle, stand, table, or similar support, at a fixed location on private property outside the Central Business District	1	Per Vehicle Per Year	11 50 44 316 32406.000	642.65	YES	652.00	9.35	1.45%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-08-18-00-04	Annual fee to peddle on private property from a motor vehicle, other than from a fixed location, per vehicle	1	Per Vehicle Per Year	11 50 44 316 32406.000	642.65	YES	652.00	9.35	1.45%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-08-18-05-00	Annual fee to vend from a motor vehicle, stand, table, or similar support, at a fixed location on public property within the Central Business District										
Comm Dev.	Bldg. & Code Services	1-5-1	15-08-18-05-01	Where a single application is received for a location	1	Year	11 50 44 316 32406.000	1,553.90	YES	1,577.00	23.10	1.49%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-08-18-05-02	Where more than one application is received for the same location, the Licensing Officer shall, after notification, accept sealed bids for a license to operate at the contested location and award a license based upon the highest bid submitted above the ml	1	each	11 50 44 316 32406.000	1,553.90	YES	1,577.00	23.10	1.49%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.

# ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/DIV ENFORCING THE CODE	CODE ARTICLES SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QTY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Comm Dev.	Bldg. & Code Services	1-5-1	15-08-18-06-00	Annual fee to vend from a motor vehicle, stand, table, or similar support, at a fixed location on private property outside the Central Business District	1	Year	11 50 44 316 32406.000	642.65	YES	652.00	9.35	1.45%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-08-18-06-01	Where a single application is received for a location	1	each	11 50 44 316 32406.000	642.65	YES	652.00	9.35	1.45%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-08-18-06-02	Where more than one application is received for the same location, the Licensing Officer shall, after notification, accept sealed bids for a license to operate at the contested location and award a license based upon the highest bid submitted above the minimum fee of:	1	each	11 50 44 316 32406.000	642.65	YES	652.00	9.35	1.45%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-08-18-07-01	Fee per day for temporary vendor's license on public property from a fixed location pursuant to Section 15-8-16, Street Fairs	1	day	11 50 44 316 32406.000	52.25	YES	53.00	0.75	1.44%	6/11/2012	To bring this fee more in line with other municipalities
Comm Dev.	Bldg. & Code Services	1-5-1	15-08-18-08-01	Fee for license, pursuant to RSA 31:100 and Section 15-8-16, to conduct a street fair or other community event, which involves the sale of merchandise by retailers or involves other commercial activity	1	each	11 50 44 316 32406.000	642.65	YES	652.00	9.35	1.45%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-09-10-00-00	Section 15-9-10, License Fee (Dealers in Junk, Salvage Materials, and Recycled Materials)										

# ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/DIV. ENFORCING THE CODE	CODE ARTICLES SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QTY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Comm Dev.	Bldg. & Code Services	1-5-1	15-09-10-00-01	Section 15-9-10, License Fee (Dealers in Junk, Salvage Materials, and Recycled Materials) Fee per year	1	year	11 50 44 318 32411.000	255.20	YES	263.00	7.80	3.06%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	15-10-03-00-01	Special permit to Nonprofit Enterprise	1	each	11 50 44 316 32411.000	11.55	YES	15.00	3.45	29.87%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	26-01-06-00-00	Section 26-1-6, Building permit fees										
Comm Dev.	Bldg. & Code Services	1-5-1	26-01-06-01-00	Permit for construction or alteration of a building or structure										
Comm Dev.	Bldg. & Code Services	1-5-1	26-01-06-01-01	Nonrefundable application fee	1	each	11 50 44 315 32301.000	20.00	YES	25.00	5.00	25.00%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	26-01-06.1-00-00	Section 26-1-6.1, Sign Fees										
Comm Dev.	Bldg. & Code Services	1-5-1	26-01-06.1-00-02	Fee per square foot of sign as measured under Section 26-13-4	1	sq. ft.	11 50 44 315 32305.000	1.95	YES	2.00	0.05	2.56%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	26-01-06.1-00-05	Fee for each permit (not to exceed 15 days) for any temporary sign allowed under the Zoning Ordinance. Note: temporary sign issued under this section shall be exempt from the application fee listed in Section 26-1-6.1(b)(1), above.	1	each	11 50 44 315 32305.000	17.90	YES	18.00	0.10	0.56%	4/9/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	26-14-09-06-00	Other fees										

# ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/DV ENFORCING THE CODE	CODE ARTICLES SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QTY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Comm Dev.	Bldg. & Code Services	1-5-1	26-14-08-06-10	Minimum Charge for Permit	1	each	11 50 44 315 32302.000	46.40	YES	50.00	3.60	7.76%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	26-17-03-02-00	Gas piping:										
Comm Dev.	Bldg. & Code Services	1-5-1	26-17-03-02-01	Minimum fee to install gas piping	1	each	11 50 44 315 32303.000	46.40	YES	50.00	3.60	7.76%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	26-17-03-03-00	Mechanical Permit Fee Schedule - Heating Equipment										
Comm Dev.	Bldg. & Code Services	1-5-1	26-17-03-03-03	Heating Equipment - Including attached ductwork or piping and vent system: Minimum fee	1	each	11 50 44 315 32303.000	46.40	YES	50.00	3.60	7.76%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	26-17-03-04-00	Mechanical Permit Fee Schedule - Cooling Equipment										
Comm Dev.	Bldg. & Code Services	1-5-1	26-17-03-04-03	Cooling Equipment - Including attached ductwork or piping and vent system: Minimum fee	1	each	11 50 44 315 32303.000	46.40	YES	50.00	3.60	7.76%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	26-17-03-05-00	Refrigeration 1 ton equals 12,000 BTU's per hour										
Comm Dev.	Bldg. & Code Services	1-5-1	26-17-03-05-02	Refrigeration 1 ton equals 12,000 BTU's per hour - Minimum fee	1	each	11 50 44 315 32303.000	46.40	YES	50.00	3.60	7.76%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	26-17-03-07-00	Other fees										
Comm Dev.	Bldg. & Code Services	1-5-1	26-17-03-07-11	Minimum Fee	1	each	11 50 44 315 32303.000	46.40	YES	50.00	3.60	7.76%	4/12/2010	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.

# ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/DIV. ENFORCING THE CODE	CODE ARTICLE/SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QTY PER MEASURE	UNIT OF MEASURE	LOGO# GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Comm Dev.	Bldg. & Code Services	1-5-1	26-19-07-05-00	Pump and ejectors	1	each	11 50 44 315 32304.000	46.40	YES	50.00	3.60	7.76%	4/12/2010	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	26-19-07-05-06	Minimum Charge for Permit	1	each	11 50 44 316 32403.000	132.20	YES	133.00	0.80	0.61%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	27-01-04-00-00	Section 27-1-4, Permit Fee (Rooming houses, Hotels, and Motels)	1	each	11 50 44 316 32403.000	186.55	YES	187.00	0.45	0.24%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	27-01-04-02-01	In addition to the application fee, an inspection fee based on the number of rooming units - Number of Units - 3-25	1	each	11 50 44 316 32403.000	238.80	YES	239.00	0.20	0.08%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	27-01-04-02-02	In addition to the application fee, an inspection fee based on the number of rooming units - Number of Units - 26-50	1	each	11 50 44 316 32403.000	311.80	YES	312.00	0.40	0.13%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	27-01-04-02-03	In addition to the application fee, an inspection fee based on the number of rooming units - Number of Units - 51-75	1	each	11 50 44 316 32403.000	364.90	YES	365.00	0.10	0.03%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	27-01-04-02-04	In addition to the application fee, an inspection fee based on the number of rooming units - Number of Units - 76-100	1	each	11 50 44 316 32403.000							Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	27-01-04-02-05	In addition to the application fee, an inspection fee based on the number of rooming units - Number of Units - Over 100	1	each	11 50 44 316 32403.000							Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	28-00-00-00-00	Chapter 28 - Zoning Ordinance										Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.

# ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/DIV. ENFORCING THE CODE	CODE ARTICLES SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QTY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NOT	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Comm Dev.	Bldg. & Code Services	1-5-1	28-00-00-00-01	Fee for an application or appeal related to property located partially or completely with the RD, RN, RH, UT, CN, CU, CG, CBP, OCP, CVP, or IS Districts	1	each	11 50 44 317 34012.100	449.00	YES	450.00	1.00	0.22%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	28-00-00-00-02	Fee for an application or appeal related to property located within all other districts	1	each	11 50 44 317 34012.100	358.00	YES	360.00	2.00	0.56%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.
Comm Dev.	Bldg. & Code Services	1-5-1	28-00-00-00-03	Fee for an application or appeal related to property, which requires notification to abutters whose property is located outside the boundaries of the City of Concord, shall include an additional fee	1	each	11 50 44 317 34012.100	76.90	YES	77.00	0.10	0.13%	6/11/2012	Research by CD-Code has shown that proposed increase will bring this fee more in line with other municipalities.

# NON-ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/DIV	CODE ARTICLE/ SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QUANTITY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NOT	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
ALL DEPTS/IV	ALL DEPTS/DIV			Charge for staff research on any item on file.	1	Per hour after first 15 minutes	varies by dept.	30.00	YES	0.00	-30.00	-100.00%	pre-2005	02/19/2015 Per Janice Bonenfant as discussed with Tom Aspell - DELETE THIS FEE FOR FY2016. Tom Aspell will discuss with department/division heads at their meeting.
General Services	Highway & Utilities			Off-duty hours Reconnect Fee	1	occurrence	7800 40 31 110	210.00	YES	220.50	10.50	5.00%	04/14/14	Fee increase recommendation was based on wage increases.
General Services	Highway & Utilities			Painting Private Hydrant	1	each	7800 40 31 256	68.00	YES	71.50	3.50	5.15%	04/14/14	Fee increase recommendation was based on wage increases.
General Services	Highway & Utilities			Fire flow test upon request	1	each	7800 40 31 256	151.00	YES	157.00	6.00	3.97%	04/14/14	Fee increase recommendation was based on wage increases.
General Services	Highway & Utilities			FOREMAN CALL-IN (minimum)	1	occasion	7800 40 31 110	210.00	YES	220.50	10.50	5.00%	04/14/14	Fee increase recommendation was based on wage increases.
General Services	Highway & Utilities			Coring hole in CB or MH large (10" - 15")	1	coring	7800 40 31 110	565.00	YES	593.25	28.25	5.00%	04/14/14	Fee increase recommendation was based on wage increases.
General Services	Admin			Meter Test - Smaller than 3"	1	each	7800 40 31 256	82.50	YES	85.00	2.50	3.03%	04/14/14	Consistent with increases in staff direct labor
General Services	Admin			Meter Test - 3" and larger	1	each	7800 40 31 256	190.00	YES	195.00	5.00	2.63%	04/14/14	Consistent with increases in staff direct labor
General Services	Admin			Backflow Prevention Device Test	1	each	7800 40 31 130	60.00	YES	65.00	5.00	8.33%	04/14/14	Consistent with increases in staff direct labor
General Services	Admin			Turning water on after non-payment	1	each	7800 40 31 130	60.00	YES	61.50	1.50	2.50%	04/14/14	Consistent with increases in staff direct labor
General Services	Admin			Seasonal meter installation	1	each	7800 40 31 130	75.00	YES	77.00	2.00	2.67%	04/14/14	Consistent with increases in staff direct labor
General Services	Highway & Utilities			Main line TV of sewer and drain lines	1	hour	7900 40 31 110	173.25	YES	182.00	8.75	5.05%	04/14/14	Fee increase recommendation was based on wage increases.

# NON-ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/DY. ENFORCING THE CODE	CODE ARTICLE/SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QUANTITY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
General Services	Highway & Utilities			Lateral TV of sewer and drain lines	1	hour	7900 40 31 110 34031.000	115.50	YES	121.25	5.75	4.98%	04/14/14	Fee increase recommendation was based on wage increases.
General Services	Water			Out of Cycle Bill - A fee should apply to a Out of Cycle Read & Bill. When a water service transfer occurs other than on Thursday (free).	1	each	7800 40 31 256 34019.000	40.00	YES	41.00	1.00	2.50%	04/14/14	Consistent with increases in staff direct labor
General Services	Arena			Ice Rentals - Hourly Prime Time Ice	1	hr.	7400 40 34 235 35031.003	250.00	YES	255.00	0.00	0.00%	4/8/2013	Recommendation was based on local market study conducted by General Services
General Services	Arena			Ice Rentals - Hourly Non-Prime Time Ice	1	hr.	7400 40 34 235 35031.003	185.00	YES	188.00	3.00	1.62%	4/14/2014	Recommendation was based on local market study conducted by General Services
General Services	Arena			High School Games Rate	1	hour	7400 40 34 235 35031.003	262.00	YES	285.00	3.00	1.15%	4/8/2013	Recommendation was based on local market study conducted by General Services
General Services	Arena			Facility Rentals - Non Ice Daily Rental	1	each	7400 40 34 235 35031.004	1,895.00	YES	1,915.00	20.00	1.06%	4/14/2014	Recommendation was based on local market study conducted by General Services
General Services	Arena			Parking Lot	6	months	7400 40 34 235 35031.004	995.00	YES	1,015.00	20.00	2.01%	4/14/2014	Recommendation was based on local market study conducted by General Services
General Services	Arena			Parking Lot	12	months	7400 40 34 235 35031.004	1,925.00	YES	1,950.00	25.00	1.30%	4/14/2014	Recommendation was based on local market study conducted by General Services
General Services	Arena			High School Tournament Rate	1	Hour	7400 40 34 235 35031.003	330.00	YES	335.00	5.00	1.52%	4/8/2013	Recommendation was based on local market study conducted by General Services
General Services	Arena			Parking Lot 1 Day Rental	1	Day	7400 40 34 235 35031.005	NEW FEE	NEW FEE	125.00	125.00	100.00%	NEW FEE	NEW FEE - Parking Lot 1 Day Rental

# NON-ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/DIV. ENFORCING THE CODE	CODE ARTICLE/SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QUANTITY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
General Services	Arena			Roller Skate (Public Skate)	1	each	7400 40 34 235 36031.003	NEW FEE	NEW FEE	5.00	5.00	100.00%	NEW FEE	NEW FEE - Roller Skate (Public Skate)
General Services	Arena			Roller Skate Rental	1	each	7400 40 34 235 36031.003	NEW FEE	NEW FEE	5.00	5.00	100.00%	NEW FEE	NEW FEE - Roller Skate Rental
General Services	Arena			Parking Lot (Christmas Tree Sales)	1		7400 40 34 235 36031.004	4,000.00	YES	4,200.00	200.00	5.00%		Recommendation was based on local market study conducted by General Services
General Services	WWTP			Septage Hauler Discharge Permit Application	1	each	7900 40 31 110 34035	160.00	YES	200.00	40.00	25.00%	4/14/2014	Proposed fee increase was based on estimated cost of service update.
Legal	Solicitor's Office			Fees charged for prosecution services to the town of LOUDON	1	year	11 12 6 33799	31,857.42	YES	32,175.00	317.58	1.00%	4/14/2014	Proposed fee increase was based on increase in cost of services.
Legal	Solicitor's Office			Fees charged for prosecution services to the town of BOW - ADULT	1	year	11 12 6 33799	20,565.62	YES	20,775.00	209.38	1.02%	4/14/2014	Proposed fee increase was based on increase in cost of services.
Legal	Solicitor's Office			Fees charged for prosecution services to the town of BOW - JUVENILE	1	year	11 12 6 33799	5,143.93	YES	5,195.00	51.07	0.99%	4/14/2014	Proposed fee increase was based on increase in cost of services.
Legal	Solicitor's Office			Fees charged for prosecution services to the town of DUNBARTON.	1	year	11 12 6 33799	6,426.63	YES	6,490.00	63.37	0.99%	4/14/2014	Proposed fee increase was based on increase in cost of services.
Library	Library			A fine is charged when an item is not returned by the designated date. (Fines are not charged for days the library is closed.)	1	per day	11 61 1 35045.000	12.50	YES	0.00	-12.50	-100.00%	4/9/2012	We no longer buy VHS, or replace them.
Library	Library			A fine is charged when an item is not returned by the designated date. (Fines are not charged for days the library is closed.)	1	per day	11 61 1 35045.000	20.00	YES	10.00	-10.00	-50.00%	1/1/2011	Industry average of Manchester, Nashua, Keene, Portsmouth, Dover in 2014.

# NON-ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/DIV. ENFORCING THE CODE	CODE ARTICLE/SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QUANTITY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Library	Library			A fine is charged when an item is not returned by the designated date. (Fines are not charged for days the library is closed.)	1	per day	11 61 1	12.50	YES	0.00	-12.50	-100.00%	4/9/2012	Maximum fine for juvenile VHS was increased from \$10.00 to \$12.50 in 2012, but we don't buy many VHS anymore. VHS has gotten cheaper as well.
Library	Library			A fine is charged when an item is not returned by the designated date. (Fines are not charged for days the library is closed.)	1	per day	11 61 1	20.00	YES	10.00	-10.00	-50.00%	1/1/2011	Industry average of Manchester, Nashua, Keene, Portsmouth, Dover in 2014.
Library	Library			A fee is imposed for requesting a book from another library and not coming to pick it up.	1	per day	11 61 1	5.00	YES	0.00	-5.00	-100.00%	4/11/2005	Recommend eliminating this line as it's unusual to penalize for this.
Library	Library			A flat fee is charged for the replacement of lost materials which reflects the average cost of that category of material.	1	per title	11 61 1	15.00	YES	12.50	-2.50	-16.67%	4/9/2012	Industry average was based on each full list price which we do not have cataloged uniquely for each title. Prices have dropped recently.
Library	Library			A flat fee is charged for the replacement of lost materials which reflects the average cost of that category of material.	1	per title	11 61 1	20.00	YES	0.00	-20.00	-100.00%	4/11/2011	The library is no longer purchasing audiocassettes.

# NON-ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/DIV. ENFORCING THE CODE	CODE ARTICLE/SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QUANTITY PER MEASURE	UNIT OF MEASURE	LOGOS GL. ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NOT	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Library	Library			A flat fee is charged for the replacement of lost materials which reflects the average cost of that category of material.	1	per unit	11 61 1	12.00	YES	0.00	-12.00	-100.00%	4/11/2011	The library is no longer purchasing audiocassettes. This replacement cost is consistent with that of a CD.
Library	Library			A flat fee is charged for the replacement of lost materials which reflects the average cost of that category of material.	1	per title	11 61 1	60.00	YES	0.00	-60.00	-100.00%	4/11/2011	The library is no longer purchasing audiocassettes. This replacement cost is consistent with that of a CD.
Library	Library			A flat fee is charged for the replacement of lost materials which reflects the average cost of that category of material.	1	per title	11 61 1	20.00	YES	15.00	-5.00	-25.00%	4/11/2005	Industry average was based on full list price which we do not have cataloged uniquely for each title.
Library	Library			A flat fee is charged for the replacement of lost materials which reflects the average cost of that category of material.	1	per unit	11 61 1	25.00	YES	15.00	-10.00	-40.00%	4/9/2012	Industry average was based on each full list price which we do not have cataloged uniquely, but average prices have lowered recently. Fines should be lower than replacement price.
Library	Library			A flat fee is charged for the replacement of lost materials which reflects the average cost of that category of material.	1	per title	11 61 1	70.00	YES	50.00	-20.00	-28.57%	4/14/2008	Industry average was based on each full list price which we do not have cataloged uniquely, but average prices have lowered recently. Fines should be lower than replacement price.

# NON-ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPTDV. ENFORCING THE CODE	CODE ARTICLE/ SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QUANTITY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Library				A flat fee is charged for the replacement of lost materials which reflects the average cost of that category of material.	1	per title	11 61 1	25.00	YES	15.00	-10.00	-40.00%	4/9/2012	Industry average was based on each full list price which we do not have cataloged uniquely, but average prices have lowered recently. Fines should be lower than replacement price.
Parks & Rec	Adm			Fall Soccer	1	ea.	11 62 2	45.00	YES	59.00	14.00	31.11%	Fall 2014	Range is \$45 to \$59 pp. cost of paid officials have gone up. This is what we charged Fall 2014
Parks & Rec	Adm			Play Camp	1	ea.	11 62 2	116.00	YES	131.00	15.00	12.93%	Summer 2014	cost of day trips have gone up. This is what we charged summer 2014
Parks & Rec	Adm			Rec Camp	1	ea.	11 62 2	121.00	YES	126.00	5.00	4.13%	Summer 2014	cost of day trips have gone up. This is what we charged summer 2014
Parks & Rec	Adm			Teen Camp	1	ea.	11 62 2	147.00	YES	154.00	7.00	4.76%	Summer 2014	cost of day trips have gone up. This is what we charged summer 2014
Parks & Rec	Adm			Winter Basketball	1	ea.	11 62 2	45.00	YES	59.00	14.00	31.11%	Fall 2014	Range is \$45 to \$59 pp. cost of paid officials have gone up. This is what we charged Fall 2014
Parks & Rec	Adm			Pools-Non Resident Pool Passes	1	ea.	11 62 2	113.00	YES	120.00	7.00	6.19%	2/14/2011	Recommend increase at this time.
Parks & Rec	Adm			Pool Rentals (2 hrs.)	1	ea.	11 62 2	103.00	YES	110.00	7.00	6.80%	2/14/2011	Recommend increase at this time.
Parks & Rec	Adm			Green St Community Center - Gifts Inc.			11 62 2	14,918.00	YES	0.00	-14,918.00	-100.00%	4/11/2011	DELETE
Parks & Rec	Adm			Ski and Skate Sale			11 62 2	2,137.00	YES	2,200.00	63.00	2.95%	4/11/2011	Recommend increase at this time.
Parks & Rec	Adm			Men's Basketball (Player Fees)	1	hour	11 40 33	28.00	YES	32.00	4.00	14.29%	4/11/2011	Recommend increase at this time.
Parks & Rec	Adm			Green Street Community Center -Game Room	1	hour	11 62 2	16.00	YES	21.00	5.00	31.25%	4/11/2011	Recommend increase at this time.
Parks & Rec	Adm			Green Street Community Center -Lounge	1	hour	11 62 2	16.00	YES	21.00	5.00	31.25%	4/11/2011	Recommend increase at this time.

# NON-ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/DIV. ENFORCING THE CODE	CODE ARTICLE/SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QUANTITY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Parks & Rec	Adm			Green Street Community Center -Canteen	1	hour	35031.002	16.00	YES	21.00	5.00	31.25%	4/11/2011	Recommend increase at this time.
Parks & Rec	Adm			Coffee Houses	1	each	34034.000	5.00	YES	0.00	-5.00	-100.00%	1/1/2008	DELETE
Parks & Rec	Adm			Skate Rentals	1	each	34034.000	2.00	YES	0.00	-2.00	-100.00%	1/1/2008	DELETE
Parks & Rec	Adm			For large groups and events GS may charge an additional charge for park maintenance (OT - per staff, per hour, 3 hour min)	1	hour		30.00	YES	32.00	2.00	6.67%		Staff pay has increased over the past four years
Parks & Rec	Beaver Meadow Golf Course			Season Permits - Senior 1 Seniors. 65 years or over - Mid week 5 days; cannot play on weekends and holidays.	1	each	34060	725.00	YES	760.00	35.00	4.83%	9/8/2014	The Parks & Recreation Dept and the Golf Course Advisory Committee (GCAC) recommended some rate increases for the 2015 Golf season as discussed & agreed at their August 2014 meeting. The City Council approved their recommendation at their 09/08/2014 meeting.
Parks & Rec	Beaver Meadow Golf Course			Season Permits - Senior II Seniors 65 years or over - Monday-Thursday; cannot play on weekends and holidays or on Fridays, June 15th through Labor Day.	1	each	34060	641.00	YES	690.00	49.00	7.64%	9/8/2014	The Parks & Recreation Dept and the Golf Course Advisory Committee (GCAC) recommended some rate increases for the 2015 Golf season as discussed & agreed at their August 2014 meeting. The City Council approved their recommendation at their 09/08/2014 meeting.
Parks & Rec	Beaver Meadow Golf Course			Season Permits - Senior I Non Resident Seniors. 65 years or over (cannot play on weekends and holidays).	1	each	34060	900.00	YES	0.00	-900.00	-100.00%	11/14/2011	Per David Gill - Please delete as we no longer offer "non-resident permit fees"

# NON-ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/ENFORCING THE CODE	CODE ARTICLE/SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QUANTITY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Parks & Rec	Beaver Meadow Golf Course			Annual membership fee. Adult	1	each	7300 62 33 191 34060	1,197.00	YES	1,255.00	58.00	4.85%	9/8/2014	The Parks & Recreation Dept and the Golf Course Advisory Committee (GCAC) recommended some rate increases for the 2015 Golf season as discussed & agreed at their August 2014 meeting. The City Council approved their recommendation at their 09/08/2014 meeting.
Parks & Rec	Beaver Meadow Golf Course			Annual membership fee. Adult	1	each	7300 62 33 191 34060	1,260.00	YES	0.00	-1,260.00	-100.00%	11/14/2011	Par David Gill - Please delete as we no longer offer "non-resident permit fees"
Parks & Rec	Beaver Meadow Golf Course			Annual membership fee. Family (husband and wife only)	1	each	7300 62 33 191 34060	2,158.00	YES	2,200.00	42.00	1.95%	9/8/2014	The Parks & Recreation Dept and the Golf Course Advisory Committee (GCAC) recommended some rate increases for the 2015 Golf season as discussed & agreed at their August 2014 meeting. The City Council approved their recommendation at their 09/08/2014 meeting.
Parks & Rec	Beaver Meadow Golf Course			Annual membership fee - Nonresident - Family (husband and wife only)	1	each	7300 62 33 191 34060	2,270.00	YES	0.00	-2,270.00	-100.00%	11/14/2011	Par David Gill - Please delete as we no longer offer "non-resident permit fees"

# NON-ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPT/ENFORCING THE CODE	CODE ARTICLE/SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QUANTITY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NOT	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Parks & Rec	Beaver Meadow Golf Course			Annual membership fee - Nonresident - Family Addition. Family Memberships now include minors living in household (ages 18 and under)	1	each	7300 62 33 191 34060	295.00	YES	0.00	-295.00	-100.00%	11/14/2011	Per David Gill - Please delete as we no longer offer "non-resident permit fees"
Parks & Rec	Beaver Meadow Golf Course			Annual membership fee - Nonresident - Junior (full-time student under 18)	1	each	7300 62 33 191 34060	325.00	YES	0.00	-325.00	-100.00%	11/14/2011	The Parks & Recreation Dept and the Golf Course Advisory Committee (GCAC) recommended some rate increases for the 2015 Golf season as discussed & agreed at their August 2014 meeting. The City Council approved their recommendation at their 09/08/2014 meeting.
Parks & Rec	Beaver Meadow Golf Course			Twilight membership fee	1	each	7300 62 33 191 34060	780.00	YES	875.00	95.00	12.18%	9/8/2014	The Parks & Recreation Dept and the Golf Course Advisory Committee (GCAC) recommended some rate increases for the 2015 Golf season as discussed & agreed at their August 2014 meeting. The City Council approved their recommendation at their 09/08/2014 meeting.

# NON-ORDINANCE BASED FEES, FINES & PENALTIES

For 07/01/2015 Effective Date

DEPT	DEPTIV. ENFORCING THE CODE	CODE ARTICLE/SECTION	CHAPTER, SECTION & SUB-SECTIONS	FEE DESCRIPTION	QUANTITY PER MEASURE	UNIT OF MEASURE	LOGOS GL ACCT NO.	CURRENT FEE AMOUNT	FEE RATE CHANGE - YES OR NO?	IF YES, IDENTIFY NEW RATE OR PROPOSED RATE	AMOUNT OF INCREASE / (DECREASE)	% OF INCREASE / (DECREASE)	DATE OF LAST COUNCIL APPROVED FEE REVISION	REASON FOR INCREASE OR NO INCREASE
Parks & Rec	Beaver Meadow Golf Course			Young Adult - This new membership is open to young adults ages 19 to 29 ages odd and is a full seven days a week membership	1	each	7300 62 33 191 34060	835.00	YES	900.00	65.00	7.78%	9/8/2014	The Parks & Recreation Dept and the Golf Course Advisory Committee (GCAC) recommended some rate increases for the 2015 Golf season as discussed & agreed at their August 2014 meeting. The City Council approved their recommendation at their 09/08/2014 meeting.



# CITY OF CONCORD

## REPORT TO MAYOR AND THE CITY COUNCIL

**DATE:** February 25, 2015  
**FROM:** Thomas J. Aspell, Jr., City Manager  
**SUBJECT:** Citizen Comments

**Recommendation:**

Recommend City Council accept this report.

**Background:**

Attached for your information are citizen comments received during the past month.

/ss

Attachments

**Stevens, Suzanne**

---

**From:** Darlene Olivo <darleneolivo293@gmail.com>  
**Sent:** Friday, February 20, 2015 10:44 AM  
**To:** \* City Manager Office  
**Subject:** Snow maintenance

I am so grateful for and appreciative of the work of your department, and I want you to know that. I live near Rollins Park, and the way it is being maintained this year is stellar. Thank you so much. I generally give a high-five and words of thanks to the workers when I see them, yet I'd like you to pass this on to those who don't get the message.

Thank you again.

Darlene Olivo

--

Darlene Olivo  
[www.darleneolivo.org](http://www.darleneolivo.org)

Author of *Mystick Krewe of Swan Songs*, a farce about New Orleans.

38A Kimball St.  
Concord, NH 03301  
603 226-4033



# FIRE DEPARTMENT CITY OF CONCORD

24 Horseshoe Pond Lane  
Concord, NH 03301  
[www.concordnh.gov/fire](http://www.concordnh.gov/fire)

February 10, 2015

Captain Thomas Nault  
Firefighter Chris Dolloff

I was very happy to receive the attached letter from Mr. Chris Wyman thanking you for the assistance that you provided to his mother and his great aunt. They appreciated your thoughtfulness and help. I do as well. You have shown what our core values look like in action and it is very much appreciated.

Sincerely,

  
Daniel L. Andrus  
Chief of Fire Department

Administration  
(603) 225-8650  
(603) 225-5833 fax

Prevention  
(603) 225-8651  
(603) 225-5833 fax

Fire Alarm  
(603) 225-8667  
(603) 225-8509 fax

Communications  
(603) 225-8669  
(603) 225-8507 fax

**Andrus, Dan**

---

**From:** Chris Wyman <inspectorred@yahoo.com>  
**Sent:** Tuesday, February 03, 2015 22:54  
**To:** Andrus, Dan; Toomey, Sean  
**Subject:** Thank you to your guys!

Hi Chief,

I'm not sure who this thank you is for, but I'm sure you'll be able to figure it out.

On Tuesday, February 3, at approximately 10:30 am, my mother (she's 66) was picking up my great aunt, who's 100 years, old for a doctors appointment at her home in East Concord. My aunt lives on Eastman Street at the intersection with Carpenter Street. When my mother arrived, she found that the side walk and the front walk way to my aunts house was completely blocked by snow. My mother began to shovel the side walk when a Concord Fire company, out clearing hydrants saw my mother. The company stopped and not only offered assistance, but finished shoveling the side walk and front walk way for my mother. When they were finished, they even escorted my aunt to my mothers car.

This is nothing these guys needed to do, but they did and made two people extremely happy. When i got off duty tonight, my mother could not wait to call and tell me.

I know these guys will say it was no big deal, it was the right thing to do, but for me, please find out who they were and say thank you! These types of acts of kindness are what the fire service is all about!

Respectfully,

Chris

Christopher T. Wyman, CFI  
Investigator  
NH Division of Fire Safety  
Office of the State Fire Marshal

Sent from Yahoo Mail for iPhone

**City of Concord – Collections Department  
Customer Comment Cards Survey**

Results based on total comment cards received for February 2014

**I received services related (circle all that apply): Total comment cards completed:**

Motor Vehicle (1)	Property Taxes (0)	Utility Payments (0)	Misc. Billing (0)
----------------------	-----------------------	-------------------------	----------------------

<b>Our staff was:</b>	courteous (1)	knowledgeable (1)	professional (1)
-----------------------	------------------	----------------------	---------------------

<b>Our service was:</b>	courteous (0)	knowledgeable (0)	professional (1)
-------------------------	------------------	----------------------	---------------------

**Comments and suggestions:**

No improvements needed. I need to give EXTRA KUDOS to Anja. This is my second visit with her and she truly goes above and beyond in all aspects - friendliness, professionalism and tremendously helpful.

**Results based on total surveys received for JANUARY 2015**  
***City of Concord – City Clerk’s Office***  
***Customer Service Survey***

**I received services related to (circle all that apply):** (Total surveys completed: (11)

City Council	Elections	Vital Records	Dog Licensing
( )	( )	(7)	(1)
Voter Registration	UCC Filings	Other: <u>General Information</u>	
( )	( )	(2) Marriage License (1) Purple Bags	

**Were you greeted promptly and friendly?**

(Worst)	1	2	3	4	5	6	7	(Best)
	( )	( )	( )	( )	( )	(1)	(10)	

**Was your wait for service reasonable?**

(Worst)	1	2	3	4	5	6	7	(Best)
	( )	( )	( )	( )	( )	(1)	(10)	

**Was the staff person knowledgeable?**

(Worst)	1	2	3	4	5	6	7	(Best)
	( )	( )	( )	( )	( )	(1)	(10)	

**Was your transaction complete and accurate?**

(Worst)	1	2	3	4	5	6	7	(Best)
	( )	( )	( )	( )	( )	( )	( )	(11)

**Comments and suggestion**

“Very friendly & knowledgeable.”

“All women were very friendly. Service was prompt, all around great!”

“No improvements needed. Colette was very nice, kind and welcoming. Thank you for making this process a happy one.”

**Stevens, Suzanne**

---

**From:** Andrus, Dan  
**Sent:** Wednesday, February 25, 2015 8:33 AM  
**To:** Stevens, Suzanne  
**Cc:** Toomey, Sean; Newbery, Guy  
**Subject:** Positive Citizen Comment

Good Morning, Sue:

I was pleased to receive this e mail from JoAnne Bates expressing her appreciation for the work that one of our crews did in securing snow and ice removal at a local multiple unit condominium. The crew members involved in this call were:

Captain Tom Nault  
Firefighter Paramedic John McBride  
Firefighter Alex Matson III

As you will note, this is the second letter this month commending Captain Nault on his crew for their customer service. I am not surprised, but I am very proud of the way that he and his crew represent our Department and City.

I redacted a part of the letter which did not have to do with the actions of City employees.

Thank you for your assistance,

Dan

**From:** joanne bates [<mailto:joannebates143@yahoo.com>]  
**Sent:** Monday, February 23, 2015 4:55 PM  
**To:** Andrus, Dan  
**Cc:** Toomey, Sean  
**Subject:** fire call 2-19-15 to McKenna's Purchase

Dear Chief Andrus,

On behalf of my elderly friend Muriel Ford and her elderly neighbors on Yvonne Ct at Mckenna's Purchase I would like to express my gratitude of Captain Nault and his crew coming and aiding the owners with their snow and ice issues at the condo complex.

I visit regularly and have observed and witnessed the steady build up of the ice and snow [REDACTED] Your men arrived quickly and began a throughout assessment of the damage to date. I came to visit Muriel today to see men removing snow and ice from the roofs. So the assessment proved valuable. Most of these owners have been worried and afraid all winter. Your men brought relief and hopefully the spark that may cause change here.

It was brutally cold outside and that did not keep your men from doing their job well. They were very kind, respectful and considerate as they went into their homes. I know in this day of budget cuts and skeletal crews it is not easy, but Kudos to your men.

Thank you on behalf of Yvonne Circle.

Joanne Bates



# COUNTY OF MERRIMACK

333 DANIEL WEBSTER HIGHWAY, SUITE 2  
BOSCAWEN, NEW HAMPSHIRE 03303-2415  
(603) 796-6800 FAX: (603) 796-6840  
[www.merrimackcounty.net](http://www.merrimackcounty.net)

---

## COMMISSIONERS

PETER SPAULDING, Chairman, Hopkinton  
BRONWYN ASPLUND-WALSH, Vice Chairman, Franklin  
TARA REARDON, Clerk, Concord

## COUNTY ADMINISTRATOR STEPHEN MARRO

TO: Concord Fire Department  
Battalion Chief Whitney  
24 Horseshoe Pond Ln.  
Concord, NH 03301

REF: Courthouse fire of February 1, 2015

I would like to take this opportunity to express, from the Board of Commissioners and other elected and un-elected individuals, their sincerest appreciation and "thank you" for all your hard work, rapid response, and excellent diligence in assisting the County and the Court System with recovery from the fire on that day. I know it was tough as we were all awaiting the Super Bowl and this cut into that celebration dramatically. Still, your department's dedication to the jobs you perform cannot go unheeded.

We wish to acknowledge, in particular, the rapid response of the Concord Fire Department. Your department's good work in removing odor and checking out the fire notice/prevention systems cannot be expressed enough. We all acknowledge how fortunate were to not have had a more serious incident.

It was a job well done by all involved and The Commissioners and Judges wish to express our heartfelt "thank you" to your Engine Company and Ladder Company. Several Commissioners surveyed the facility after Thursday's Board of Commissioner's meeting (Feb. 19) and were truly impressed with the condition the overall building was in. Were it not for the room where the fire actually occurred, you could not sense any such incident there.

It is a pleasure for me to recognize such professional and dedicated fire fighters.

Thank you all again.

For the Commissioners,

Stephen A. Marro  
County Administrator

# Penacook Village Association

PO Box 6174 Penacook, NH 03303



February 13, 2015

Mayor Jim Bouley  
City Hall  
41 Green St.  
Concord, NH 03301

FEB 20 2015

Dear Mayor Bouley, City Councilors, and City Staff,

The residents of Penacook and the Penacook Village Association would like to thank you for a job well done, and for giving our community an amazing downtown. Ed Roberge and staff were more than patient during our numerous charrettes. But, by holding those meetings and asking for input from residents, we were able to work in cooperation toward a safer, well lit, and beautiful downtown. Staff guidance resulted in a majority vote by residents to proceed with a traffic circle configuration to achieve our goals.

After the dust has settled, our downtown functions better than anyone envisioned. Thank you for increasing the lighting and bumping out the crosswalks making it safer for pedestrians. Thank you for convincing us that a traffic circle works to slow vehicles traveling along Village Street and reduce backups at Washington Street. Thank you for design elements like the greenspace around the monument and including fixtures that allow us to hang banners from the light poles.

We offer sincere thanks to our City Councilors for listening to us when we asked to have the utility poles removed along the downtown corridor, and voting to fund the increased cost while reconstructing Village Street. Removing the utility poles changed the appearance of our business district in ways no one expected. Without the poles obstructing our view, the street looks wider, and downtown Penacook looks more attractive. Now, the buildings and businesses that support our community are more visible.

We are proud of our downtown, of how it looks and how it functions, and foresee a future with new businesses renting and building in Penacook. Thank you for your help making it possible.

Sincerely,

Penacook Village Association Board of Directors

C

C

C



3-14  
TFA

**City of Concord, New Hampshire**  
**CONCORD PUBLIC LIBRARY**  
45 GREEN STREET • 03301-4257

**TODD FABIAN**  
LIBRARY DIRECTOR  
603-225-8670

**TO:** Honorable Mayor and City Council  
**FROM:** Todd Fabian, Library Director  
**RE:** Authorization to Accept Monetary Gifts Totaling \$1,428.37 as  
Provided for Under the Preauthorization Granted by City Council  
**DATE:** February 24, 2015

**Recommendation**

It is recommended that City Council approve the acceptance and expenditure of the gifts to the Concord Public Library cited below for the purpose indicated:

Donor	Amount	Purpose	Project Accounting
Concord Public Library Patrons	\$382.50	Fees paid by patrons to replace lost and damaged library materials from 01/26/15 through 02/23/2015	GRTLstPd 2910 2013 - 2013 and beyond
Concord Public Library Book Sale	\$1,045.87	Revenue from sale of used and donated books, audio materials and videos from 01/26/15 through 02/23/15	GRTLIBMat 2910 Book Sale Rev - Book Sale Revenue
<b>TOTAL</b>	<b>\$1,428.37</b>		

**Background**

1. Funds are requested to be expended under the authority established pursuant to Resolution #8120, adopted December 10, 2007.
2. The purpose of the gifts listed above is consistent with, and presents no conflict or obstacle to, the accomplishment of City Council goals, the Code of Ordinances, or the operating functions of the Concord Public Library.
3. No City match is required.
4. Funds have been received by the City of Concord, except as noted.
5. A letter of thanks on behalf of the City Council and the citizens of the City of Concord has been sent to donors listed above.

**Discussion**

Upon the City Council's approval of this report the materials indicated above will be ordered and placed in the Library's collection.

**Cc:** City Manager  
Deputy City Manager for Finance  
Controller  
City Clerk





# City of Concord, New Hampshire

**POLICE DEPARTMENT**  
35 Green Street • 03301-4299  
(603) 225-8600  
FAX (603) 225-8519  
www.concordpolice.com

3-15

AAA

**Bradley C. Osgood**  
Chief of Police

**To:** Honorable Mayor and City Council  
**From:** Gregory S. Taylor – Deputy Chief  
**Re:** Authorization to accept grant funding from the NH Highway Safety Agency as provided for under the pre-authorization granted by City Council.  
**Date:** February 26, 2015

### Recommendation

It is recommended that City Council approve the acceptance of the below cited grants provided to the Concord Police Department by the NH Highway Safety Agency:

NH Highway Safety Grant Program	Amount	G/L Account
Downtown Pedestrian Safety Patrols	\$4,586.40	Project to be established
Loudon Rd. Enforcement Patrols	\$4,586.40	Project to be established
<b>TOTAL</b>	<b>\$9,172.80</b>	

### Background

1. Funds are requested to be expended under the authority established pursuant to Resolution #8120, adopted December 10, 2007.
2. The grant applications for the purposes specified were approved by City Council per resolution #8802 adopted October 14, 2014.
3. The purpose of these grants as stated above is a condition of the grantor and is consistent with and presents no conflict or obstacle to the accomplishment of City Council goals, the code of ordinances, or the operating functions of the department.
4. These grant programs require no City match.
5. The New Hampshire Highway Safety Agency has accepted the authority granted by the City Council for the City Manager to enter into a grant or other agreement pursuant to the resolution cited in number one (1) above.
6. The Finance Director has approved the agreement providing for reimbursement of funds extended in advance by the City.

### Discussion

The Concord Police Department has applied for grant funding provided through the NH Highway Safety Agency to fund programs designed to improve the safety of the City's roadways. Funding has been approved for the following two programs: Downtown Pedestrian Safety Patrols, and Loudon Rd. Enforcement Patrols. Funding provided by the NH Highway Safety Agency will reimburse overtime costs associated with each of the enforcement programs. There is no city match for any of these enforcement grants. The following is a more detailed breakdown of each of these grant programs.

Loudon Rd. Enforcement Patrols: The Concord Police Department recognizes that the Loudon Road corridor continues to have the highest rate of motor vehicle accidents within the City. Loudon Road is a very busy and congested roadway with a mixture of commercial and residential buildings and complexes. Many of these complexes are located on the opposite side of the street from a large City park with summer pools. Many traffic violations, including speeding, pedestrian violations, red light violations, lane control violations, and disobedience to traffic control devices, occur on this roadway. This grant will allow for overtime funding for nine extra details of four hours each for two officers to specifically target motor vehicle operation related issues on Loudon Rd. between June 1 and August 31, 2015.

Downtown Pedestrian Safety Patrols: The Concord Police Department continues to strive to make the downtown area safe for both pedestrians and motorists. The downtown area of Concord is very congested during the daytime hours, with many business as well as state, county, and local government offices operating. As the State Capital, Concord has a daily influx of office workers and tourists, many of whom are unfamiliar with the community. The downtown merchants and many citizens of Concord continue to make complaints about the failure of motorists to yield to pedestrians, causing or nearly causing collisions. This grant will allow for overtime funding for nine extra details of four hours each for two officers specifically targeting these motor vehicle / pedestrian violations between June 1 and August 31, 2015.

It is the Concord Police Department's desire to use these initiatives, along with others, to make the City of Concord a safer place to live, play, and work. The Department's long term goal is to change driving habits in order to reduce motor vehicle collisions and to draw more attention to improper driving habits through the media and high patrol visibility.

Cc: City Manager  
Deputy City Manager for Finance  
City Clerk



# CITY OF CONCORD

## REPORT TO MAYOR AND CITY COUNCIL

**From:** Jacqueline Whatmough, Human Services Director

**Re:** Authorization to expend the donation of \$350.00

**Date:** 2/23/15

### Recommendation

It is recommended that City Council approve the acceptance and expenditure of the above cited monetary donation from Ms. Eileen Keim.

### Background

Funds are requested to be expended under the authority established pursuant to resolution number 8120 adopted December 10, 2007

The purpose of this gift, donation or grant as stated above are a condition of the grantor or benefactor and is consistent with and presents no conflict or obstacle to the accomplishment of city council goals, the code of ordinances or the operating functions of the department.

A copy of this communication has been sent to the grantor or benefactor for their information and with the thanks of the City Council and the citizens of the City of Concord.

### Discussion

Ms. Keim visited our department and asked about the services we provide. She then presented us with this generous donation to help those we serve. She recognized the difficulties this cold and snowy winter presents for our low-income residents and wanted to help. We very much appreciate this thoughtful and generous donation which we will use to assist individuals and families, including our senior citizens.

**Cc:** City Manager  
City Clerk  
City Controller  
Eileen Keim





# CITY OF CONCORD

## Report to Council

**FROM:** Michael Jache, City Treasurer  
**DATE:** February 19, 2015  
**SUBJECT:** June 30, 2014 Trust Reports / MS – 9 and MS - 10

### Recommendation

It is recommended that the City Council accept these reports for information purposes.

### Background

The attached reports provide detailed trust fund information for the period ending June 30, 2014.

### Discussion

The MS-9 and MS-10 are reports required to be completed annually by the City and transmitted to the Attorney General Charitable Trust Division and the Department of Revenue Administration. These reports detail the beginning and ending balances by specific trust purpose, as well as the holdings of the Trustees at year-end.

cc: City Manager





REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2014

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	%	Balance Beginning Year	Additions/ Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%	Earned During Year	Fees	Expended During Year	Balance End Year	Principal & Income
2009	32 C-NE Mrs. H.A. Kimball	Cemetery Care	Stocks & Bonds	0.03%	2,450.81		183.21	2,633.83	3,257.69	0.03%	68.79	(10.96)	(36.32)	3,278.20	5,913.03
	33 C-NE Sen. Styles Bridges	Care & Preservation	Stocks & Bonds	0.03%	2,275.96		170.16	2,446.11	3,472.91	0.03%	63.89	(10.18)	(33.73)	3,492.89	5,939.00
	34 C-NE Judge Edwin Page	Monument Care	Stocks & Bonds	0.01%	725.16		54.21	779.38	638.38	0.01%	20.36	(3.24)	(10.75)	644.75	1,424.12
	35 C-NE Alvin P. Dunbar	Monument Care	Stocks & Bonds	0.00%	235.04		17.57	252.62	295.54	0.00%	6.60	(1.05)	(3.49)	297.58	550.21
	36 C-NE Caroline DeFaugi	Mausoleum	Stocks & Bonds	0.37%	26,441.35		1,976.81	28,418.16	34,217.60	0.37%	742.34	(118.21)	(391.89)	34,449.74	62,867.90
	37 C-NE Thompson Monument	Flowers	Stocks & Bonds	0.35%	24,701.82		1,846.76	26,548.58	7,554.42	0.35%	693.41	(110.44)	(217.24)	7,920.16	34,466.74
	38 C-NE Alvin P. Dunbar	Flowers	Stocks & Bonds	0.06%	4,510.08		337.18	4,847.26	440.34	0.06%	126.60	(20.16)	(66.84)	479.94	5,327.20
	39 C-NE Minot Enclosure	Cem Care	Stocks & Bonds	0.19%	13,580.88		1,015.34	14,596.22	20,441.25	0.19%	381.23	(60.72)	(45.39)	20,761.76	35,357.98
	40 C-NE Imp. & Ornamentation	Cemetery	Stocks & Bonds	0.14%	10,152.87		759.05	10,911.92	6,062.25	0.14%	285.00	(45.39)	(1.738.55)	6,301.86	17,213.78
	40 C-NE Frank J. Sulloway	Cemetery	Stocks & Bonds	0.00%	0.00	2,890.48		2,890.48	0.00	0.00%	1,738.55	0.00	0.00	1,738.55	4,629.03
2013	Non-Expendable Library	Schools	Stocks & Bonds	0.03%	1,990.45		148.81	2,139.26	0.00	0.03%	55.87	(8.90)	(46.98)	(0.00)	2,139.26
	38 L-NE Abigail Walker	David Osgood	Stocks & Bonds	0.01%	490.12		36.64	526.76	25.86	0.01%	13.76	(2.18)	(0.00)	37.42	564.18
	39 L-NE Library-Books	Stephen Abbot	Stocks & Bonds	0.03%	2,450.81		183.21	2,633.83	129.27	0.03%	68.79	(10.96)	(33.73)	2,820.93	2,820.93
	41 L-NE Library-Books	William Chase	Stocks & Bonds	0.04%	2,509.35		187.50	2,696.85	133.00	0.04%	70.44	(11.22)	(19.22)	187.11	2,889.17
	42 L-NE Library-Books	Cogswell Coll.	Stocks & Bonds	0.08%	5,611.45		419.52	6,030.97	295.88	0.08%	157.52	(25.09)	(25.09)	182.22	6,456.28
	43 L-NE Library-Books	C.R. Covey	Stocks & Bonds	0.69%	48,748.55		3,644.40	52,392.95	2,525.40	0.69%	1,368.98	(217.93)	(1,000.00)	2,675.84	55,066.78
	44 L-NE Library-Books	Joe Hazelline	Stocks & Bonds	0.11%	6,086.58		604.57	6,691.12	426.54	0.11%	227.00	(38.15)	(17.38)	617.38	9,306.51
	45 L-NE Library-Books	G.P. Lynn	Stocks & Bonds	0.03%	2,450.81		183.21	2,633.83	129.27	0.03%	68.79	(10.96)	(33.73)	187.10	2,820.93
	46 L-NE Library-Books	Franklin Pierce	Stocks & Bonds	0.02%	1,215.25		90.85	1,306.10	64.65	0.02%	34.11	(5.43)	(9.33)	97.30	1,398.43
	47 L-NE Library-Books	Thomas Veilpey	Stocks & Bonds	0.00%	181.92		13.60	195.52	9.76	0.00%	5.11	(0.81)	(14.05)	206.57	206.57
	48 L-NE Library-Books	Seth Jones	Stocks & Bonds	0.05%	3,720.76		278.17	3,998.93	196.27	0.05%	104.45	(16.63)	(36.32)	150.78	4,283.01
	49 L-NE Samuel Eastman	Books	Stocks & Bonds	0.03%	2,450.81		183.21	2,633.83	129.27	0.03%	68.79	(10.96)	(33.73)	187.11	2,820.93
	50 L-NE Seth K. Jones	Cem, Books, Lib	Stocks & Bonds	0.25%	17,506.89		1,308.84	18,815.51	1,709.27	0.25%	491.43	(78.27)	(81.74)	1,222.44	20,837.95
	51 L-NE Charles Parker Bancroft	Building fund	Stocks & Bonds	2.12%	150,250.88		11,233.08	161,483.97	8,659.83	2.12%	4,217.73	(206.05)	(206.05)	12,055.82	173,669.79
	52 L-NE Library-General Purpose	G. Blanchard	Stocks & Bonds	0.69%	46,088.99		3,445.64	49,534.64	4,473.82	0.65%	2,293.75	(480.50)	(5,581.52)	5,581.52	55,065.26
	53 L-NE Charles Conning	New Library Fund	Stocks & Bonds	1.52%	107,475.19		8,035.08	115,510.27	5,995.40	1.52%	3,016.96	(9.88)	(242.82)	8,529.86	124,040.13
	54 L-NE Library-General Purpose	S.G. Eastman	Stocks & Bonds	0.03%	2,209.09		165.18	2,374.25	190.69	0.03%	62.01	(943.96)	(5,000.00)	14,112.38	24,103.58
55 L-NE Library-General Purpose	Dr. M. Aldrich Estate	Stocks & Bonds	2.98%	211,139.93		15,785.28	226,925.20	14,129.38	2.98%	5,826.96	(608.61)	(19,427.45)	19,427.45	213,615.24	
56 L-NE Arthur Carpenter	Books & Periodicals	Stocks & Bonds	2.56%	180,865.87		13,521.92	194,387.79	15,158.93	2.56%	5,077.13	(16.51)	(115.20)	4,425.17	8,393.58	
57 L-NE Marie Colbert	Books & Periodicals	Stocks & Bonds	0.05%	3,692.36		276.05	3,968.41	4,338.03	0.05%	103.85	(16.51)	(115.20)	4,425.17	8,393.58	
Non-Expendable Other	B-Cen Square	Stocks & Bonds	0.07%	4,881.18		364.93	5,246.11	0.00	0.07%	137.02	(21.82)	(115.20)	0.00	5,246.11	
58 O-NE Rollins Trust	Female Charity Society	Stocks & Bonds	0.02%	1,098.89		82.16	1,181.04	1,655.81	0.02%	30.85	(4.91)	(115.20)	1,681.75	2,862.79	
59 O-NE Courtless of Rumford	Eastman Park	Stocks & Bonds	100.00%	3,074,042.62	38,148.48	828,870.66	7,842,051.75	382,019.44	100.00%	200,315.82	(31,826.45)	(105,847.02)	454,881.69	8,098,923.34	
60 O-NE Eastman Association	Eastman Park	Stocks & Bonds	21.21%	796,197.10	14,088.07	(8,863.12)	801,422.05	163,575.23	21.21%	1,004.51			164,579.74	968,001.78	
CAPITAL RESERVE FUNDS	68 Self-Insurance	Cash Equivalents	Cash Equivalents	0.00%	0.00		0.00	0.00	9,659.38	0.00%	10.10			9,669.48	9,669.48
	68 Landfill Closure	Cash Equivalents	Cash Equivalents	10.07%	377,980.65	10,500.02	0.00	255,736.67	46,728.16	10.07%	349.87			47,076.03	302,812.70
	70 Hurlin Block	Cash Equivalents	Cash Equivalents	27.89%	1,046,904.97	1,005,296.30	0.00	882,203.27	247,777.61	27.89%	950.09			248,727.70	1,130,930.87
	72 Economic Development	Cash Equivalents	Cash Equivalents	8.69%	325,987.41	120,224.91	0.00	50,912.32	22,465.09	8.69%	275.12			22,740.21	73,552.53
	73 Revaluation	Cash Equivalents	Cash Equivalents	0.00%	(0.60)		0.00	(0.60)	4.05	0.00%	0.00			0.00	0.00
	74 53rd Week	Cash Equivalents	Cash Equivalents	0.00%	0.00		0.00	0.00	1,052.58	0.00%	0.00			0.00	0.00
	75 Equipment	Cash Equivalents	Cash Equivalents	9.01%	338,124.27	170,025.02	0.00	278,145.29	1,815.96	9.01%	271.59			2,087.65	280,238.84
	75 Mountain Green	Cash Equivalents	Cash Equivalents	10.98%	412,189.94	0.03	0.00	412,189.97	40,046.23	10.98%	472.82			40,519.05	452,708.02
	77 Fire Apparatus Replacement	Cash Equivalents	Cash Equivalents	1.27%	47,668.19	0.01	0.00	47,668.20	5,805.75	1.27%	55.83			5,861.58	53,530.79
	78 Downtown Economic Dev	Cash Equivalents	Cash Equivalents	0.00%	0.00		0.00	0.00	11,057.91	0.00%	11.54			11,069.45	11,069.45
	79 Education & Training	Cash Equivalents	Cash Equivalents	0.09%	2,425.16	40,000.00	0.00	22,425.16	4.03	0.06%	3.37			7.40	22,432.56
	80 Building Improvements	Cash Equivalents	Cash Equivalents	0.33%	12,262.48	166,810.17	0.00	123,872.65	92.33	0.33%	20.28			112.61	123,985.26
	81 Parks and Grounds	Cash Equivalents	Cash Equivalents	0.53%	20,000.00	0.00	0.00	20,000.00	58.85	0.53%	20.28			79.93	20,079.93
82 Water Fund Fuel Reserve	Cash Equivalents	Cash Equivalents	2.66%	100,000.00	0.01	0.00	100,000.01	108.42	2.66%	104.66			213.08	100,213.09	
83 SVMS Project	Cash Equivalents	Cash Equivalents	0.52%	19,687.15	0.00	0.00	5,887.15	6,314.56	0.52%	16.00			6,330.56	12,217.71	

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2014

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL				INCOME				TOTAL			
				%	Balance Beginning Year	Additions/ New Funds Created	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%		Earned During Year	Fees	Expended During Year
	84 Water Investment Fee		Cash Equivalents	1.32%	49,419.44	27,757.01		0.00	77,176.45	34.36	1.32%	51.04	0.00	85.42	77,261.87
	85 Wastewater Investment Fee		Cash Equivalents	1.96%	74,495.99	39,379.45		0.00	113,875.44	28.01	1.96%	76.15	0.00	104.16	113,979.60
	86 ERIP		Cash Equivalents	3.46%	130,000.00		(130,000.00)	0.00	88.79	88.79	3.46%	37.80	0.00	126.59	126.59
	<b>TOTAL CAPITAL RESERVE FUNDS</b>			<b>86.54%</b>	<b>3,753,343.16</b>	<b>1,593,883.00</b>	<b>(2,155,807.12)</b>	<b>0.00</b>	<b>556,715.42</b>	<b>556,715.42</b>	<b>100.00%</b>	<b>3,732.36</b>	<b>0.00</b>	<b>(1,056.64)</b>	<b>3,760,810.18</b>
	<b>TOTAL OF ALL FUNDS</b>				<b>13,829,876.43</b>	<b>1,956,891.69</b>	<b>(2,391,797.12)</b>	<b>687,560.35</b>	<b>14,082,331.35</b>	<b>1,273,448.81</b>		<b>282,360.89</b>	<b>(43,815.60)</b>	<b>(107,703.66)</b>	<b>15,486,621.79</b>

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2014

# Shares or Units	DESCRIPTION OF INVESTMENT (Business of Banks, Stocks, Bonds, etc.)	HOW INVESTED	PRINCIPAL					INCOME					TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value	
			Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year						
		CITY OF CONCORD FUND C - #3053001184															
150,000	Federal Home Loan Bank	4.83% due 06/12/15	151,057.50					151,057.50	0.00	6,937.50	16,937.50	0.00	151,057.50	162,091.50	(5,802.00)	156,289.50	
150,000	Federal Farm Credit Bank	5.00% due 08/22/17	148,231.50					148,231.50	0.00	7,500.00	7,500.00	0.00	148,231.50	172,173.00	(2,890.50)	169,282.50	
50,000	Federal Home Loan Bank	2.03% due 08/14/19	0.00	98,781.00				98,781.00	0.00	310.14	(310.14)	0.00	98,781.00	0.00	1,392.00	101,173.00	
150,000	Federal Home Loan Bank	2.00% due 10/24/19	50,162.00					50,162.00	0.00	1,000.00	(1,000.00)	0.00	50,162.00	46,639.50	422.50	47,062.00	
100,000	Federal Home Loan Bank	2.00% due 12/18/17	150,219.00					150,219.00	0.00	233.33	(233.33)	0.00	150,219.00	0.00	832.50	151,051.50	
100,000	Bank of America FDG Corp	5.65% due 05/01/16	102,423.00					102,423.00	0.00	6,250.00	(6,250.00)	0.00	102,423.00	111,098.00	2,256.00	113,354.00	
150,000	Berkshire Hathaway	2.01% due 8/15/2016	154,495.50					154,495.50	0.00	3,850.00	(3,850.00)	0.00	154,495.50	171,222.00	(1,707.00)	172,892.50	
100,000	Boeing Company	4.88% due 02/15/20	154,495.50					154,495.50	0.00	7,312.50	(7,312.50)	0.00	154,495.50	171,222.00	(1,707.00)	172,892.50	
100,000	Carroll Inc.	1.89% due 03/01/17	0.00	101,521.00				101,521.00	0.00	358.89	(358.89)	0.00	101,521.00	0.00	321.00	101,842.00	
100,000	Cooca Wheat Corp	1.13% due 12/15/17	0.00	98,501.00				98,501.00	0.00	621.87	(621.87)	0.00	98,501.00	0.00	6.00	98,507.00	
100,000	EMC Corp Mess	1.88% due 06/01/18	0.00	100,228.00				100,228.00	0.00	983.54	(983.54)	0.00	100,228.00	0.00	433.00	100,661.00	
100,000	EDU Pont & Co.	3.25% due 01/15/15	100,000.00					100,000.00	0.00	3,250.00	(3,250.00)	0.00	100,000.00	104,020.00	(2,407.00)	101,813.00	
100,000	GlaxoSmithKline Cap	1.50% due 05/08/17	0.00	100,899.00				100,899.00	0.00	170.83	(170.83)	0.00	100,899.00	101,234.00	(1,234.00)	101,141.00	
100,000	Goldman Sachs Group	6.13% due 10/15/13	99,541.00		459.00	100,000.00		99,541.00	0.00	2,625.00	(2,625.00)	0.00	99,541.00	103,368.00	(3,398.00)	102,613.00	
100,000	Hewlett Packard Co.	5.15% due 10/01/16	100,360.00		(360.00)	100,000.00		100,360.00	0.00	8,125.00	(8,125.00)	0.00	100,360.00	102,568.00	(2,452.00)	105,297.00	
100,000	JPMorgan Chase & Co.	1.95% due 10/01/16	100,171.00					100,171.00	0.00	1,950.00	(1,950.00)	0.00	100,171.00	106,042.00	(2,452.00)	105,297.00	
100,000	Oracle Corp	5.15% due 10/01/16	102,540.00					102,540.00	0.00	5,150.00	(5,150.00)	0.00	102,540.00	108,042.00	(2,452.00)	105,297.00	
80,000	Shell International	2.38% due 01/15/19	92,993.50		100,944.00			92,993.50	0.00	98.95	(98.95)	0.00	92,993.50	94,999.50	(1,867.50)	93,132.00	
50,000	Toyota Mtr. Crd Corp.	3.25% due 09/22/15	51,399.00					51,399.00	0.00	875.00	(875.00)	0.00	51,399.00	48,969.50	1,135.00	50,561.50	
100,000	US Bancorp	1.75% due 05/22/17	100,348.00					100,348.00	0.00	2,925.00	(2,925.00)	0.00	100,348.00	97,765.00	5,713.00	98,478.00	
1,575	Abbott Laboratories	2.95% due 07/15/22	31,952.81					31,952.81	0.00	46.20	(46.20)	0.00	31,952.81	21,290.10	9,636.10	51,642.90	
870	Accurate PLC Ireland	40,421.22	20,718.40		7,528.46	41,439.38		20,718.40	0.00	1,002.30	(1,002.30)	0.00	20,718.40	37,147.20	7,524.63	64,171.50	
0	Alliant Corp	42,283.30	27,288.16		43,832.23	86,115.53		42,283.30	0.00	46.20	(46.20)	0.00	42,283.30	37,778.00	5,262.64	70,330.80	
587	All Products and Chemicals, Inc.	25,463.45	0.00		16,534.49	47,611.43		25,463.45	0.00	1,702.30	(1,702.30)	0.00	25,463.45	81,908.06	4,309.47	75,499.94	
330	Allergan, Inc.	76,696.01	0.00		35,363.42	109.50		76,696.01	0.00	109.50	(109.50)	0.00	76,696.01	53,758.35	21,748.35	75,499.94	
1,215	Ametek Inc.	42,014.87	67,170.03		16,534.49	47,611.43		42,014.87	0.00	35,363.42	(35,363.42)	0.00	42,014.87	52,228.80	51,225.23	55,842.23	
435	Anadarko Petroleum Corp.	41,114.92	0.00		34,984.14	0.00		41,114.92	0.00	328.05	(328.05)	0.00	41,114.92	0.00	(562.43)	66,587.60	
0	Apartment Inv. & Mgmt. Co.	25,463.45	0.00		42,486.27	0.00		25,463.45	0.00	2,420.00	(2,420.00)	0.00	25,463.45	56,779.50	12,125.70	63,520.20	
1,407	Apple Computer Inc.	42,014.87	0.00		722.19	25,185.54		42,014.87	0.00	2,976.24	(2,976.24)	0.00	42,014.87	28,688.20	5,133.18	68,062.75	
1,310	AT & T Inc.	11,968.21	0.00		11,968.21	27,431.82		11,968.21	0.00	2,384.20	(2,384.20)	0.00	11,968.21	0.00	5,133.18	47,819.45	
365	Bank of America Corporation	70,293.98	0.00		60,932.40	0.00		70,293.98	0.00	245.80	(245.80)	0.00	70,293.98	100,322.09	(2,502.56)	130,752.51	
1,550	BB&T Corp	39,008.79	0.00		39,008.79	0.00		39,008.79	0.00	306.60	(306.60)	0.00	39,008.79	46,374.00	(52.40)	46,321.60	
330	Boeing Company	36,032.85	0.00		36,032.85	0.00		36,032.85	0.00	1,441.50	(1,441.50)	0.00	36,032.85	79,024.70	15,423.95	94,448.65	
350	Chervon Corp	50,851.52	0.00		35,127.10	66,752.18		50,851.52	0.00	306.60	(306.60)	0.00	50,851.52	52,514.00	12,530.45	52,198.65	
0	Chubb Corp	40,066.84	0.00		36,593.94	0.00		40,066.84	0.00	1,375.88	(1,375.88)	0.00	40,066.84	89,122.80	19,615.28	41,985.90	
1,220	Cintas Corporation	46,568.90	0.00		54,489.48	80,874.96		46,568.90	0.00	282.60	(282.60)	0.00	46,568.90	63,910.75	5,686.16	45,892.50	
1,565	Cisco Systems	30,646.73	0.00		32,829.75	63,476.48		30,646.73	0.00	1,374.10	(1,374.10)	0.00	30,646.73	121,298.50	5,268.98	137,774.08	
0	Citigroup Inc.	38,906.33	0.00		54,846.22	0.00		38,906.33	0.00	839.40	(839.40)	0.00	38,906.33	58,716.90	4,759.68	63,476.48	
0	Coca-Cola Company	68,037.83	0.00		23,684.18	91,722.01		68,037.83	0.00	1,088.50	(1,088.50)	0.00	68,037.83	39,253.60	19,378.20	77,518.80	
1,055	Colgate-Palmolive Co.	40,325.55	0.00		10,601.19	50,926.74		40,325.55	0.00	57.45	(57.45)	0.00	40,325.55	37,840.93	800.82	38,641.75	
1,485	ConocoPhillips	30,399.53	20,430.38		23,684.18	91,722.01		30,399.53	0.00	1,149.12	(1,149.12)	0.00	30,399.53	91,862.55	(140.54)	92,000.00	
880	CVS/Carmax Corporation	55,581.37	36,747.76		10,601.19	50,926.74		55,581.37	0.00	1,124.40	(1,124.40)	0.00	55,581.37	54,870.48	(3,943.74)	61,814.22	
1,080	Danaher Corp	31,812.97	0.00		50,829.91	1,124.40		31,812.97	0.00	3,726.00	(3,726.00)	0.00	31,812.97	41,821.70	9,617.82	71,929.90	
1,080	Devita Healthcare Partners Inc.	35,205.18	0.00		31,812.97	0.00		35,205.18	0.00	890.00	(890.00)	0.00	35,205.18	57,172.50	33,368.79	127,309.05	
0	Dr Pepper Snapple Inc.	35,205.18	0.00		31,812.97	0.00		35,205.18	0.00	165.63	(165.63)	0.00	35,205.18	50,318.40	16,007.20	66,325.60	
245	Duke Energy Corp New	36,239.66	0.00		73,706.42	0.00		36,239.66	0.00	570.00	(570.00)	0.00	36,239.66	35,764.50	13,774.08	85,028.40	
38,235.86	Ebay Inc.	38,235.86	20,208.39		(3,673.96)	32,566.03		38,235.86	0.00	1,636.80	(1,636.80)	0.00	38,235.86	0.00	(1,891.47)	78,828.80	
41,366.30		41,366.30	0.00		10,605.59	51,991.89		41,366.30	0.00	51,991.89	(51,991.89)	0.00	41,366.30	34,447.50	3,674.66	58,981.05	
			0.00		10,605.59	51,991.89		0.00	0.00	0.00	(0.00)	0.00	0.00	51,720.00	271.89	0.00	0.00

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2014

# Shares or Units	HOW INVESTED	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL					INCOME					TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
			Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year					
0	EMC Corp. Miss		20,166.35		17,068.24	37,237.59	0.00	0.00	0.00	0.00	319.00	(319.00)	0.00	37,673.90	(436.31)	0.00
0	Enson International		31,287.03		5,903.35	37,090.38	0.00	0.00	0.00	281.81	(281.81)	0.00	0.00	40,213.60	(3,123.22)	0.00
1,140	Exxon Mobil Corp		60,182.08		7,259.24	15,266.28	52,173.06	0.00	0.00	3,051.45	(3,051.45)	0.00	0.00	118,110.25	11,233.31	114,775.20
0	Ford Motor Co.		37,428.57		9,312.85	46,738.42	0.00	0.00	0.00	563.00	(563.00)	0.00	0.00	43,548.05	3,190.37	0.00
860	General Dynamics		35,372.59		5,540.66	40,913.25	0.00	0.00	0.00	388.50	(388.50)	0.00	0.00	48,320.30	(5,407.05)	0.00
2,700	General Electric Co.		84,286.71		4,789.90	32,676.58	75,691.11	0.00	0.00	1,496.40	(1,496.40)	0.00	0.00	93,571.65	10,960.93	100,233.00
910	General Mills Inc.		0.00		46,502.97	46,502.97	0.00	0.00	0.00	3,015.00	(3,015.00)	0.00	0.00	45,640.00	1,308.43	47,111.40
4,000	Genworth Fin Inc Cl A		37,013.68		37,013.68	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	23,960.00	3,333.24	60,221.01
103	Google Inc. Cl A		60,323.72		(30,123.86)	30,199.86	30,123.86	0.00	0.00	0.00	0.00	0.00	0.00	90,678.11	(333.24)	96,221.01
103	Google Inc. Cl C		0.00		30,123.86	30,123.86	0.00	0.00	0.00	0.00	0.00	0.00	0.00	29,129.98	56,253.84	0.00
1,240	Hanesbrands Inc.		41,755.02		41,755.02	0.00	0.00	0.00	0.00	510.00	(510.00)	0.00	0.00	63,760.90	56,304.80	122,065.60
430	Harman Int'l Industries Inc.		14,235.20		20,773.42	28,933.56	14,235.20	0.00	0.00	776.00	(776.00)	0.00	0.00	35,712.00	3,236.00	38,948.00
400	Hershey Company		0.00		6,979.51	6,979.51	0.00	0.00	0.00	0.00	0.00	0.00	0.00	51,217.48	738.99	0.00
0	International Business Machines		0.00		20,874.83	20,874.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	64,395.00	15,312.70	100,958.30
963	Johnson & Johnson		31,082.64		51,957.47	83,040.11	0.00	0.00	0.00	2,160.50	(2,160.50)	0.00	0.00	84,395.00	10,724.89	40,039.20
360	Kimberly Clark		40,688.20		21,250.60	39,931.96	39,931.96	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10,593.55	81,744.00
850	KLA Tencor Corp		0.00		51,150.45	51,150.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	72,597.50	9,003.40	0.00
0	Lowe's Companies		44,265.75		37,335.15	81,600.90	0.00	0.00	0.00	1,147.50	(1,147.50)	0.00	0.00	0.00	10,593.55	81,744.00
0	Marrriott Int'l Inc. New Class A		32,076.76		3,526.01	35,602.77	0.00	0.00	0.00	1,048.50	(1,048.50)	0.00	0.00	0.00	9,003.40	0.00
1,215	Marsh & McLennan Companies		0.00		50,708.63	50,708.63	0.00	0.00	0.00	151.30	(151.30)	0.00	0.00	0.00	3,262.53	0.00
790	Mead Johnson Nutrition Co.		65,576.98		67,589.38	133,166.36	0.00	0.00	0.00	911.25	(911.25)	0.00	0.00	35,929.30	(326.53)	0.00
2,625	Microsoft Corp		46,244.74		21,046.72	67,291.46	67,291.46	0.00	0.00	378.95	(378.95)	0.00	0.00	0.00	12,262.67	62,981.30
0	Monsanto Co. New		0.00		26,040.51	26,040.51	0.00	0.00	0.00	2,393.99	(2,393.99)	0.00	0.00	72,544.50	6,014.91	78,559.41
850	Monster Beverage Corp		0.00		61,557.30	61,557.30	0.00	0.00	0.00	796.58	(796.58)	0.00	0.00	63,728.00	15,869.28	109,492.50
0	Morgan Stanley Dean Witter		0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,559.25	8,559.25	0.00
0	Motorola Solutions Inc.		0.00		45,440.32	45,440.32	0.00	0.00	0.00	222.00	(222.00)	0.00	0.00	0.00	(1,181.80)	60,375.50
0	Motorola Solutions Inc.		47,148.77		4,818.54	51,967.31	51,967.31	0.00	0.00	241.80	(241.80)	0.00	0.00	0.00	2,246.23	0.00
0	Netapp Inc. Com		0.00		50,624.38	50,624.38	0.00	0.00	0.00	549.00	(549.00)	0.00	0.00	53,688.90	(1,721.59)	0.00
650	Nextera Energy Inc. Com		38,853.75		(9,302.85)	29,550.90	29,550.90	0.00	0.00	1,800.50	(1,800.50)	0.00	0.00	52,962.00	(3,650.00)	0.00
560	Occidental Petroleum Corp		0.00		60,114.19	60,114.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13,650.00	(586.79)	66,612.00
0	Oracle Systems Corp		37,111.69		17,111.61	54,223.30	54,223.30	0.00	0.00	199.08	(199.08)	0.00	0.00	0.00	(586.79)	59,525.40
705	PepsiCo		18,524.61		27,048.01	45,572.62	45,572.62	0.00	0.00	0.00	0.00	0.00	0.00	50,847.66	3,276.41	0.00
2,270	Pfizer Inc		27,667.34		27,667.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	48,344.40	(4,771.76)	0.00
880	PNC Financial Services Group		41,220.44		41,220.44	0.00	0.00	0.00	0.00	1,662.05	(1,662.05)	0.00	0.00	57,661.95	5,322.75	62,984.70
46	Primeline Com Inc.		29,430.84		29,430.84	0.00	0.00	0.00	0.00	2,270.00	(2,270.00)	0.00	0.00	63,562.70	3,790.90	67,373.60
632	Procter & Gamble Co.		47,074.30		8,388.94	55,463.24	55,463.24	0.00	0.00	1,089.00	(1,089.00)	0.00	0.00	36,824.60	12,069.99	78,364.00
1,040	Qualcomm Corp		27,201.29		22,149.12	49,350.41	49,350.41	0.00	0.00	0.00	0.00	0.00	0.00	53,733.55	23,763.57	55,338.00
975	Rockwell Collins Inc.		44,370.25		21,825.64	66,195.89	66,195.89	0.00	0.00	1,547.21	(1,547.21)	0.00	0.00	48,657.68	1,011.20	49,668.88
565	Schein Henry Inc.		0.00		73,279.40	73,279.40	0.00	0.00	0.00	1,229.55	(1,229.55)	0.00	0.00	46,122.95	14,419.41	82,368.00
990	Southwestern Energy Co.		0.00		67,245.34	67,245.34	0.00	0.00	0.00	585.00	(585.00)	0.00	0.00	0.00	2,907.10	76,186.50
500	State Street Corp		14,119.45		46,588.51	60,707.96	60,707.96	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(205.26)	67,040.08
1,030	TE Connectivity LTD		46,837.09		14,119.45	60,956.54	60,956.54	0.00	0.00	520.00	(520.00)	0.00	0.00	32,605.00	(1,553.41)	45,035.10
385	Thermo Fisher Scientific Inc.		38,751.99		46,937.09	85,689.08	85,689.08	0.00	0.00	1,071.20	(1,071.20)	0.00	0.00	46,908.20	16,789.00	63,695.20
153	Time Inc. New		0.00		23,545.41	23,545.41	0.00	0.00	0.00	390.00	(390.00)	0.00	0.00	55,009.50	20,878.90	45,430.00
1,225	Time Warner Inc.		0.00		3,099.90	3,099.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	608.78	3,708.69
1,355	TJX Companies New		29,737.75		75,121.06	104,858.81	104,858.81	0.00	0.00	1,130.07	(1,130.07)	0.00	0.00	0.00	10,935.19	88,058.25
545	United Technologies Corp		29,125.64		49,325.27	78,450.91	78,450.91	0.00	0.00	685.18	(685.18)	0.00	0.00	51,561.80	868.83	72,018.35
1,045	Verizon Communications		41,576.21		28,125.64	69,701.85	69,701.85	0.00	0.00	1,256.23	(1,256.23)	0.00	0.00	50,652.30	12,267.95	62,920.25
425	Visa Inc.		37,400.72		41,576.21	78,976.93	78,976.93	0.00	0.00	2,199.73	(2,199.73)	0.00	0.00	52,605.30	(1,473.45)	51,131.85
0	Wal-Mart Stores		44,530.58		37,400.72	81,931.30	81,931.30	0.00	0.00	650.25	(650.25)	0.00	0.00	77,668.75	11,883.00	89,551.75
2,050	Wells Fargo & Co. New		52,040.54		20,343.91	72,384.45	72,384.45	0.00	0.00	701.24	(701.24)	0.00	0.00	65,253.24	(378.75)	0.00
975	Wynndham Worldwide Corp		0.00		61,601.35	61,601.35	0.00	0.00	0.00	2,562.50	(2,562.50)	0.00	0.00	84,803.50	23,144.50	107,748.00
15,000.00	(Shares Gold TR		111,349.20		111,349.20	0.00	0.00	0.00	0.00	965.25	(965.25)	0.00	0.00	0.00	17,225.65	73,827.00
0.00	(Shares MSCI Emerging Mkts.		251,521.00		(20,285.10)	231,235.90	231,235.90	0.00	0.00	5,064.42	(5,064.42)	0.00	0.00	179,850.00	13,350.00	193,200.00
175.00	(Shares NASDAQ Biotechnology ETF		49,283.36		19,688.71	68,972.07	68,972.07	0.00	0.00	27.15	(27.15)	0.00	0.00	22,150.00	4,075.90	0.00
5,000.00	(Shares S&P 500 Growth Index Fo.		346,678.55		45,973.17	392,651.72	392,651.72	0.00	0.00	7,140.14	(7,140.14)	0.00	0.00	420,650.00	105,900.00	525,950.00

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2014

HOW INVESTED

PRINCIPAL

# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
1,255.00	iShares US Oil Equip & Svcs ETF	57,400.77	18,607.13	(3,246.24)	100,092.83	75,007.90	0.00	584.75	(584.75)	0.00	76,007.90	56,983.50	22,472.17	98,062.80
4,906.34	Pimco Fltns Total Return Inst #35	158,426.04	158,426.04			55,096.87	0.00	2,936.71	(2,936.71)	0.00	55,096.87	151,783.77	2,131.67	53,822.51
2,685.00	Select Sector SPDR Metals	34,189.67	70,741.60			104,931.27	0.00	2,033.96	(2,033.96)	0.00	104,931.27	43,521.58	19,020.22	133,283.40
3,307.00	SPDR S&P Midcap 400 EFT TR	468,721.97				468,721.97	0.00	9,237.54	(9,237.54)	0.00	468,721.97	694,900.70	166,871.22	861,671.92
2,200.00	SPDR S&P 500 EFT TR	235,905.85				235,905.85	0.00	7,660.24	(7,660.24)	0.00	235,905.85	352,924.00	77,660.00	430,584.00
17,310.08	Templeton Institutional Foreign Equity Series	365,417.04	4,288.37			369,685.41	0.00	7,565.93	(7,565.93)	0.00	369,685.41	339,990.39	67,835.40	407,825.79
8,346.38	Templeton Global Bond Advisor #616	104,515.74	25.87			104,541.61	0.00	4,425.46	(4,425.46)	0.00	104,541.61	107,725.78	3,364.23	111,090.01
9,785.15	T Rowe Price Small Cap Stock FD #65	321,391.50	20,199.22			341,590.52	0.00	6,094.34	(6,094.34)	0.00	341,590.52	366,564.63	88,052.51	454,617.14
20,065.15	Vanguard Admiral GNMA Fund #536	399,390.73	5,501.32			404,892.05	0.00	10,714.52	(10,714.52)	0.00	404,892.05	410,666.20	5,216.93	415,883.13
7,660.76	Vanguard Intermediate Term Bond Index SS #1350	482,001.15	4,546.68			486,547.83	0.00	245.92	(245.92)	0.00	486,547.83	486,538.62	1,640.96	488,189.79
	Cash & Cash Equivalents	282,490.42	221,718.93	4,546.68	400,710.64	85,837.19	(9,155.90)	198,577.07	(198,388.92)	(6,967.75)	477,241.60	253,334.52	(0.00)	477,241.60
	TOTAL CITY OF CONCORD TRUST FUND #3053001194	7,616,622.09	2,765,870.29	528,478.73	2,742,491.94	8,167,479.17	(9,155.90)	198,577.07	(198,388.92)	(6,967.75)	8,160,511.42	9,222,292.74	1,389,112.60	10,636,971.84
	CITY OF CONCORD FUND B - #3053001201													
	Cash & Cash Equivalents													
75,000	Berkshire Hathaway	86,709.52	(6,060.88)			80,648.64	(40,689.07)	80.79	(199.71)	(40,408.57)	40,240.07	46,020.45	0.00	40,240.07
50,000	Carroll Inc.	75,724.50	75,724.50			75,724.50	0.00	(175.00)	175.00	0.00	75,724.50	0.00	588.00	76,312.50
50,000	Federal Farm Credit Bank	0.00	50,760.50			50,760.50	0.00	179.44	(179.44)	0.00	50,760.50	0.00	160.50	50,921.00
75,000	Federal Home Loan Bank	0.00	49,890.50			49,890.50	0.00	155.07	(155.07)	0.00	49,890.50	0.00	698.00	50,588.50
75,000	Mastercard	0.00	75,060.00			75,060.00	0.00	0.00	0.00	0.00	75,060.00	0.00	840.75	75,900.75
90,000	Shell International	0.00	74,784.00			74,784.00	0.00	(6.33)	8.33	0.00	74,784.00	0.00	521.25	75,305.25
50,000	Westpack Btg	0.00	50,289.50			50,289.50	0.00	395.11	(395.11)	0.00	50,289.50	0.00	403.50	50,693.00
265	Abbott Laboratories	5,252.09	50,015.50			55,267.59	0.00	198.33	(198.33)	0.00	55,267.59	6,104.00	1,248.97	56,516.00
15	Accenture PLC Ireland	2,364.84	3,484.53			5,849.37	0.00	145.80	(145.80)	0.00	5,849.37	3,513.90	1,885.68	7,639.57
0	Accuant Corp	6,544.39	6,738.62			13,283.01	0.00	165.00	(165.00)	0.00	13,283.01	6,116.80	4,429.15	17,715.96
55	Affiliated Managers Group Inc.	5,725.16	1,271.10			7,000.26	0.00	213.90	(213.90)	0.00	7,000.26	6,429.15	587.11	7,616.26
205	American Intl Group Inc.	11,238.61	7,785.71			19,024.32	0.00	7.80	(7.80)	0.00	19,024.32	14,426.72	893.29	20,320.31
210	Artek Inc.	6,046.64	2,958.10			9,004.74	0.00	18.50	(18.50)	0.00	9,004.74	8,845.20	6,670.77	15,515.97
95	Avigen Inc.	6,792.90	11,286.76			18,079.66	0.00	16.50	(16.50)	0.00	18,079.66	8,670.77	8,401.89	26,481.55
75	Asendarko Pete Corp	0.00	6,046.64			6,046.64	0.00	68.70	(68.70)	0.00	6,046.64	8,883.00	(97.86)	8,980.14
0	Aspenwood Inv & Mgmt Co	0.00	6,792.90			6,792.90	0.00	205.20	(205.20)	0.00	6,792.90	8,883.00	2,095.80	10,978.60
238	Apple Computer Inc.	4,532.76	7,325.22			11,857.98	0.00	47.25	(47.25)	0.00	11,857.98	8,670.77	1,872.45	11,245.15
222	AT & T Inc.	12,214.01	128.56			12,342.57	0.00	40.80	(40.80)	0.00	12,342.57	5,105.60	865.03	13,207.60
80	Bank of America Corporation	1,762.92	1,893.79			3,656.71	0.00	496.16	(496.16)	0.00	3,656.71	16,654.26	9,683.35	22,117.34
1,015	Bank of America Corporation	4,532.76	128.56			4,661.32	0.00	40.80	(40.80)	0.00	4,661.32	5,105.60	865.03	13,207.60
80	Bard CR Inc.	11,604.58	7,762.92			19,367.50	0.00	404.04	(404.04)	0.00	19,367.50	16,654.26	9,683.35	22,117.34
265	BBAT Corp	6,412.41	11,804.58			18,216.99	0.00	50.40	(50.40)	0.00	18,216.99	16,654.26	9,683.35	22,117.34
60	Boeing Co.	6,160.46	6,412.41			12,572.87	0.00	246.45	(246.45)	0.00	12,572.87	13,052.90	2,547.65	15,600.55
260	Charles Schwab Corp New	0.00	6,060.14			6,060.14	0.00	235.58	(235.58)	0.00	6,060.14	6,520.80	2,058.80	8,589.60
60	Chvron Corp	9,437.82	6,700.38			16,138.20	0.00	48.80	(48.80)	0.00	16,138.20	16,390.40	3,501.21	10,488.95
0	Cigna	0.00	6,700.38			6,700.38	0.00	359.20	(359.20)	0.00	6,700.38	20,709.50	941.66	7,001.80
205	Cintas Corporation	13,991.62	4,594.23			18,585.85	0.00	245.70	(245.70)	0.00	18,585.85	11,427.75	1,244.65	20,078.20
260	Cisco Systems	8,326.34	4,594.23			12,920.57	0.00	157.85	(157.85)	0.00	12,920.57	10,148.60	816.72	13,737.30
0	Citigroup Inc.	5,288.09	4,346.08			9,634.17	0.00	182.00	(182.00)	0.00	9,634.17	6,375.60	3,248.36	13,025.70
260	Cisco Systems	5,288.09	5,687.23			10,975.32	0.00	9.75	(9.75)	0.00	10,975.32	15,580.25	133.90	16,414.22
0	Coca-Cola Company	6,505.24	3,401.72			9,906.96	0.00	9.75	(9.75)	0.00	9,906.96	15,580.25	133.90	16,414.22
175	Colgate-Palmolive Co.	11,726.90	3,835.11			15,562.01	0.00	188.84	(188.84)	0.00	15,562.01	9,064.06	(651.52)	15,912.50
250	ConocoPhillips	5,408.31	1,348.53			6,756.84	0.00	188.84	(188.84)	0.00	6,756.84	7,447.70	1,654.98	11,931.50
165	CVS/Caremark Corporation	9,428.48	2,828.82			12,257.30	0.00	97.50	(97.50)	0.00	12,257.30	9,880.00	5,627.88	21,432.60
180	Danaher Corp	5,964.93	6,124.62			12,089.55	0.00	195.60	(195.60)	0.00	12,089.55	9,434.70	3,001.35	12,436.05
180	David Bullard Partners Inc.	5,919.45	5,861.88			11,781.33	0.00	27.64	(27.64)	0.00	11,781.33	6,013.50	2,266.02	14,171.40
0	Dr Pepper Snapple Inc.	0.00	12,166.49			12,166.49	0.00	0.00	0.00	0.00	12,166.49	0.00	851.11	13,017.60
135	Duke Energy Corp	6,038.33	6,038.33			12,076.66	0.00	95.00	(95.00)	0.00	12,076.66	5,741.25	(315.25)	11,761.00
0	EMC Corp Mass	6,250.09	3,673.89			9,923.98	0.00	304.20	(304.20)	0.00	9,923.98	6,250.00	604.26	10,515.65
0	Ebay Inc.	7,035.67	1,802.85			8,838.52	0.00	53.00	(53.00)	0.00	8,838.52	6,250.00	(72.45)	8,765.57
0	Edison International	5,807.77	1,077.27			6,885.04	0.00	52.31	(52.31)	0.00	6,885.04	7,464.80	46.22	7,511.02

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2014

# Shares or Units	HOW INVESTED	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL					INCOME					TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
			Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year						
191	Exxon Mobil Corp		19,285.31		68.97	3,053.64	16,298.84	514.83	(514.83)	0.00	16,298.84	0.00	20,419.10	1,864.42	19,229.88	
0	Ford Motor Co.		5,182.20		1,598.35	7,720.55	(0.00)	93.00	(93.00)	0.00	0.00	0.00	7,193.55	527.00	0.00	
145	General Dynamics		5,895.43		923.45	6,818.88	0.00	64.75	(64.75)	0.00	0.00	0.00	7,720.05	(901.17)	0.00	
450	General Electric Co.		15,057.66	12,758.17			12,758.17	252.30	(252.30)	0.00	12,758.17	0.00	16,001.10	4,141.58	18,896.75	
150	General Mills Inc.		15,057.66	7,665.32	636.99	5,874.44	9,820.21	574.90	(574.90)	0.00	9,820.21	0.00	15,999.34	1,699.54	11,826.00	
600	Genworth Finl Inc Cl A		6,107.26				6,107.26	0.00	0.00	0.00	6,107.26	0.00	7,500.00	1,392.74	8,783.30	
18	Google Inc. Cl A		10,511.40	5,249.07			5,249.07	262.33	(262.33)	0.00	5,249.07	0.00	15,846.66	3,953.40	11,484.00	
18	Google Inc. Cl C		6,903.05	5,249.08			5,249.08	262.33	(262.33)	0.00	5,249.08	0.00	15,846.66	3,953.40	11,484.00	
205	Hanesbrands Inc.		3,192.24	7,065.17	1,191.62	3,546.88	4,710.11	174.80	(174.80)	0.00	4,710.11	0.00	10,541.10	5,105.96	10,355.04	
70	Herman Int'l Industries Inc.		3,192.24				3,192.24	0.00	0.00	0.00	3,192.24	0.00	3,005.20	187.04	3,192.24	
90	Hershey Company		5,257.03	3,459.40	3,273.30	8,530.33	12,419.08	359.50	(359.50)	0.00	12,419.08	0.00	10,732.50	2,547.30	16,739.20	
160	International Business Machines		8,959.66	6,655.33			6,655.33	281.20	(281.20)	0.00	6,655.33	0.00	9,766.15	893.55	10,659.70	
185	JPMorgan Chase & Co.		8,658.09	8,424.78			8,424.78	189.00	(189.00)	0.00	8,424.78	0.00	10,868.00	1,458.71	9,842.20	
60	Kimberly Clark		8,236.05				8,236.05	25.50	(25.50)	0.00	8,236.05	0.00	8,445.25	219.20	8,445.25	
140	KLA Tencor Corp.		5,406.20	8,555.78	6,983.97	15,200.02	11,122.08	153.75	(153.75)	0.00	11,122.08	0.00	12,263.48	990.04	12,112.10	
0	Lowe's Companies Inc.		5,406.20	3,407.88	594.26	6,000.46	14,004.77	403.85	(403.85)	0.00	14,004.77	0.00	10,868.00	1,458.71	9,842.20	
205	Marsh & McLennan Companies		10,596.89	10,134.14	4,458.06	12,327.71	10,134.14	36.75	(36.75)	0.00	10,134.14	0.00	13,487.00	1,703.02	10,169.60	
1,484	Mead Johnson Nutrition Co.		7,869.65	7,150.37	371.84	7,522.21	8,555.78	180.90	(180.90)	0.00	8,555.78	0.00	6,065.50	(55.04)	0.00	
140	Monsieur Beverage Corp		0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Morgan Stanley Dean Witter		7,858.13	8,506.55	803.09	8,681.22	11,122.08	64.35	(64.35)	0.00	11,122.08	0.00	8,948.15	(286.93)	0.00	
0	Motorola Solutions Inc.		0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
110	Nexera Energy Inc. Com.		6,575.25	2,463.04	4,681.39	7,841.42	6,575.25	92.25	(92.25)	0.00	6,575.25	0.00	8,948.15	(286.93)	0.00	
95	Occidental Petroleum Corp.		6,336.59	4,715.11	1,583.20	6,843.35	6,575.25	304.70	(304.70)	0.00	6,575.25	0.00	8,948.15	(286.93)	0.00	
0	Oracle Systems Corp.		2,860.03	9,846.29	2,651.60	8,968.19	8,846.29	33.00	(33.00)	0.00	8,846.29	0.00	8,445.25	542.94	8,445.25	
0	Panera Bread Co. Cl A		7,514.65	2,463.04	4,681.39	7,841.42	6,575.25	33.00	(33.00)	0.00	6,575.25	0.00	8,445.25	542.94	8,445.25	
335	Peapack Inc.		5,479.72	2,463.04	4,681.39	7,841.42	6,575.25	33.00	(33.00)	0.00	6,575.25	0.00	8,445.25	542.94	8,445.25	
300	Pfizer Inc.		4,812.98	4,715.11			4,715.11	181.80	(181.80)	0.00	4,715.11	0.00	8,445.25	542.94	8,445.25	
145	PNC Financial Services Group		7,150.92	3,446.16	2,860.03	8,968.19	8,846.29	33.00	(33.00)	0.00	8,846.29	0.00	8,445.25	542.94	8,445.25	
8	Procter & Gamble Company		7,150.92	3,446.16	2,860.03	8,968.19	8,846.29	33.00	(33.00)	0.00	8,846.29	0.00	8,445.25	542.94	8,445.25	
170	Qualcomm Corp.		0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
160	Rockwell Collins Inc.		0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
95	Schein Henry Inc.		7,965.70	2,463.04	4,681.39	7,841.42	6,575.25	33.00	(33.00)	0.00	6,575.25	0.00	8,445.25	542.94	8,445.25	
165	Southwestern Energy Co.		6,727.26	2,463.04	4,681.39	7,841.42	6,575.25	33.00	(33.00)	0.00	6,575.25	0.00	8,445.25	542.94	8,445.25	
65	Thermo Fisher Scientific Inc.		0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
26	Time Inc. New		0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
175	TE Connectivity Ltd		0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
205	Time Warner Inc.		5,182.20	12,561.99	2,420.12	5,172.18	7,963.70	182.00	(182.00)	0.00	7,963.70	0.00	7,969.50	2,652.50	10,822.00	
225	United Technologies Corp		6,675.16	2,712.12			6,675.16	66.00	(66.00)	0.00	6,675.16	0.00	9,309.30	3,532.88	7,570.00	
175	Verizon Communications		6,693.77	7,150.92			7,150.92	119.12	(119.12)	0.00	7,150.92	0.00	9,010.80	1,839.26	14,401.25	
75	Visa Inc.		6,600.13	10,070.78			10,070.78	114.75	(114.75)	0.00	10,070.78	0.00	11,594.93	1,524.15	13,468.00	
350	Wells Fargo & Co. New		8,531.82	11,613.80	3,081.88	11,613.80	6,600.13	368.38	(368.38)	0.00	6,600.13	0.00	13,706.25	2,087.00	15,803.25	
160	Wyndham Worldwide Corp		0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1,400	iShares TR MSCI EAFE Index		88,843.26	10,070.78			10,070.78	121.73	(121.73)	0.00	10,070.78	0.00	14,444.50	3,951.50	18,396.00	
1,000	iShares MSCI Emerging Mkts.		56,515.92	86,843.29			86,843.29	437.50	(437.50)	0.00	86,843.29	0.00	80,220.00	15,496.00	95,718.00	
30	iShares NASDAQ Biotechnology ETF		6,421.31	14,245.21	(407.07)	14,245.21	2,384.51	158.40	(158.40)	0.00	2,384.51	0.00	51,975.00	5,000.21	43,230.00	
650	iShares S&P 500 Growth Index Fd.		45,167.85	3,852.79	2,028.80	4,597.32	3,852.79	1,158.81	(1,158.81)	0.00	3,852.79	0.00	8,694.00	3,614.22	7,710.80	
210	iShares US Oil Equip & Svcs ETF		9,737.84	2,862.63			2,862.63	928.21	(928.21)	0.00	2,862.63	0.00	54,606.50	13,767.00	68,373.50	
200	iShares US Real Estate ETF		24,591.96		1,137.74	13,493.72	12,295.98	98.91	(98.91)	0.00	12,295.98	0.00	25,572.00	3,777.57	16,279.20	
								1,148.04	(1,148.04)	0.00	1,148.04	0.00	25,572.00	1,218.72	14,358.00	

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2014

HOW INVESTED

PRINCIPAL

# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	TOTAL Principal & Income
10,136	Pimco Funds Total Return Inst #35	164,387.63		(880.46)	50,139.66	113,367.51	0.00	2,967.22	(2,967.22)	0.00	113,367.51
447	Select Sedor SPDR Matis	5,656.22	11,638.14			17,484.36	0.00	341.03	(341.03)	0.00	17,484.36
500	SPDR S&P 500 ETF Trust	91,406.16		8,707.37	32,405.78	67,709.75	0.00	2,350.31	(2,350.31)	0.00	67,709.75
475	SPDR S&P Midcap 400 EFT TR	89,997.95		2,777.95	44,200.27	46,978.22	0.00	1,326.84	(1,326.84)	0.00	46,978.22
1,346	T Rowe Price Small-Cap Stock Fd #65	77,215.84		19.04		77,234.88	0.00	3,257.51	(3,257.51)	0.00	77,234.88
6,143.63	Templeton Global Bond Advisor #616	0.00	100,000.00	27.96		100,027.96	0.00	926.19	(926.19)	0.00	100,027.96
9,322.27	Vanguard Admiral Fixed St Corp #539	83,142.67				83,142.67	0.00	2,128.71	(2,128.71)	0.00	83,142.67
7,799.64	Vanguard Admiral GNMA Fund #536	431,651.53		11,601.67	325,666.07	117,587.13	0.00	9,584.33	(9,584.33)	0.00	117,587.13
10,750.49	Vanguard Intermediate Term Bond Index Signal Shares #1350	1,786,848.09	777,635.02	103,611.08	709,173.28	1,928,920.91	(40,989.07)	42,098.90	(41,818.40)	(40,408.57)	1,888,512.34
	TOTAL CITY OF CONCORD FUND B										

		Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	TOTAL Principal & Income
CITY OF CONCORD FUND A - #3053001210											
50,000	Cash & Cash Equivalents	56,932.04	(12,414.92)			44,517.12	883.48	141.17	577.89	1,582.34	46,099.46
50,000	Berkshire Hathaway	0.00	50,805.00			50,805.00	58.33	(58.33)	58.33	0.00	50,805.00
50,000	Carroll Inc.	0.00	50,780.50			50,780.50	0.00	178.44	(178.44)	0.00	50,780.50
75,000	Cisco Systems	0.00	50,390.50			50,390.50	5.90	(5.90)	5.90	0.00	50,390.50
75,000	Coca Cola	0.00	74,385.75			74,385.75	0.00	142.92	(142.92)	0.00	74,385.75
50,000	Federal Home Loan Bank	0.00	50,041.00			50,041.00	0.00	312.50	(312.50)	0.00	50,041.00
50,000	Federal Home Loan Bank	0.00	50,143.60			50,143.60	0.00	427.78	(427.78)	0.00	50,143.60
75,000	Mastercard	0.00	74,784.00			74,784.00	0.00	8.33	8.33	0.00	74,784.00
50,000	Oracle Corp	0.00	50,472.00			50,472.00	0.00	49.48	(49.48)	0.00	50,472.00
50,000	Shell International	0.00	50,289.50			50,289.50	0.00	386.11	(386.11)	0.00	50,289.50
75,000	Total	0.00	74,944.50			74,944.50	0.00	188.33	(188.33)	0.00	74,944.50
50,000	Westpack Bfg	2,351.39	0.00	1,548.68		3,900.07	0.00	62.80	(62.80)	0.00	3,900.07
115	Abbott Laboratories	1,428.63	1,035.82			2,464.45	0.00	81.30	(81.30)	0.00	2,464.45
65	Abbvie Inc.	3,079.71	1,877.48			5,057.18	0.00	97.65	(97.65)	0.00	5,057.18
0	Accenture PLC Ireland	2,820.37		588.06	3,409.43	0.00	0.00	3.80	(3.80)	0.00	2,820.37
0	Affiliated Managers Group Inc.	1,833.97		2,228.47	4,060.44	0.00	0.00	8.00	(8.00)	0.00	1,833.97
25	Allergan, Inc.	4,818.69		1,143.24	3,283.55	2,675.38	0.00	0.00	0.00	0.00	2,675.38
85	American Intl Group Inc.	3,179.26		0.00		3,179.26	0.00	24.84	(24.84)	0.00	3,179.26
92	Ametek Inc.	3,609.01				3,609.01	0.00	87.20	(87.20)	0.00	3,609.01
45	Amgen Inc.	2,930.09				2,930.09	0.00	18.90	(18.90)	0.00	2,930.09
30	Anadarko Pete Corp	0.00	2,930.09			2,930.09	0.00	20.40	(20.40)	0.00	2,930.09
0	Apartment Invst & Mgmt Co.	2,384.85		(53.99)	2,330.66	2,889.24	0.00	136.84	(136.84)	0.00	2,889.24
77	Apple Computer, Inc.	2,883.24				3,883.85	0.00	185.64	(185.64)	0.00	3,883.85
465	Bank of America Corporation	3,993.85				5,304.07	0.00	18.60	(18.60)	0.00	5,304.07
25	Bank GR Inc.	2,671.84				2,671.84	0.00	21.00	(21.00)	0.00	2,671.84
110	BB&T Corp	2,843.29				2,843.29	0.00	102.30	(102.30)	0.00	2,843.29
25	Boeing Company	4,702.80		2,506.44	5,529.67	1,879.57	0.00	102.00	(102.00)	0.00	1,879.57
25	Charles Schwab Corp New	8,340.11		1,319.39	7,206.53	2,452.97	0.00	20.70	(20.70)	0.00	2,452.97
0	Chubb Corp	4,891.86		1,409.66	6,101.52	0.00	0.00	118.30	(118.30)	0.00	0.00
0	Cigna	3,094.22		1,991.12	5,085.34	4,028.10	0.00	68.30	(68.30)	0.00	4,028.10
90	Cintas Corporation	2,877.32				2,877.32	0.00	80.50	(80.50)	0.00	2,877.32
115	Cisco Systems	5,672.11		1,409.49	7,081.60	0.00	0.00	4.44	(4.44)	0.00	0.00
0	Citygroup Inc.	3,004.06		716.66	3,722.71	4,075.18	0.00	94.20	(94.20)	0.00	4,075.18
60	Coca-Cola Company	1,246.36				1,246.36	0.00	288.35	(288.35)	0.00	1,246.36
60	Colgate-Palmolive Co.	4,955.77				4,955.77	0.00	70.00	(70.00)	0.00	4,955.77
110	ConocoPhillips	2,984.44				2,984.44	0.00	11.76	(11.76)	0.00	2,984.44
70	CVS-Caremark Corporation	2,492.40				2,492.40	0.00	41.80	(41.80)	0.00	2,492.40
75	DanaHER Corp	0.00	5,420.64			5,420.64	0.00	0.00	0.00	0.00	5,420.64
60	Davita Healthcare Partners Inc.	2,656.87		(269.42)	2,387.45	0.00	0.00	41.80	(41.80)	0.00	2,387.45
0	Dr. Pepper Snapple Inc.										

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2014

# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL										INCOME			TOTAL Principal & Income	Unrealized Gain/Loss	Beginning of Year Fair Market Value	End of Year Fair Market Value
		Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expanded During Year	Balance End Year								
55	Duke Energy Corp New	2,941.22	1,102.17			4,043.39	0.00	136.50	(136.50)	0.00	0.00	4,043.39	276.28	2,700.00	4,080.45			
0	E.I. DuPont de Nemours & Co.	1,821.42		1,264.87	6,188.29	0.00	0.00	80.90	(80.90)	0.00	0.00	6,188.29	863.78	5,302.50	6,188.29			
0	EMC Corp Mass	4,915.49		750.62	2,586.11	0.00	0.00	22.00	(22.00)	0.00	0.00	2,586.11	(30.09)	2,596.20	2,596.20			
0	Edison International	2,932.18		374.13	4,419.31	0.00	0.00	23.63	(23.63)	0.00	0.00	4,419.31	23.11	4,396.20	4,442.31			
66	Exxon Mobil Corp	8,761.23		177.19	3,109.37	0.00	0.00	45.00	(45.00)	0.00	0.00	3,109.37	(281.84)	3,121.20	3,121.20			
0	Ford Motor Co.	2,946.88		7.54	1,308.71	0.00	0.00	0.00	0.00	0.00	0.00	1,308.71	84.84	9,125.35	9,125.35			
0	Gap, Inc.	2,894.56		788.87	3,735.75	0.00	0.00	31.50	(31.50)	0.00	0.00	3,735.75	255.00	3,480.75	3,735.75			
65	General Dynamics	0.00	5,722.74	422.73	3,317.29	0.00	0.00	113.10	(113.10)	0.00	0.00	5,722.74	(438.41)	3,755.70	3,755.70			
195	General Electric Co.	7,244.87		127.23	2,814.84	0.00	0.00	228.90	(228.90)	0.00	0.00	2,814.84	760.54	7,188.90	7,957.75			
65	General Mills Inc.	0.00	3,321.64		3,321.64	0.00	0.00	26.85	(26.85)	0.00	0.00	3,321.64	93.46	3,537.10	3,537.10			
310	Genworth Finl Inc Cl A	2,857.24	(1,426.82)		1,430.42	0.00	0.00	0.00	0.00	0.00	0.00	1,430.42	1,856.90	4,401.85	4,401.85			
5	Google Inc. Cl A	3,423.24	3,027.93		3,423.24	0.00	0.00	85.00	(85.00)	0.00	0.00	3,423.24	1,449.58	4,874.00	4,874.00			
85	Hainbrands Inc.	0.00	1,426.82		1,426.82	0.00	0.00	36.00	(36.00)	0.00	0.00	1,426.82	4,466.90	4,466.90	4,466.90			
30	Harsanyi Company	2,541.95	3,027.93		2,541.95	0.00	0.00	87.32	(87.32)	0.00	0.00	2,541.95	1,714.68	4,256.63	4,256.63			
45	International Business Machines	4,194.36	1,482.60		3,973.42	0.00	0.00	155.22	(155.22)	0.00	0.00	3,973.42	364.05	4,017.80	4,381.85			
69	Johnson & Johnson	3,973.32		1,453.17	3,877.42	0.00	0.00	127.68	(127.68)	0.00	0.00	3,877.42	405.72	4,383.56	4,383.56			
84	JPMorgan Chase & Co.	0.00	2,773.05		2,773.05	0.00	0.00	87.75	(87.75)	0.00	0.00	2,773.05	7.45	2,780.50	2,780.50			
25	Kimberly Clark	4,387.22	3,911.51		3,911.51	0.00	0.00	80.10	(80.10)	0.00	0.00	3,911.51	810.08	5,930.50	5,930.50			
65	KLA Tenor Corp	2,623.95	3,911.51		2,800.22	0.00	0.00	11.90	(11.90)	0.00	0.00	2,800.22	747.01	4,232.20	4,232.20			
0	Lowes Companies Inc.	0.00	3,756.20		3,756.20	0.00	0.00	67.50	(67.50)	0.00	0.00	3,756.20	2,825.80	4,401.85	4,401.85			
0	Marriont Int'l Inc. New Class A	4,667.58	4,705.31		4,705.31	0.00	0.00	28.80	(28.80)	0.00	0.00	4,705.31	907.60	5,613.10	5,613.10			
90	Marsh & McLennan Companies	4,172.57	1,202.78		5,840.21	0.00	0.00	177.46	(177.46)	0.00	0.00	5,840.21	1,178.71	4,663.50	5,840.21			
55	Mead Johnson Nutrition Co	0.00	4,338.16		4,338.16	0.00	0.00	61.75	(61.75)	0.00	0.00	4,338.16	663.50	4,940.00	4,940.00			
188	Microsoft Corp	3,888.50	3,210.37		3,210.37	0.00	0.00	16.50	(16.50)	0.00	0.00	3,210.37	778.38	4,663.50	4,663.50			
0	Monsanto Co. New	0.00	3,734.58		3,734.58	0.00	0.00	18.20	(18.20)	0.00	0.00	3,734.58	168.95	4,041.10	4,041.10			
60	Morgan Stanley Dean Witter	3,232.25	4,145.81		4,145.81	0.00	0.00	40.50	(40.50)	0.00	0.00	4,145.81	688.28	4,074.00	4,074.00			
0	Motorola Solutions	3,874.63	821.01		4,625.61	0.00	0.00	146.18	(146.18)	0.00	0.00	4,625.61	268.53	4,145.81	4,145.81			
0	Nextera Energy Inc. Com	3,604.60		1,040.31	1,675.87	0.00	0.00	165.00	(165.00)	0.00	0.00	1,675.87	1,859.40	4,253.08	4,253.08			
50	Nextera Energy Inc. Com	3,557.28	1,571.70		3,557.28	0.00	0.00	90.60	(90.60)	0.00	0.00	3,557.28	464.89	4,621.65	4,621.65			
40	Occidental Petroleum Corp	2,659.72		883.05	2,331.49	0.00	0.00	124.86	(124.86)	0.00	0.00	2,331.49	1,807.14	3,281.40	3,281.40			
0	Oracle Systems Corp.	3,821.10	3,294.14		3,294.14	0.00	0.00	95.55	(95.55)	0.00	0.00	3,294.14	935.15	4,133.35	4,133.35			
0	Panera Bread Co. Cl A	0.00	4,145.81		4,145.81	0.00	0.00	42.00	(42.00)	0.00	0.00	4,145.81	204.85	4,350.66	4,350.66			
0	PepsiCo Inc.	3,874.63	821.01		4,625.61	0.00	0.00	78.00	(78.00)	0.00	0.00	4,625.61	18.54	4,341.50	4,341.50			
165	Pfizer Inc.	3,604.60		1,040.31	1,675.87	0.00	0.00	30.00	(30.00)	0.00	0.00	1,675.87	44.91	4,231.50	4,231.50			
65	PNC Financial Services Group	3,557.28		883.05	2,331.49	0.00	0.00	83.04	(83.04)	0.00	0.00	2,331.49	807.65	3,339.14	3,339.14			
3	Pricing Com Inc.	2,659.72		883.05	2,331.49	0.00	0.00	54.90	(54.90)	0.00	0.00	2,331.49	4,505.40	4,505.40	4,505.40			
51	Procter & Gamble Co.	3,589.01		883.05	2,331.49	0.00	0.00	103.73	(103.73)	0.00	0.00	2,331.49	1,012.90	4,192.30	4,192.30			
65	Qualcomm Corp	4,055.12		883.05	2,331.49	0.00	0.00	36.00	(36.00)	0.00	0.00	2,331.49	3,272.10	3,272.10	3,272.10			
70	Rockwell Collins Inc.	0.00	5,264.95		5,264.95	0.00	0.00	30.00	(30.00)	0.00	0.00	5,264.95	559.20	3,655.00	3,655.00			
40	Sabell Heavy Inc.	4,765.74		968.89	5,177.37	0.00	0.00	193.75	(193.75)	0.00	0.00	5,177.37	1,780.03	4,214.20	4,214.20			
75	Southwestern Energy Co.	0.00	3,294.14		3,294.14	0.00	0.00	69.30	(69.30)	0.00	0.00	3,294.14	36.93	3,331.07	3,331.07			
30	TE Connectivity Ltd	3,411.64		968.89	5,177.37	0.00	0.00	89.30	(89.30)	0.00	0.00	5,177.37	1,748.95	4,428.42	4,428.42			
11	Time Warner Inc.	3,324.51		968.89	5,177.37	0.00	0.00	1,234.18	(1,234.18)	0.00	0.00	5,177.37	7,937.48	40,110.00	40,110.00			
90	Time Warner Inc.	0.00	227.57		227.57	0.00	0.00	0.00	0.00	0.00	0.00	227.57	0.00	227.57	227.57			
90	TJX Companies New	3,239.58		968.89	5,177.37	0.00	0.00	83.04	(83.04)	0.00	0.00	5,177.37	607.65	6,322.50	6,322.50			
45	United Technologies Corp	3,553.56		968.89	5,177.37	0.00	0.00	54.90	(54.90)	0.00	0.00	5,177.37	278.10	4,783.50	4,783.50			
65	Verizon Communications	2,633.16		968.89	5,177.37	0.00	0.00	136.83	(136.83)	0.00	0.00	5,177.37	1,012.90	4,192.30	4,192.30			
20	Vista Inc.	1,760.03		968.89	5,177.37	0.00	0.00	30.00	(30.00)	0.00	0.00	5,177.37	3,655.00	3,655.00	3,655.00			
155	Wells Fargo & Co. New	4,208.48		968.89	5,177.37	0.00	0.00	1,760.03	(1,760.03)	0.00	0.00	5,177.37	4,214.20	4,214.20	4,214.20			
40	Walmart Stores	4,533.44		968.89	5,177.37	0.00	0.00	193.75	(193.75)	0.00	0.00	5,177.37	36.93	5,214.30	5,214.30			
70	Wynndham Worldwide Corp	0.00	4,414.75		4,414.75	0.00	0.00	69.30	(69.30)	0.00	0.00	4,414.75	1,748.95	6,163.70	6,163.70			
778	ISHares TR MSCI EAFE Index	42,384.59	5,007.64		47,392.23	0.00	0.00	1,234.18	(1,234.18)	0.00	0.00	47,392.23	7,937.48	40,110.00	53,055.12			

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2014

HOW INVESTED

# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL					INCOME					TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year							
0	15 Shares MSCI Emerging Mkts.	24,897.80	(1,312.21)	23,585.59	0.00	515.03	(515.03)	0.00	0.00	0.00	0.00	23,100.00	485.59	0.00	
15	15 Shares TR NASDAQ Bio Indx	1,926.39	9,567.62	56,165.30	1,926.39	1.09	(1.09)	0.00	0.00	1,926.39	0.00	2,608.20	1,247.25	3,855.45	
90	90 Shares US Oil Equip & Svcs ETF	4,295.40	1,073.45	225,442.10	5,368.89	433.65	(433.65)	0.00	0.00	5,368.89	0.00	5,362.59	3,802.71	0.00	
14,908.024	Pimco Funds Total Return Inst. #35	366,652.36	677.58	7,920.01	161,887.84	6,689.66	(6,689.66)	0.00	0.00	6,689.66	0.00	4,252.50	1,650.81	6,976.80	
195	Select Sector SPDR Millis	2,889.90	5,020.37	7,920.01	7,910.27	247.78	(149.78)	0.00	0.00	247.78	0.00	383,097.92	5,885.20	163,541.02	
300	SPDR S&P 500 ETF Trust	0.00	55,661.97	7,920.01	55,661.97	0.00	0.00	0.00	0.00	0.00	0.00	3,259.33	1,400.10	9,979.80	
221	SPDR S&P Midcap 400 EFT TR	35,019.15	2,704.38	7,920.01	34,787.46	636.90	(636.90)	0.00	0.00	636.90	0.00	49,373.50	3,054.03	56,716.00	
709,364	J Rowe Price Small-Cap Stock Fd #65	23,095.22	4,983.93	7,920.01	24,519.55	0.00	0.00	0.00	0.00	0.00	0.00	26,573.76	11,148.34	57,583.76	
7,983,839	Templeton Global Bond Advisor #616	95,750.67	24.75	7,920.01	95,775.42	0.00	0.00	0.00	0.00	0.00	0.00	103,071.36	6,363.27	32,957.05	
6,991,702	Vanguard Admiral Fixed St Corp #539	90,487.12	20.97	7,920.01	90,487.12	0.00	0.00	0.00	0.00	0.00	0.00	90,487.12	2,249.37	92,918.09	
21,251,405	Vanguard Admiral GNMA Fund #558	514,734.32	15,405.02	375,732.90	154,406.44	11,548.22	(11,548.22)	0.00	0.00	11,548.22	0.00	535,980.05	2,841.04	162,766.19	
58,597,493	Vanguard Intermediate Term Bond Index Signal Shares #1350	1,561,707.92	836,541.17	816,215.13	1,737,512.56	36,254.35	(35,536.49)	0.00	0.00	36,254.35	0.00	1,648,567.35	112,921.34	1,887,933.69	
	TOTAL CITY OF CONCORD FUND A	(2,114.85)			(2,114.85)	10.10				10.10		9,659.38	0.00	9,659.38	
	LANDFILL CLOSURE (Capital Reserve)	(2,114.85)	0.00	0.00	(2,114.85)	10.10				10.10		9,659.38	0.00	9,659.38	
	Cash & Cash Equivalents	795,220.37	11,895.07	166,744.96	807,115.44	1,004.51				1,004.51		961,965.33	0.00	9,659.38	
	TOTAL SELF-INSURANCE	795,220.37	11,895.07	0.00	807,115.44	1,004.51				1,004.51		961,965.33	0.00	9,659.38	
	Durbin Block Highway	375,824.31	(122,243.98)	0.00	253,580.33	349.87				349.87		961,965.33	0.00	9,659.38	
	Cash and Cash Equivalents	1,046,904.96	(164,701.70)	0.00	882,203.26	247,777.62				247,777.62		961,965.33	0.00	9,659.38	
	Economic Development	215,728.30	(215,728.30)	0.00	0.00	0.00				0.00		961,965.33	0.00	9,659.38	
	Revaluation	(13,234.75)			(13,234.75)	275.12				275.12		961,965.33	0.00	9,659.38	
	3rd Week Equipment	0.00			0.00	0.00				0.00		961,965.33	0.00	9,659.38	
	Mountain Green	323,883.26	(59,974.98)	0.00	263,908.28	0.81				0.81		961,965.33	0.00	9,659.38	
	Cash and Cash Equivalents	410,635.82	0.03	0.00	410,635.85	271.59				271.59		961,965.33	0.00	9,659.38	
	Fire Apparatus Replacement	44,813.57	2,840.15	0.00	47,653.72	472.82				472.82		961,965.33	0.00	9,659.38	
	Downtown Economic Dev.	0.00			0.00	0.00				0.00		961,965.33	0.00	9,659.38	
	Education & Training	0.00			0.00	0.00				0.00		961,965.33	0.00	9,659.38	
	Cash and Cash Equivalents	12,262.48	22,425.16	0.00	34,687.64	11.54				11.54		961,965.33	0.00	9,659.38	
	Building Improvements	20,000.00	111,610.17	0.00	131,610.17	3.37				3.37		961,965.33	0.00	9,659.38	
	Parks and Grounds	100,000.00	0.01	0.00	100,000.01	20.98				20.98		961,965.33	0.00	9,659.38	
	Water Fund Fuel Reserve	19,887.15	(13,800.00)	0.00	6,087.15	104.86				104.86		961,965.33	0.00	9,659.38	
	Water Project	28,930.25	20,489.20	0.00	49,419.45	51.04				51.04		961,965.33	0.00	9,659.38	
	Water Investment Fee	20,188.05	54,307.95	0.00	74,496.00	76.15				76.15		961,965.33	0.00	9,659.38	
	Wastewater Investment Fee	130,000.00	(130,000.00)	0.00	0.00	0.00				0.00		961,965.33	0.00	9,659.38	
	ERIP	2,558,105.12	(494,776.29)	0.00	2,063,328.83	37.80				37.80		961,965.33	0.00	9,659.38	
	TOTAL CAPITAL RESERVE FUND	3,349,210.64	(482,801.22)	0.00	2,866,409.42	2,717.75				2,717.75		3,260,564.44	0.00	2,753,002.47	
	TOTAL ALL FUNDS	14,283,488.74	3,987,555.28	4,267,880.35	14,879,460.36	3,732.36				3,732.36		17,027,566.38	1,760,881.84	18,499,548.57	



# CITY OF CONCORD

## REPORT TO MAYOR AND THE CITY COUNCIL

**FROM:** Craig Walker, Zoning Administrator

**DATE:** February 12, 2015

**SUBJECT:** Dog Daycare and Kennel Use

### Recommendation

Accept this report

### Background

A request was made to Council to review the manner in which the City classifies and segregates short-term dogcare commonly called, "dog daycare." The request was made for the City Council to consider whether a dog daycare should be allowed in the same zones as dog grooming salons.

The zoning ordinance does not contain a separate use category for dog daycare. When a proposed use is not specified in the ordinance, the Code Administrator is authorized to render a decision on the administrative classification of the proposed use. In considering the proposed use, the Code Administrator shall consider the similarity of the proposed use to other existing uses in the ordinance in terms of the characteristics of function or the intensity of the use.

Historically, dog daycare has been classified and placed by the Code Administrator in the same use category as commercial kennels. The Zoning Code considers commercial kennels to be an agricultural use that are allowed as a principal use located in the Residential Open Space district with a special exception, or Commercial General or Commercial Highway districts with a conditional use permit. A commercial kennel is allowed in a Residential Open Space district because there is sufficient space for the kennel, and it is allowed in Commercial General or Commercial Highway districts because these are high density commercial districts, there are limited residences in those areas and the districts are conveniently located for the general

population. There is also a supplemental standard that prohibits any animal yards and runs in the Residential Open Space district to be located closer than one hundred fifty (150) feet to any property boundary. An animal yards or run is not permitted in the Commercial Neighborhood or the Commercial Highway districts.

### **Discussion**

#### **A. Whether A Dog Daycare Should Be Classified As A “Commercial Kennel”**

A “kennel” is defined in the zoning glossary as a “facility for housing dogs, cats, or other pets, but not livestock, poultry, wild animals or exotic animals, where grooming, breeding boarding, training, or selling of these pets is conducted as a business.” This definition contemplates that the pets will be housed for an extended period of time, ranging from several hours to several days or weeks. The housing often involves feeding, general care and management of noise and animal waste.

A “pet grooming salon” has historically been classified separately from a kennel use. The zoning ordinance does not contain a category for pet grooming salons, and therefore the Code Administrator is responsible for determining the similarity of the proposed use to other existing uses in the ordinance in terms of the characteristics of function or the intensity of the use. A business that solely provides pet grooming services, without providing the other services listed under the kennel definition, has been placed by the Code Administrator in the same personal service use category as barber shops and hair salons. This determination is based on the fact that the pets are not intended to be left for an extended period of time, and food and housing are not provided on a regular or ongoing basis. It should be noted that animal yards and runs have not been allowed as an accessory use to a grooming salon.

A dog daycare provides short-term care and housing for dogs, generally during weekly work hours. There is an expectation that the care will be provided for several hours, generally on a repeated and ongoing basis and that the facility will include an outdoor yard and run. For those reasons, the function of a dog daycare has been historically classified as a commercial kennel.

#### **B. Whether The Zoning Ordinance Should Be Amended To Create A New Principal Use For Dog Daycare**

In determining whether a “dog daycare” category should be created, a review of the history and demand for dog daycare has been conducted.

In the City of Concord, there are two commercial kennels. Those are Cilly's Veterinary Clinic located on Iron Works Road and Russell's Animal Hospital located on Pleasant Street. Both of the kennels are affiliated with veterinary hospitals. The commercial kennels are located in the Residential Single-family and Institutional districts, respectively. Both exist as non-conforming uses established under a prior ordinance.

In 2003, Finlayson's Pet Care was granted a variance to open a dog daycare with ancillary uses in the Industrial district at the Smoke Stack Center at 254 North State Street.<sup>1</sup> That facility has since relocated to Chichester.

In 2006, a special exception was granted that would have permitted a commercial kennel at 180 Clinton Street in the Residential Open-Space District. The applicant did not proceed with the proposal, and the property has since sold for residential use.

In 2014, an application for a variance was submitted to the Zoning Board of Adjustment requesting relief to open a dog daycare on Airport Road in an Industrial District. That application was subsequently withdrawn due to development issues related to the site. In 2014, another application for a variance was submitted to the Zoning Board of Adjustment for a dog daycare in connection with a pet grooming salon. The application was denied because the Zoning Board of Adjustment did not find there were any compelling circumstances related to the property that deprived the tenant of a reasonable use of the property if the variance was not granted, and therefore there was no finding of hardship to justify granting a variance.

It should be noted that an unauthorized kennel on Josiah Bartlett Road was closed in 2010, and an unauthorized dog daycare operated for a period of time in an industrial park on Hall Street which has also been discontinued.

**Recommendation:**

At this time, the Community Development Department does not recommend a zoning ordinance amendment to create a new use classification for dog daycares, or to otherwise expand the districts in which commercial kennels are allowed. A dog daycare and commercial kennel

---

<sup>1</sup> The variance was granted because the use was determined appropriate for that location, which included considerations such as the property was convenient to a major arterial street, the space proposed for the use was an underutilized empty warehouse space, there was adequate on-site parking, the dog daycare would be contained within a building and would not create a noise disturbance to neighbors, there was an appropriate open space outside the building where the animals would be walked, and waste would be removed throughout the day and disposed of in a sanitary way that would not create an odor or other nuisance.

are very similar. Both businesses are responsible for providing housing and general care for the dogs, they generate similar amounts of traffic, and the potential for nuisance noise is the same. The only distinction is the amount of time that the dogs are housed on the property. For that reason, it is difficult to distinguish between the uses. Moreover, as demonstrated by Finlayson's dog daycare, a variance may be obtained to open such a facility on a case by case basis.



OCT 17 2014

*Creating Safe, Healthy and Happy Lifestyles for our Pets!*

---

October 16, 2014

Dear Members of the City Council,

My name is April Begosh. I am a former resident of Concord and have owned and operated a business in the city since 1995. I am writing to you today about a matter concerning a new business service that I would like to bring to the city.

I am looking to open a dog daycare. In attempting to find a location that is both approved by the city and commuter accessible, I have run into some challenges as related to the zoning ordinance. The current ordinance classifies a dog daycare as a commercial kennel. The current Table of Uses limits the location of a commercial kennel to only three zones in two zoning districts. This greatly restricts the ability to locate a dog daycare in areas of the city that are easily accessed by commuters and city residents.

While commercial kennels and dog daycares both provide care for dogs, they do so in very different ways. A dog daycare is a service that exists for and is used by people that work or are away from their homes during the day. In a dog daycare, dogs are dropped off in the morning and picked up in the evening. Service hours are generally between 7:00am and 6:00pm. There is no overnight boarding of dogs. Dogs in a daycare are constantly monitored and supervised by the daycare staff and are never left unattended in outdoor dog yards.

The above description more closely resembles a dog grooming salon than it does a commercial kennel. Currently dog grooming salons are classified as a personal and business service. Grooming salons are fully permitted in 8 zones within the city and by special exception or conditional use in two other zones.

I am requesting that the classification of a dog daycare be reviewed taking into consideration the points that I made above that distinguish the differences between a dog daycare and a commercial kennel. It is my feeling that a dog daycare should have a classification of its own and that the zones in which a dog daycare are permitted should more closely consider the

convenience of dog owners that would be taking advantage of the service. There are currently 5,249 dogs registered in the city of Concord. A dog daycare is a needed and requested service within the city. Re-classifying dog daycares in a way that would permit them in more zones within the city would make it possible to provide such a service to the residents of Concord.

I thank you, in advance, for considering my request. I am available to answer any further questions.

Sincerely,  
April Begosh  
[april@healthypetsnh.com](mailto:april@healthypetsnh.com)  
(603) 674-1176



# CITY OF CONCORD

TJA

## REPORT TO MAYOR AND CITY COUNCIL

**FROM:** Carlos P. Baía, Deputy City Manager—Development

**DATE:** February 23, 2015

**SUBJECT:** Overall Economic Development Performance Report (2014-2015)

### Recommendation

Accept this report and attached Power Point presentation slides highlighting Concord's economic development performance for 2014-2015.

### Background

Each year, City Council is provided with an "Overall Economic Development Performance" (OEDP) report highlighting key economic indicators specific to Concord. For simplicity, this year's report is presented in a Power Point slide format.

### Discussion

The attached report was presented to the Economic Development Advisory Council in January.



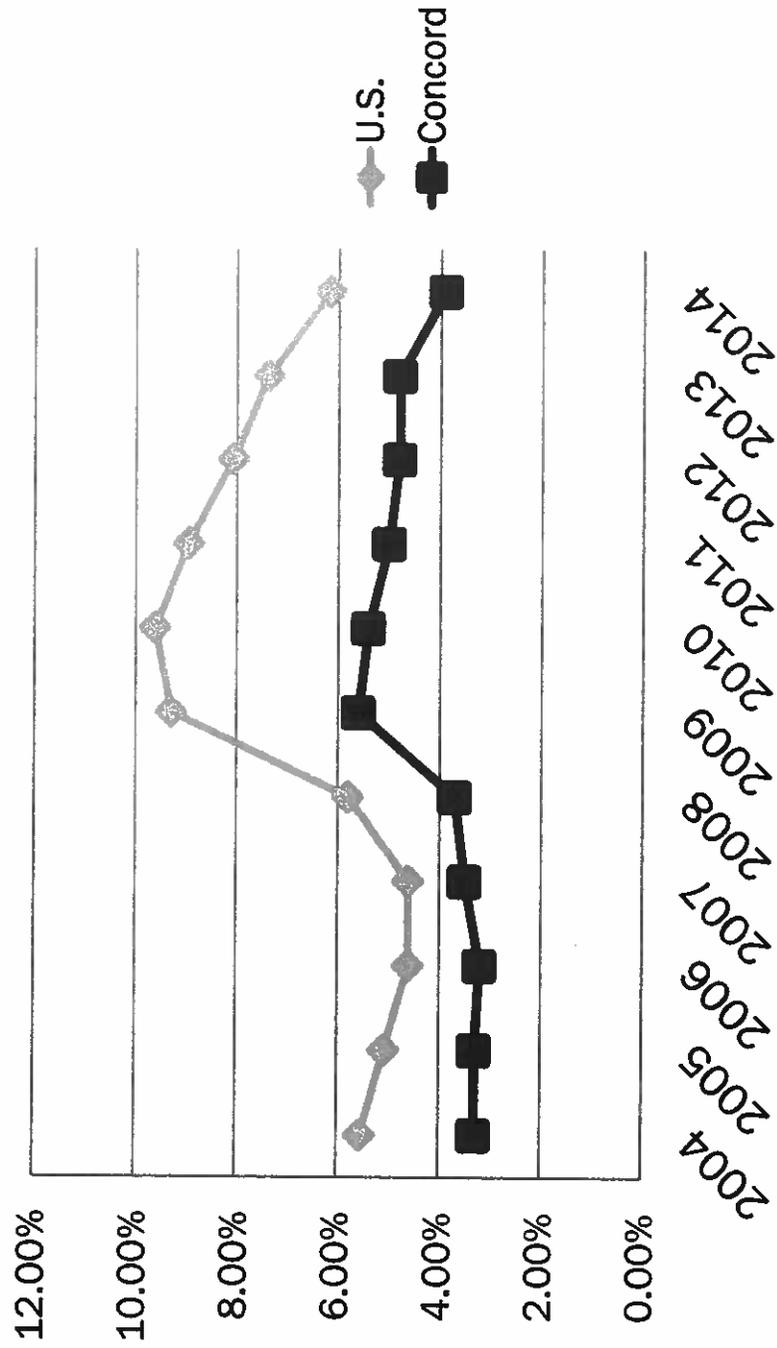
# City of Concord

Overall Economic Development Performance  
Report  
(OEDP)  
2014-2015

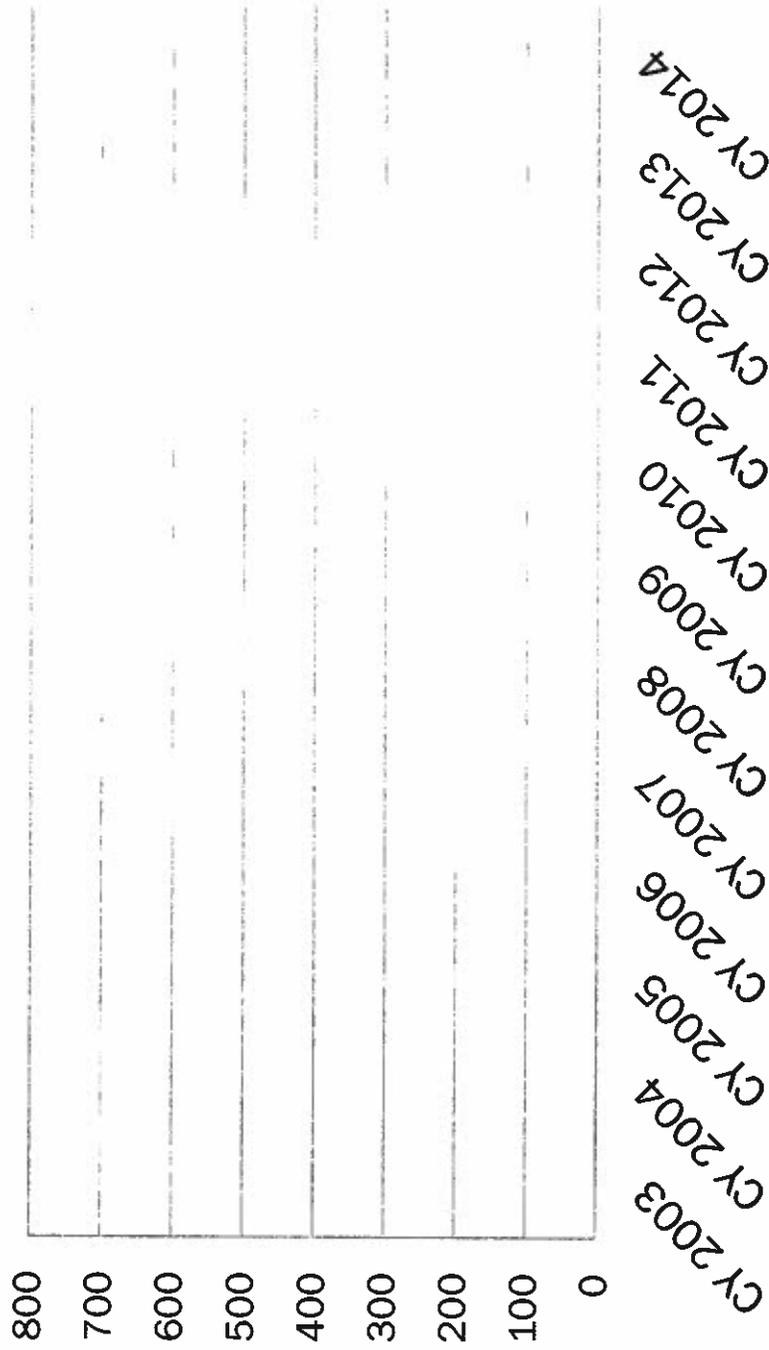
# Data Sources

- o “New Hampshire Market Outlook 2015,” CB Richard Ellis, New England.
- o NH Housing Finance Authority
- o NH Department of Employment Security
- o U.S. Bureau of Labor Statistics
- o New England Commercial Property Exchange
- o City of Concord
- o Central NH Planning Commission
- o Norton Asset Management
- o Field Survey, January 13, 2015

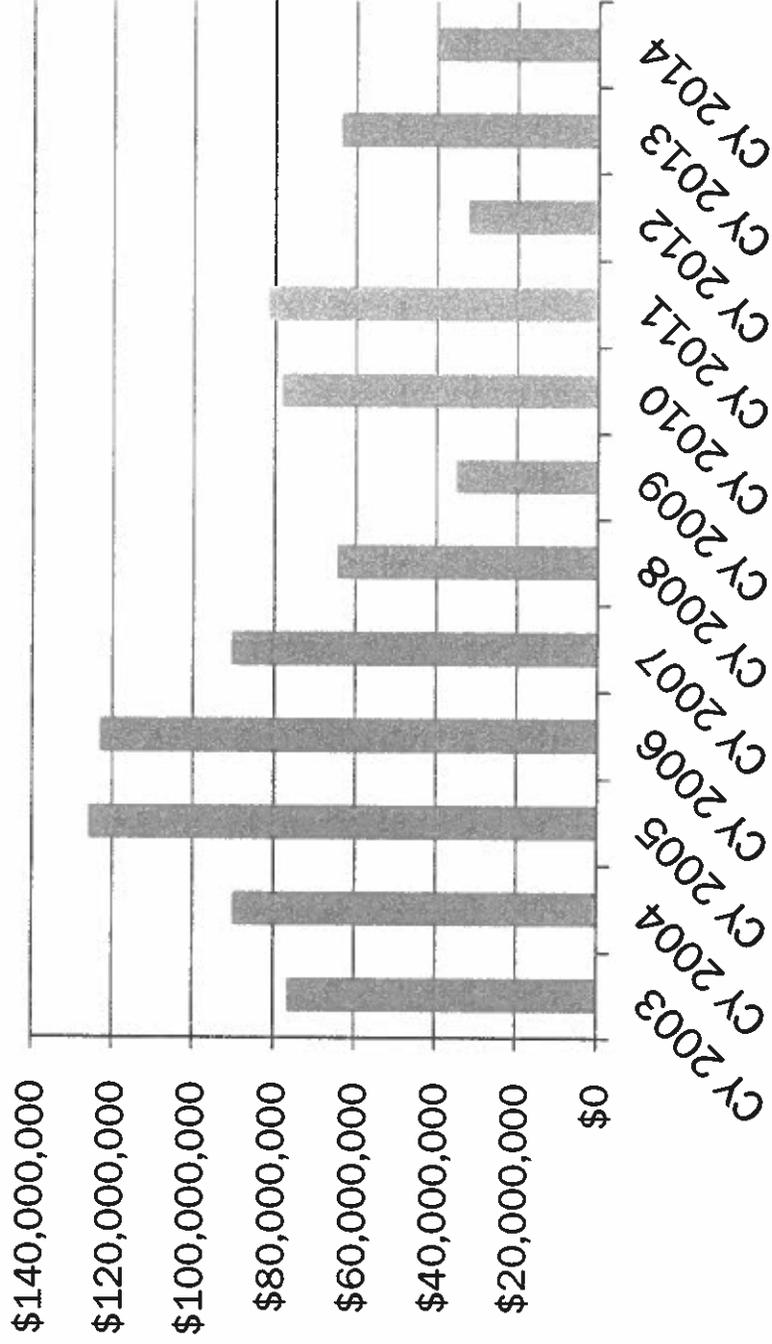
# Unemployment Rate



# Volume of Building Permits



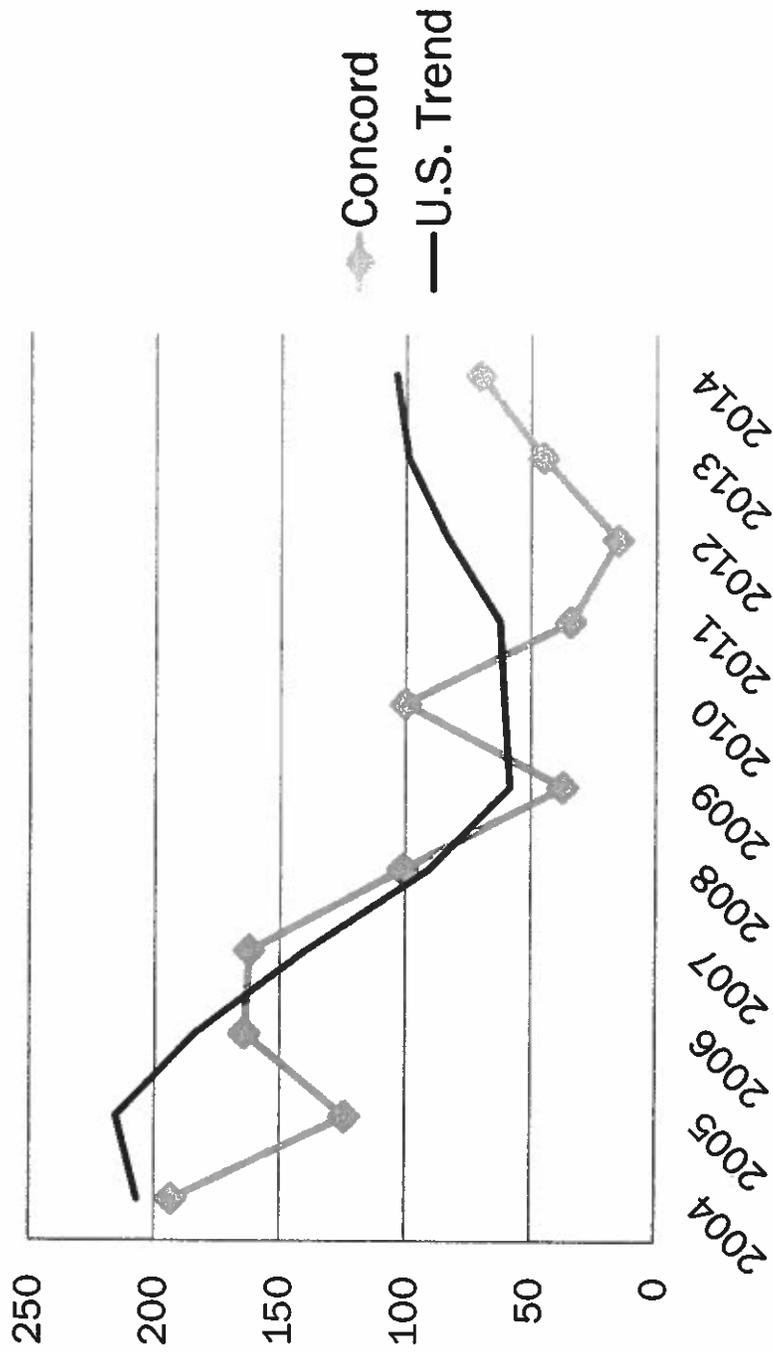
# Total Building Permit Value



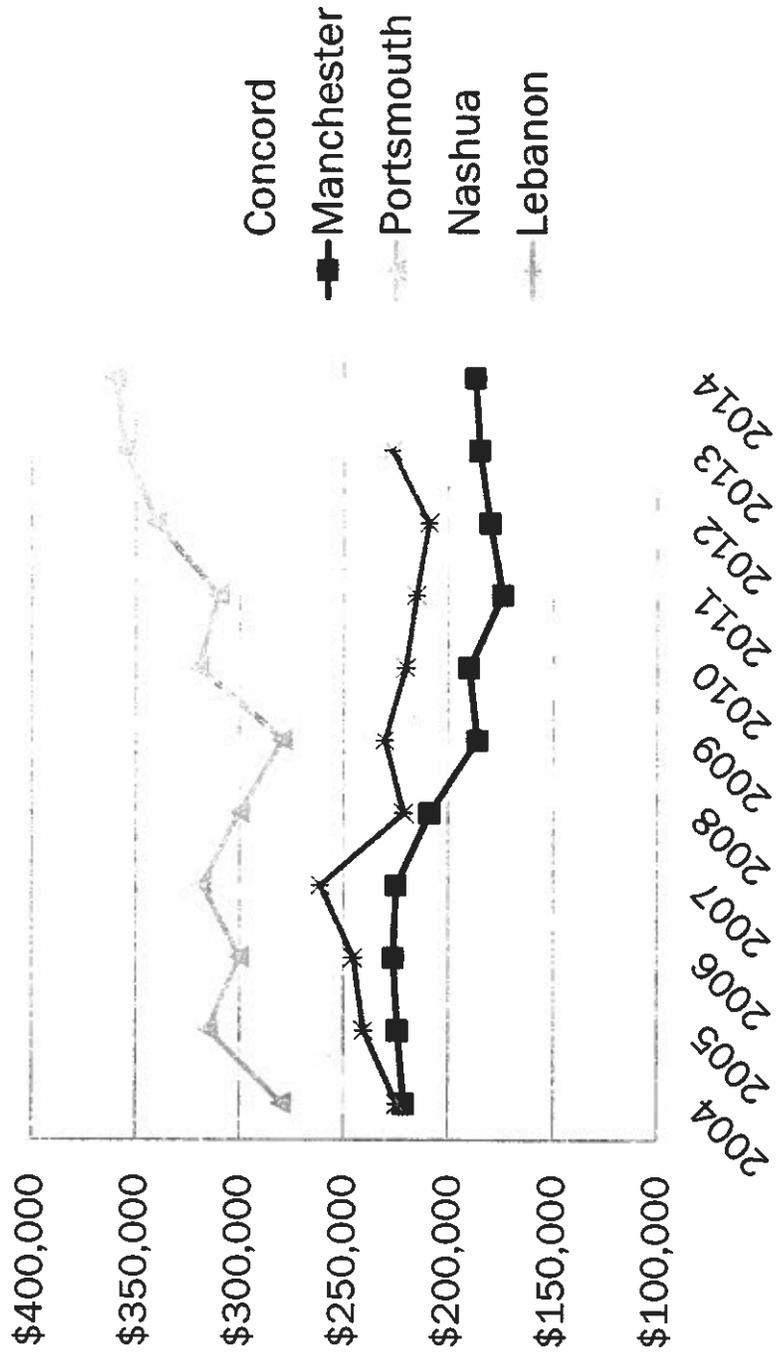
# Taxable Building Permit Value

\$80,000,000	
\$70,000,000	
\$60,000,000	
\$50,000,000	
\$40,000,000	
\$30,000,000	
\$20,000,000	
\$10,000,000	
0\$	
	CY 2003
	CY 2004
	CY 2005
	CY 2006
	CY 2007
	CY 2008
	CY 2009
	CY 2010
	CY 2011
	CY 2012
	CY 2013
	CY 2014

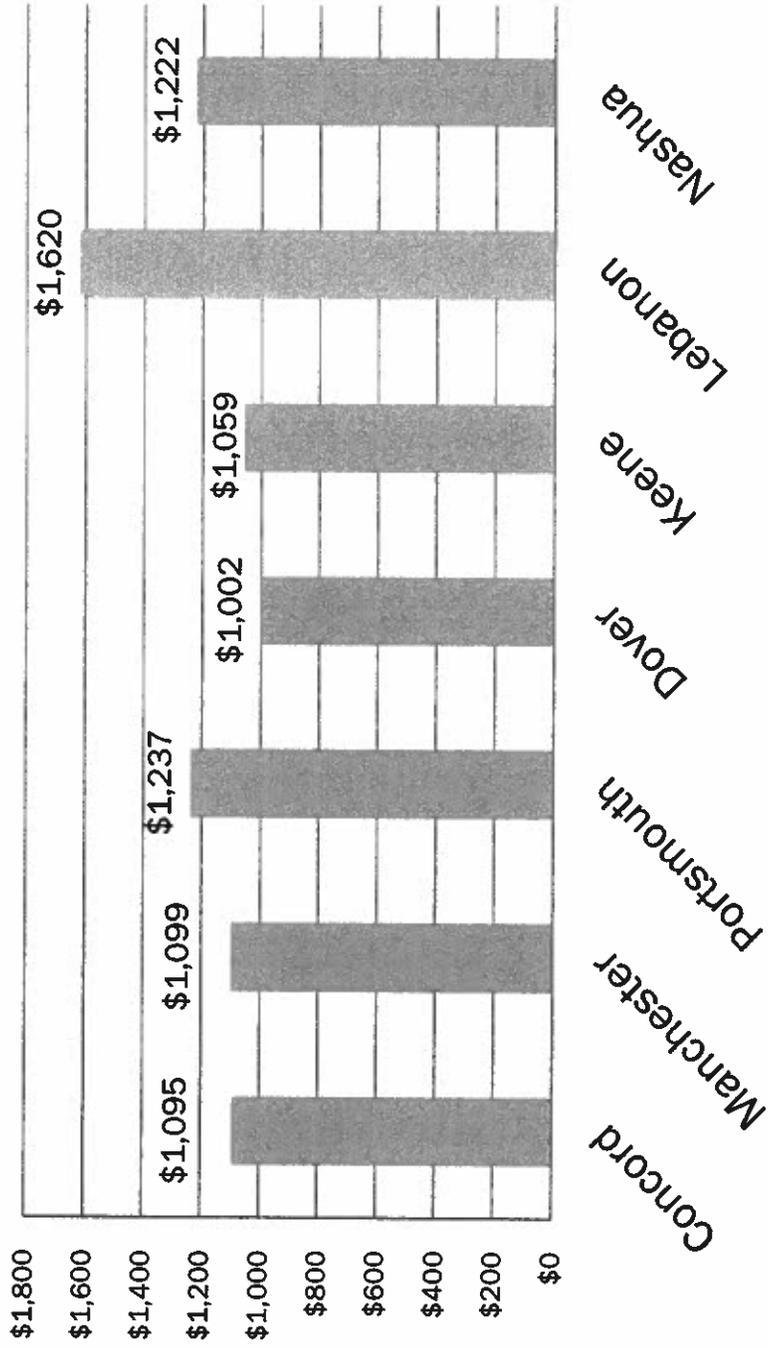
# New Dwelling Units



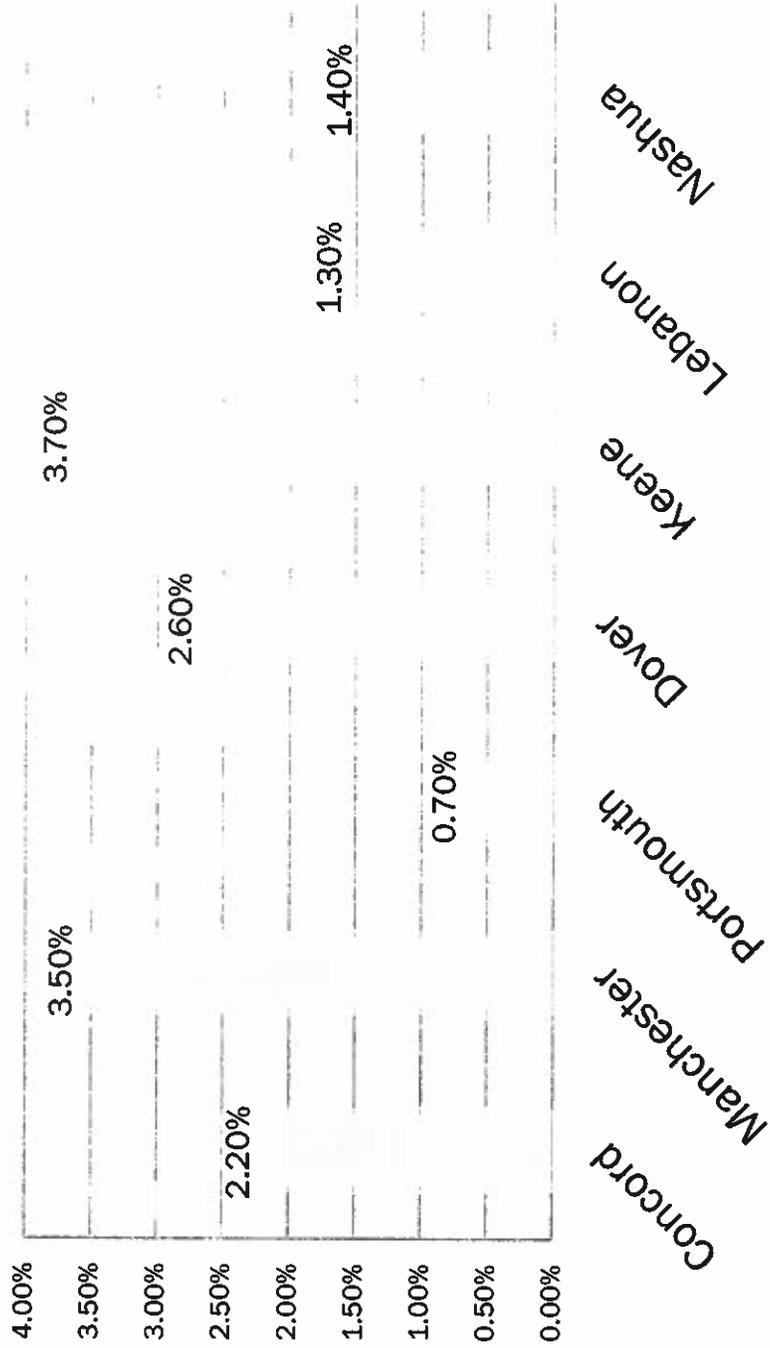
# Median Home Price



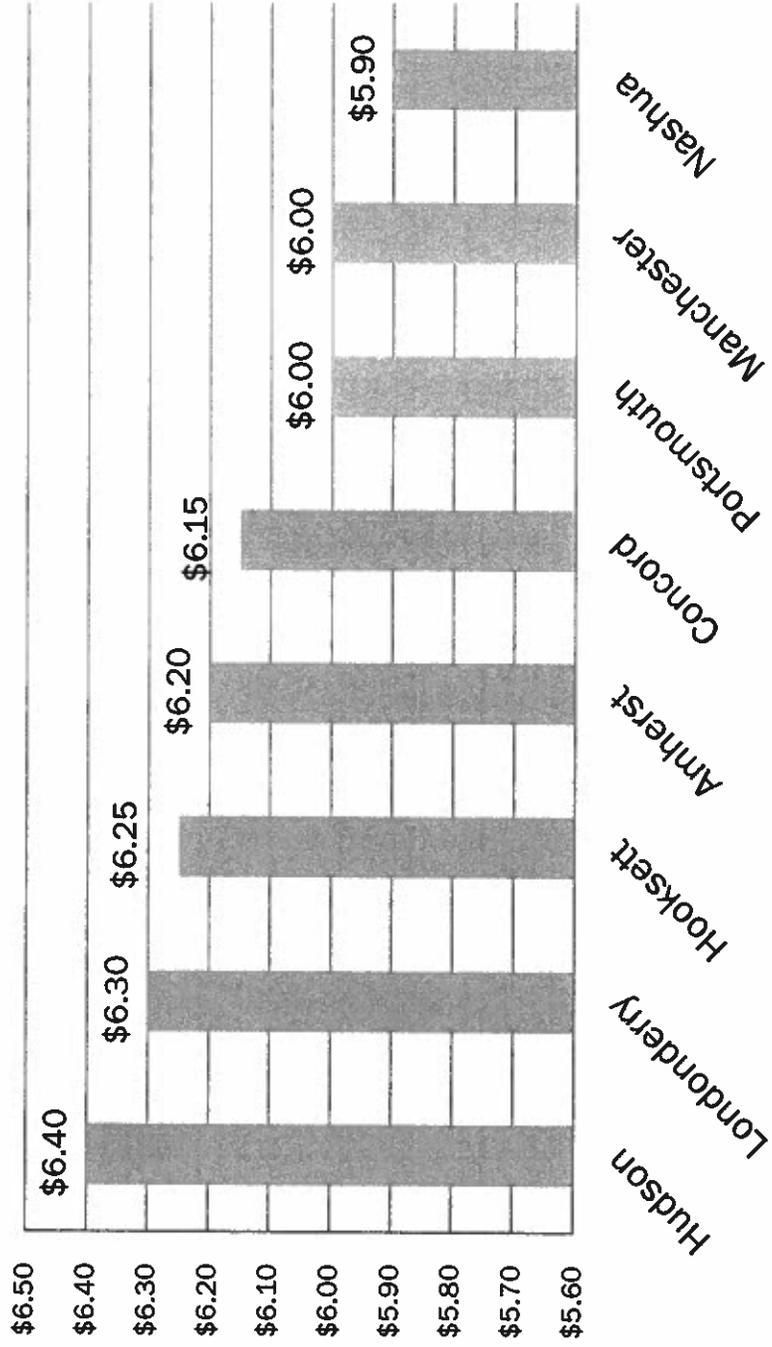
# Average Rent-2BR (2014)



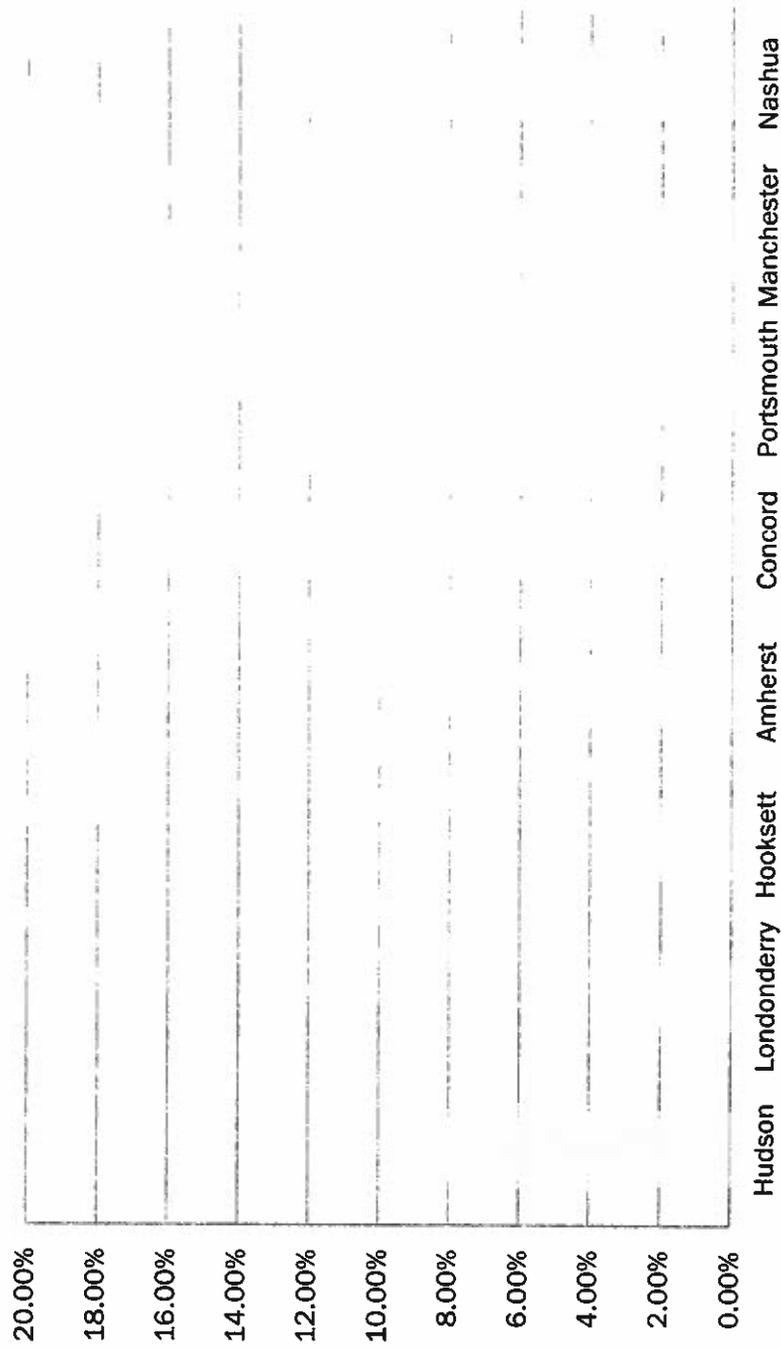
# Rental Residential Vacancy Rate-2014 (All Units)



# Average Industrial Asking Rent-2014 (NNN)

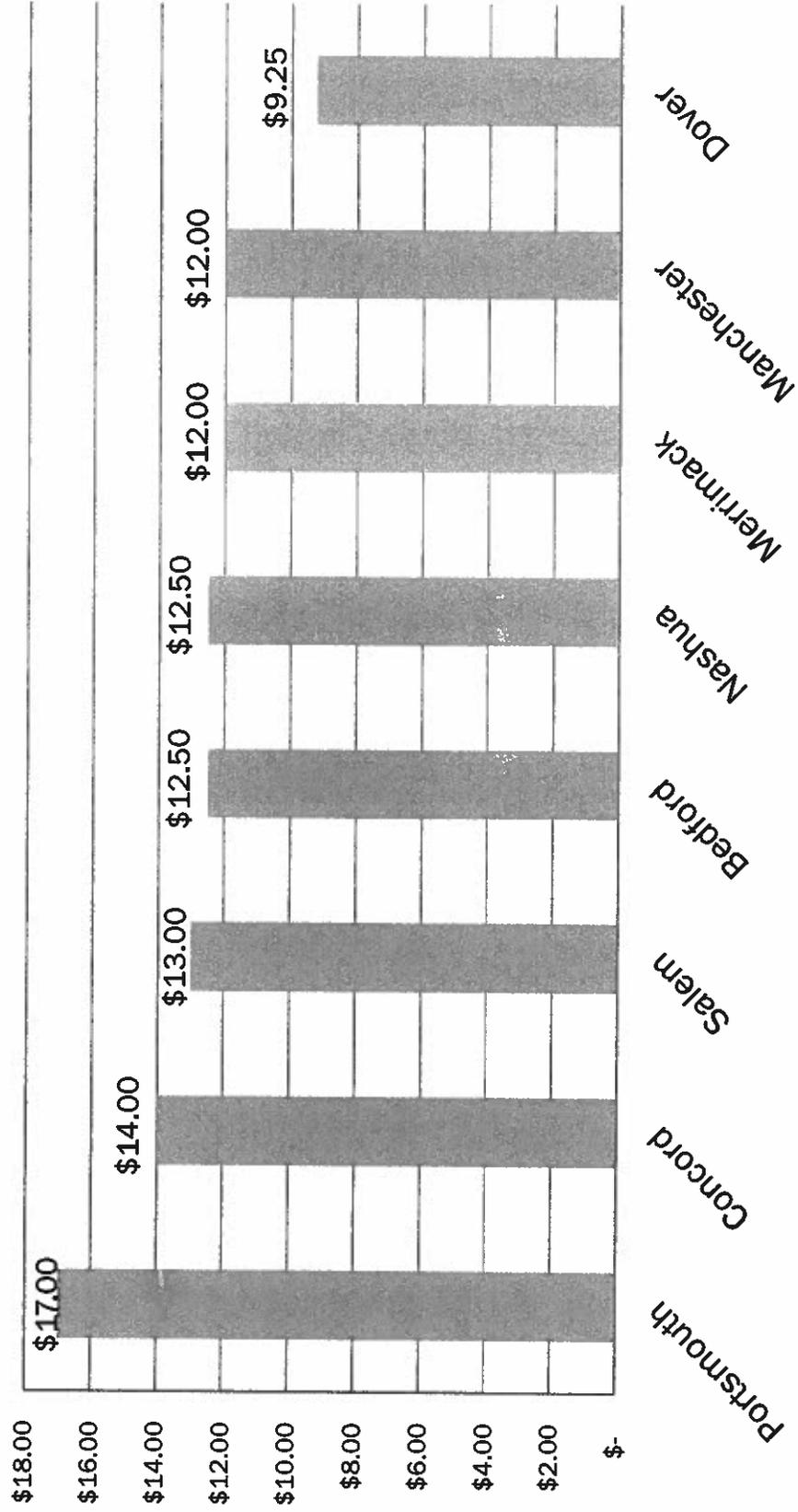


# Industrial Vacancy Rate-2014\*

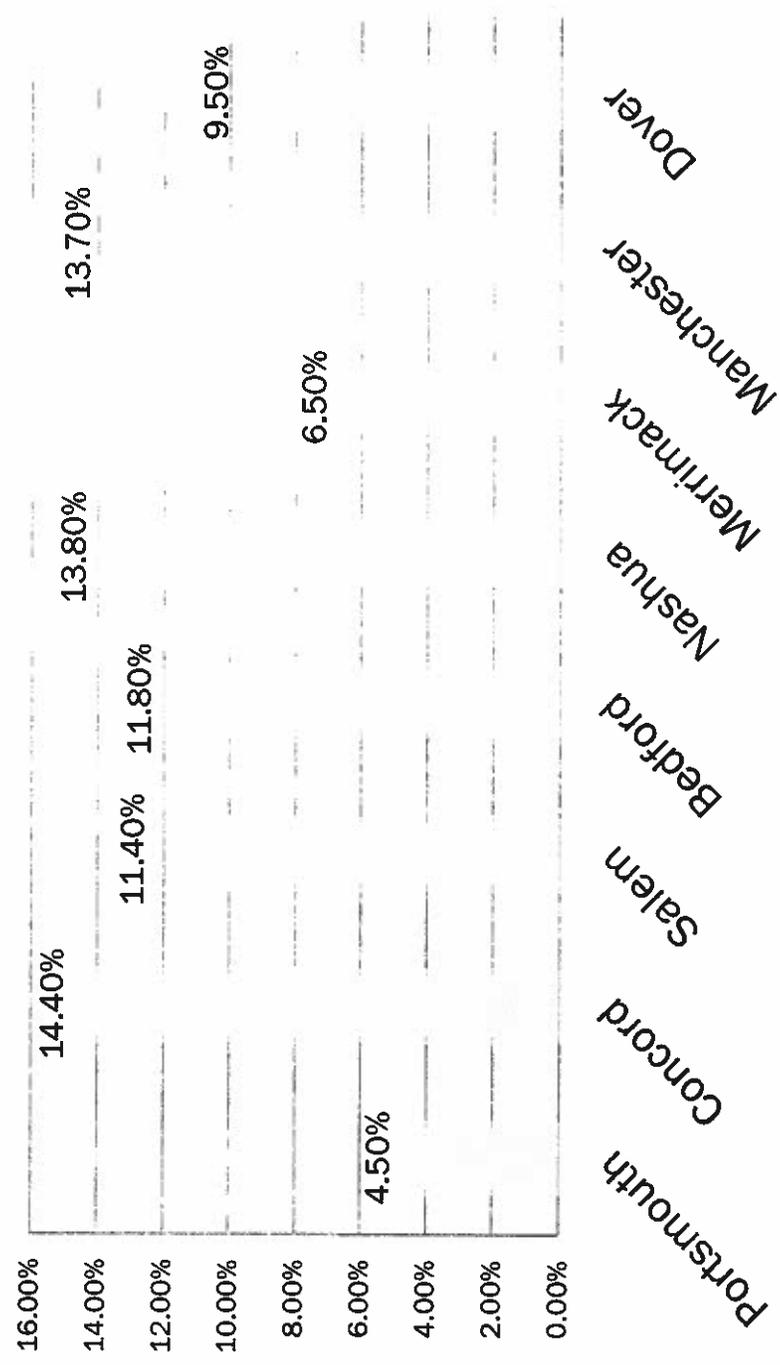


\*Former Rivco Property accounts for 41% of the city's total vacancy. Without it, the vacancy rate would be 10.4%.

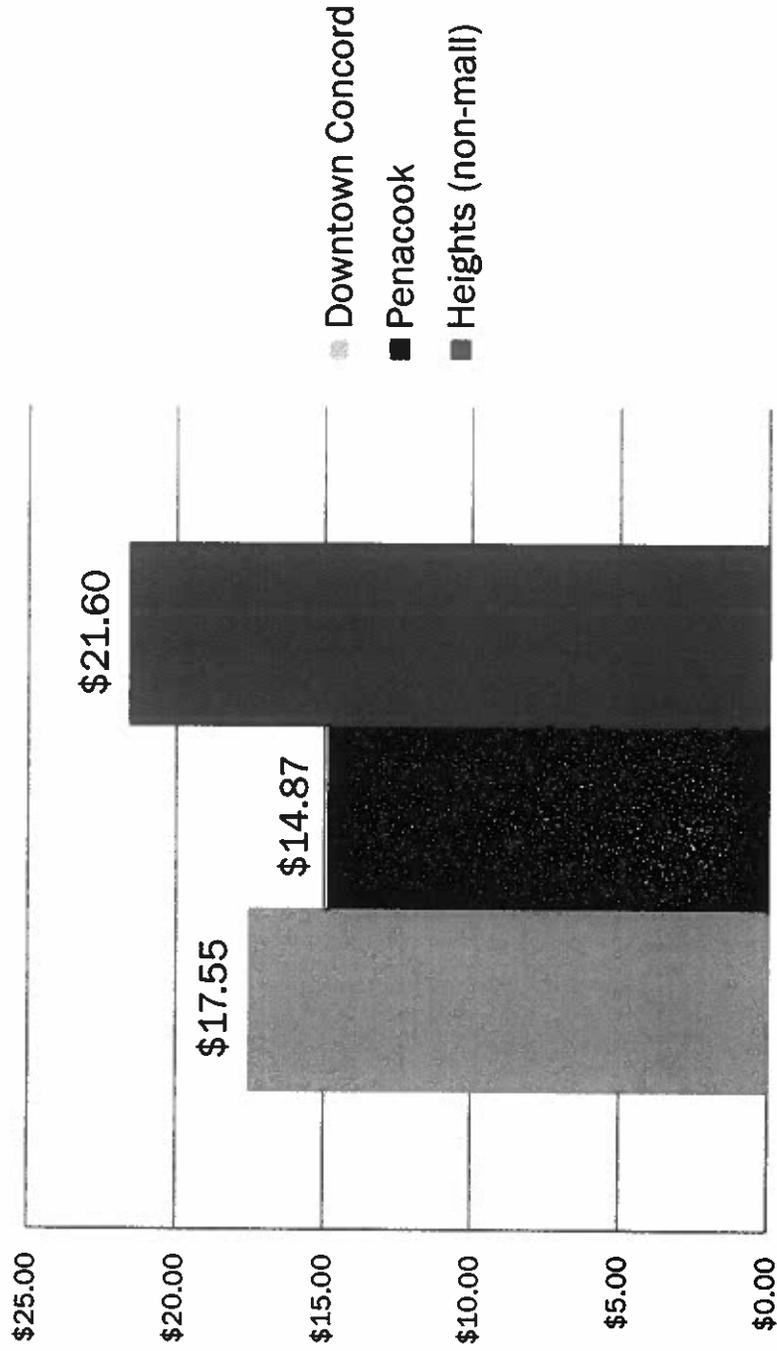
# Average Office Asking Rent-2014 (NNN)



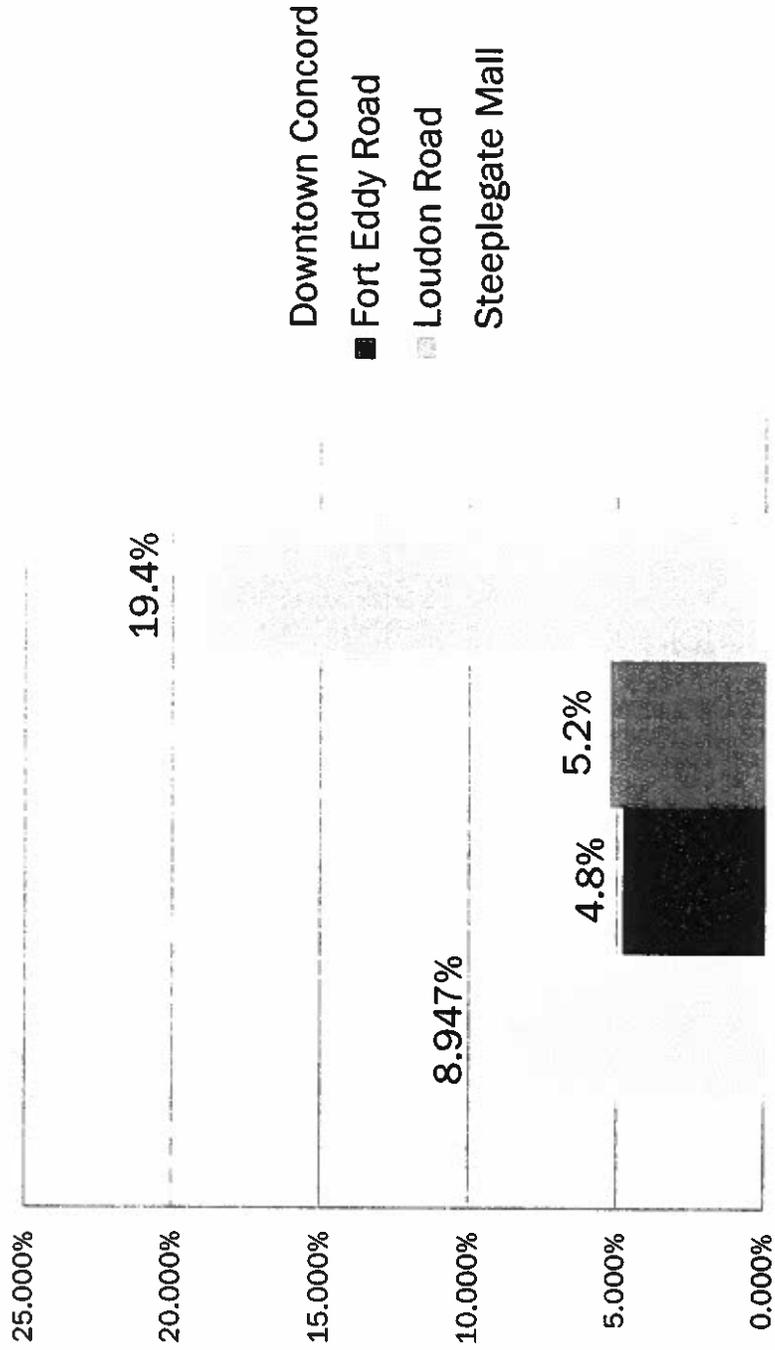
# Office Vacancy Rate-2014



# Avg. Retail Asking Rents-Jan '15 (S.F. Gross Equivalent)



# Retail Vacancy Rates-Jan. '15 (By Storefront Per Location)



# City Bond Rating

- o AA+ (Standard & Poor's)
- o Aa1 (Moody's)
- o Amongst only 19% of all rated communities in U.S. in 2014 to receive AA+.

# Policom Economic Strength Ranking

	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
Concord, NH	1	1	1	4	8	5	3	1	1	1	1
Williston, ND	2	4	22	110	195	319	417	516	571	571	570
Helena, MT	3	2	2	2	6	9	13	23	7	14	37
Minot, ND	4	7	12	21	53	93	107	140	157	213	220
Dickinson, ND	5	8	16	108	177	270	352	411	466	433	371
Clarmont-Lebanon, NH-VT	6	37	45	60	71	52	32	27	18	28	40
Barre, VT	7	9	15	28	29	19	17	11	21	18	19
Winnemucca, NV	8	na									
Indiana, PA	9	21	32	54	100	148	225	307	355	416	477
Bozeman, MT	10	19	9	7	7	6	8	8	10	9	9

# Short to Mid Term Trends

- o Manufacturing to continue decline in region (reasons include cost and scarcity of trained labor and high utility costs).
- o Professional, Scientific, and Technical Services to increase.
- o Health Care continues to grow significantly. Consolidations likely.
- o Aging of population will impact development (rise in senior/assisted housing and related services).

# Challenges for NH

- o High energy costs
- o Needed transportation infrastructure improvements at State level (I-93/Rail)
- o Lack of coherent and attractive NH recruitment “brand” for next generation of entrepreneur/business investor

# Positive Signs for Concord

- o Housing construction on the rise
- o Political stability
- o Available land
- o Main Street project's "buzz"
- o City's quality of life

Questions?

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**RESOLUTION RECOMMENDING THAT ANY PASSENGER RAIL SERVICE IMPLEMENTED IN NEW HAMPSHIRE AS A RESULT OF THE NEW HAMPSHIRE CAPITOL CORRIDOR RAIL AND TRANSIT ALTERNATIVES ANALYSIS INCLUDE SERVICE TO CONCORD**

*The City of Concord resolves as follows:*

**WHEREAS,** The City of Concord is a member of the New Hampshire Rail Transit Authority; and

**WHEREAS,** The New Hampshire Department of Transportation, in cooperation with the New Hampshire Rail Transit Authority, commissioned a New Hampshire Capitol Corridor Rail and Transit Alternatives Analysis (heretofore "Capitol Corridor Study"); and

**WHEREAS,** The "Capitol Corridor Study" presented a number of alternatives including the extension of passenger rail to Concord; and

**WHEREAS,** Passenger rail, if constructed in New Hampshire, can have a positive impact on economic development and quality of life for current and future New Hampshire residents and business owners; and

**WHEREAS,** The City recently participated in the drafting of a "Comprehensive Economic Development Strategy" with twenty other central NH municipalities that highlighted the scarcity of transit/transportation alternatives as a regional challenge to development; and

**WHEREAS,** The State of New Hampshire and the City of Concord already own land in the Stickney Avenue area identified by the Capitol Corridor Study as a potential location for a multi-modal station reducing the need for additional property acquisition.

***NOW, THERFORE, BE IT RESOLVED by the City Council of City of Concord that:***

1. It is the City's strong recommendation that any passenger rail service implemented in New Hampshire as a result of the New Hampshire Capitol Corridor Rail and Transit Alternatives Analysis include service to Concord.
2. This resolution shall take effect upon its passage.



# CITY OF CONCORD

## REPORT TO MAYOR AND CITY COUNCIL

**FROM:** Carlos P. Baía, Deputy City Manager—Development

**DATE:** February 24, 2015

**SUBJECT:** Passenger Rail Resolution

### Recommendation

Accept this report and adopt the attached resolution recommending that any passenger rail service implemented as a result of the New Hampshire Capitol Corridor Rail and Transit Alternatives Analysis include service to Concord.

### Background

The New Hampshire Department of Transportation recently commissioned a study of passenger rail that ultimately was called the New Hampshire Capitol Corridor Rail and Transit Alternatives Analysis. This study examined a series of alternatives and, ultimately, settled on five options:

1. No build
2. Manchester Regional Commuter Rail
3. Nashua Minimum Commuter Rail
4. Intercity 8 service (to Concord)
5. Bus on Shoulder

The Intercity 8 service to Concord would not be a typical commuter rail but be akin to the Amtrak Downeaster that operates from Portland to Boston. According to the study, this alternative would generate \$750 million in real estate development between 2021 and 2030 and an additional \$140 million per year in reinvested earnings beyond 2030.

The Study cited the State's existing warehouse property on Stickney Avenue as a possible station location that could also support a transit-oriented, mixed-use development. With the City's recent acquisition of the abutting Tsunis property, there is even greater flexibility for that type of development project in the future.

The capital cost projected for the Intercity 8 would be \$256.5 million with annual O & M cost of \$7.7 million.

The NH Rail Transit Authority, of which the City is a member, is poised to make a recommendation as to which alternative to pursue. The Authority's projects sub-committee recently drafted a motion that would have the Authority recommend the Manchester Regional Commuter Rail Alternative as the "preferred alternative."

The City representative on the Authority questioned this proposed recommendation at the Authority's last meeting citing the fact that the capital cost for the Manchester Regional alternative is only \$10.9 million less than the Intercity 8 and the annual operating costs for the Intercity 8 to Concord were over \$3 million less per year. There was some debate about the costs with some members of the Authority citing the need for construction of a new train platform at North Station and the lack of possible MBTA funding to support the Intercity 8.

Council should be aware, as well, that extending traditional commuter rail to Concord was also examined as an alternative but the projected ridership numbers in the study were not sufficient enough in the consultant's estimation to recommend it as a final alternative. However, City staff note that ridership is contingent upon a number of factors including new economic opportunities.

### **Discussion**

As the Council is aware, generating new economic development is a challenging endeavor. Based on the City's business visits, it is evident that a number of Concord-area companies—particularly those in the science and technology fields—find that recruiting talented employees or attracting clients to Concord can be quite difficult. As one CEO explained, it is as if there is some type of psychological barrier to going beyond Manchester.

The fear for our City and our central NH region is that if passenger rail is built in New Hampshire and it terminates at Manchester, it will further exacerbate this competitive disadvantage. While it is uncertain whether any rail project will ever be funded in our state, staff feels that it would be critical to ensure that Concord, as the State capital, and the central New Hampshire region as a whole, not be ignored. History has shown that new transportation alternatives can significantly and sometimes permanently alter the development trajectories of communities.

The attached resolution simply makes clear that if a rail project is built in New Hampshire, it would be the Council's strong recommendation that it include a connection to Concord.

MAR 03 2015

Delivered to City Clerk 2/25/15 TFA  
M. Gilbert

February 25, 2015

Re: Application for March / Demonstration / Picket Permit

**GC COPY**

To City Clerk, City of Concord:

Please accept our request to March on May 2, 2015 as a March for Justice and Freedom.

We have issued the March map attached for approval.

We would also like to request street closure of the half of ~~Park Street~~ <sup>Capital Street</sup> on the North State Street end as to allow approved vendor space with the requirements set forth of no more than 200 sq. feet per vendor as we do for the Farmer's Market.

Demonstrators will have signs that they will create to carry along the route.

We will also have public speakers and a few guests that will speak on their own behalf.

We will begin at 8:00 am to set up vendor area and a podium for guest speakers. The March will begin at 12:00 pm noon and finish when the route is completed by all in unison, I would say less than 1 1/2 to 2 hours at most for the March.

We plan on beginning the March at 10:00 am to 4:00 pm with clean-up and finishing no later than 5:00 pm.

Thank you for your consideration and approval.

Sincerely,



Richard R. Naya

The city cannot close Park Street during the construction period per Ed Robary Gene Bai applicant has been notified and has agreed to use Capital St instead of Park. Gene spoke with Richard Naya on 3/1/15 and he understood and agreed to change location to Capital Street



3-22

KAA

FEB 27 2015



"Reach for the stars."

**Christa McAuliffe School**

February 26, 2014

Janice Bonenfant  
Concord City Council  
41 Green Street  
Concord, NH 03301

Dear City Council Members,

My name is Lisa Still, and I am writing on behalf of the Christa McAuliffe School PTO, respectfully requesting a temporary closure of a city street. The request is for the section of Rumford Street, which abuts Christa McAuliffe School from Pleasant Street to Warren Street. The purpose of the closure is to accommodate the Christa McAuliffe Fun Fair Carnival, a school community event that raises money for PTO-funded school activities throughout the academic year. We are requesting the road closure to last from 3PM-8PM on Thursday, May 21, 2015. In addition, we are requesting a rain date of Thursday, May 28, 2015, to be approved for the same time, location, and purpose.

Thank you in advance for your consideration of our request. Please contact me at 398-1798 with any questions you may have concerning our request and/or school event.

Sincerely,

Lisa M. Still  
Christa McAuliffe PTO

17 NORTH SPRING STREET, CONCORD NH 03301  
603-225-0840 - 603-225-0839 FAX  
KRIS GALLO, PRINCIPAL



3-23

FEB 20 2015

170

February 20, 2015

Mayor James Bouley and City Council  
City Clerk's Office  
41 Green Street  
Concord, NH 03301

**RE: Street Closure Request**

Mayor Bouley and Honorable City Councilors:

The New Hampshire Law Enforcement Officers' Memorial Committee will be holding the 23rd Annual Memorial Ceremony on Friday May 22, 2015 beginning at 10:00am. The Ceremony will be held on the southeast corner of the Legislative Office Building on the corner of Capitol and North State Streets.

The location of the Memorial on the corner of Capitol and North Main Streets makes it impossible to conduct the Annual Memorial Ceremony without closing some City of Concord streets. On behalf of the Memorial Committee, we would respectfully request permission from the City of Concord, City Council, and Police Department for the following street closures:

- Capitol Street from Green Street to North State Street
- North State Street from School Street to Centre Street
- Placement of a detour sign at North State and School Streets advising access to the Department of Justice and to block the Capitol Street access from the Department of Justice parking lot
- Placement of a barricade on Park Street at the intersection with Main Street

The Memorial Ceremony is scheduled to begin at 10:00am. If the requested street closures are granted the Committee recommends the time of the closure should be from 6:00am – 2:00pm. This will provide sufficient time to close the streets to prevent parking in the designated area, set up of the event, the event, and subsequent clean up. This event has been well received and successful and I am not aware of any problems or complaints from the residents or visitors to the City of Concord. Permit applications have been submitted to the State of New Hampshire, Bureau of General Services and to Code Administration at the City of Concord.

Please contact either myself or Major Kevin Jordan of the New Hampshire Fish and Game who is the President of the Memorial Committee. I can be reached at 603-396-7611 or Major Jordan at 271-3128.

Thank you,



David Florence  
Member, NHLEOM Committee

cc: Chief Bradley Osgood  
City of Concord Police

Mr. Eugene Blake  
City of Concord Code Enforcement





SENT TO  
CITY CLERK  
3/3/15  
3-21  
TAB

March 3, 2015

**REPORT TO MAYOR AND CITY COUNCIL**

MAR 03 2015

**FROM:** Susan Sokul, Events and Communications Coordinator  
Intown Concord, tel. 226-2150, susan@intownconcord.org

**SUBJECT:** Street Closure for 41<sup>th</sup> Annual Market Days Festival

**Recommendation:**

Recommend approval of street closings for the 41st Market Days Festival, June 25<sup>th</sup> through June 27<sup>th</sup>, 2015

**Background:**

This request has become a standard request, and has been granted for the past 40 years. We appreciate the City's working with Intown Concord to ensure that Market Days will be held in its customary location.

**Discussion:**

Intown Concord's 41<sup>th</sup> Annual Market Days Festival will be held Thursday, June 25<sup>th</sup> through Saturday, June 27<sup>th</sup>, 2015. Intown Concord requests closure of the following streets from 3:00am on Thursday, June 25 to 12:01AM on Sunday, June 28.

intown Concord requests the following streets be closed:

1. North Main Street from Centre/Loudon to Pleasant Street.
2. South Main Street from Pleasant Street to Hills Avenue.
3. Capitol Street from North Main Street to Evans Lane.
4. Park Street from North Main Street to State Street.
5. School Street from North Main Street to Evans Lane.
6. Warren Street from North Main Street to the Durgin Parking Garage.
7. Phenix Avenue.
8. Pleasant Street/Pleasant Street Ext. from Storrs Street to North/South State Street.

The Market Days Festival is an important event which provides economic benefits to the City and the businesses of downtown Concord. Planning for the 2015 Festival is underway, and it promises to be a great 41<sup>st</sup> year celebration.

Intown Concord will continue working with all appropriate City and State Departments to ensure all proper procedures, licensing, and other requirements will be in compliance, and to ensure that any Main Street Project impacts are mitigated to everyone's satisfaction. Intown Concord will notify Concord Area Transit and the Manchester Transit Authority of the 2015 Festival dates, and work with them to schedule alternate bus routes.

Thank you for your consideration in this matter; please don't hesitate to contact me with any questions.

Sincerely,

Susan Sokul  
Events and Communications Coordinator



3-25

FEB 24 2015

TAQ

Patricia J Connolly  
5 Orchard St  
Concord., NH 03301  
[patcon5557@gmail.com](mailto:patcon5557@gmail.com)

February 24, 2015

My name is Patricia Connolly. I live at 5 Orchard Street in Concord, NH. I am writing to request a permit for a Block Party on **Sunday, July 5, 2015**. The party would be from **3 - 9PM**. We would like to close off Orchard St at both ends - Merrimack Street and Pine Street.

My husband Eugene Connolly, the Principal of Concord High School, was recently diagnosed with ALS. This prompted talk amongst my family to have some sort of family reunion type get together. I volunteered to look into having a party inviting all our neighbors and friends. After much consideration we all decided a Block Party would be the best way to invite everyone and to keep it casual.

We would serve food such as hamburgers and hotdogs. People would provide their own drinks. We would have music from 3PM - 9PM.

The number of people would vary since we plan on running it like an open house - meaning come stay a while then leave when you want.

If you need any additional information, please feel free to contact me at (603) 228 8035 or my cell (603) 848 1052. My email address is [patcon5557@gmail.com](mailto:patcon5557@gmail.com). I look forward to hearing from you.

Sincerely,

  
Patricia J Connolly



# CITY OF CONCORD

---

*In the two thousand fifteenth year of our Lord*

## **RESOLUTION** Authorizing Annual Appraisal of Real Estate at Market Value per RSA 75:8-b

*The City of Concord resolves as follows:*

**WHEREAS**, the legislature has in RSA 75:8-b authorized any municipality with a population over 10,000 to annually appraise real estate at market value; and

**WHEREAS**, the legislature has established in RSA 75:8-b that the governing body shall hold two public hearings regarding the annual appraisal process at least 15 days, but not more than 60 days, prior to the governing body's authorization vote; and

**WHEREAS**, the City Council recognizes that assessments are constantly changing by neighborhood, type of property, and economic forces in varying amounts and that without annual adjustments to real estate assessments these changes may result in inequitable and unfair property taxation based upon the under or over assessment of properties when compared to market value; and

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of Concord that:

- 1.) The annual appraisal of real estate at market value pursuant to the provisions of RSA 75:8-b is hereby authorized.
- 2.) This resolution takes effect April 1, 2015.



# CITY OF CONCORD

TAA

## REPORT TO MAYOR AND THE CITY COUNCIL

**From:** Kathryn H. Temchack, Director of Real Estate Assessments

**Date:** January 15, 2015

**Subject:** Authorization of Annual Appraisal at Market Value

### Recommendation

Accept this report and set for public hearings in March and April, with a May vote, the proposed resolution authorizing the Assessing Department to proceed with valuing all real estate at market value as of April 1, 2015.

### Background

RSA 75:8-b requires municipalities with populations of over 10,000 who desire to appraise the municipality's real estate at market value, to receive authorization by a majority vote of the governing body. Prior to the governing body's vote, 2 public hearings must be held. The statute also requires the municipality to provide notification of changes to the assessed value prior to the issuance of the final tax bill. The notification may be an individual notice to the property owners, by public notice in a newspaper of general circulation, or by any other means deemed appropriate by the governing body. The City Council has voted to authorize the annual valuation of assessments since 2005.

### Discussion

Since 2004, the Assessing Office has been assessing properties annually at market value.

Valuing properties at market value ensures equitable and fair assessments to all taxpayers so that all are paying only their fair share of the tax burden. Market values are constantly changing, and do not rise or fall at the same level for each city neighborhood (the Heights vs. Penacook vs. the South End), or type of property (residential vs. commercial vs. condominiums), the appropriate adjustments need to be made each year to the property assessments to maintain them at market value.

# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title I, General Code; Chapter 17, Vehicles and Traffic, Article 17-7, Rights and Duties of Pedestrians, Section 17-7-3, The Passing of Items To or From the Occupant of a Motor Vehicle on a Roadway

**The City of Concord ordains as follows:**

**SECTION I:** Amend the CODE OF ORDINANCES, Title I, General Code; Chapter 17, Vehicles and Traffic, Article 17-7, Rights and Duties of Pedestrians, Section 17-7-3, The Passing of Items To or From the Occupant of a Motor Vehicle on a Roadway, by deleting paragraph (4) in its entirety and renumbering paragraphs (5) and (6) as follows:

**17-7-3 - The Passing of Items to or from the Occupant of a Motor Vehicle on a Roadway.**

- (1) *Intent of Section.* This Section is intended to provide for the free flow of motor vehicle traffic on roadways in the City. The City Council finds that persons who distribute any item to, receive any item from or exchange any item with the occupant of a motor vehicle upon a roadway present a threat to the free and safe flow of motor vehicle traffic. By this Section, the City Council intends to promote the health, safety and welfare of the citizens traveling by vehicle in the City.
- (2) *Definitions.* For purposes of this Section, the following definitions apply:
  - (a) *Pass/Passing.* Distributing any item to, receiving any item from, or exchanging any item with the occupant of a motor vehicle that is located in the roadway.
  - (b) *Roadway.* All public roads open to motorized vehicles within the City. This definition excludes private roads and private property. This definition also excludes areas in which parking is permitted in the City.
  - (c) *Item.* Any physical object.
- (3) *Prohibition on Roadways.* It shall be unlawful to violate any of the prohibitions set forth below in the City.
  - (a) No person shall knowingly distribute any item to, receive any item from, or exchange any item with the occupant of any motor vehicle when the vehicle is located in the roadway.
  - (b) This Section shall not apply to the distribution, receipt or exchange of any item with the occupant of a motor vehicle on private property or in a permitted parking area.

- (c) This Section shall not apply to any law enforcement officer acting in the scope of his/her official duty.
- (d) This Section shall not apply to the distribution, receipt or exchange of any item with the occupant of a motor vehicle located in the roadway in order to assist the occupant after a motor vehicle accident, with a disabled motor vehicle or where the occupant is experiencing a medical emergency.
- ~~(4) Sunset. This Section shall automatically repeal on April 9, 2015, unless otherwise ratified by the City Council.~~
- (4[5]) Penalty.** A person found in violation of this Section shall be guilty of a violation and may be fined not more than \$500.00.
- (5[6]) Severability.** If any provision of this section is declared invalid or unconstitutional by any Court of competent jurisdiction, the remaining provisions shall be severable and shall continue in full force and effect.

**SECTION II:** This Ordinance shall take effect upon its passage.

Explanation: Matter added to the current ordinance appears in *bold italics*.

Matter removed from the current ordinance appears [~~in brackets and struck through~~].



**Bradley C. Osgood**  
Chief of Police

# City of Concord, New Hampshire

**POLICE DEPARTMENT**

35 Green Street • 03301-4299

(603) 225-8600

FAX (603) 225-8519

www.concordpolice.com

TA

## REPORT TO MAYOR AND THE CITY COUNCIL

**FROM:** Bradley C. Osgood, Chief of Police  
Concord Police Department

**DATE:** January 2, 2015

**SUBJECT:** Update on Panhandling in the City of Concord

### Recommendation

Accept this report regarding a status update on City Ordinance 17-7-3; The Passing of Items to or from the Occupant of a Motor Vehicle on a Roadway, as well as a status update on Panhandling in the City of Concord. It is further recommended that ordinance 17-7-3 become permanent by removing the sunset clause.

### Background

Over the past couple of years, the City of Concord has experienced a rise in calls for service regarding panhandlers, aggressive panhandling tactics and panhandlers in the roadways. To address this issue, in part, the City Council enacted an ordinance (17-7-3) on May 13, 2013 "to provide for the free flow of motor vehicle traffic on the roadways" and with the intention "to promote health, safety and welfare of citizens traveling by vehicle in the City."

### Discussion

In calendar year 2014, Concord police officers responded to more than 160 calls for service regarding panhandling incidents. Many were reported by concerned citizens while others were self-initiated by the patrol officers. Officers have taken enforcement action in several of the incidents and have provided dozens of warnings to violators as well. Of the enforcement actions taken by the police officers, approximately 30 have been based upon the ordinance 17-7-3. Additionally, Concord police officers continue to assist business owners, especially in the Downtown area and on Ft. Eddy Rd., in serving Trespass Letters to numerous individuals who were engaging in panhandling on private property.

The matter of panhandling, especially aggressive panhandling and the passing of items to and from a motor vehicle on the roadway remains an important matter that Concord police officers will continue to address in 2015. The ordinance, as written, continues to be an effective resource in this public safety matter.



# CITY OF CONCORD

*In the year of our Lord two thousand and fifteen*

**AN ORDINANCE**

amending the CODE OF ORDINANCES, Title IV, Zoning Code; Chapter 28, Article 28-2, Zoning Districts and Allowable Uses, Article 28-5, Supplemental Standards, Article 28-7, Access, Circulation, Parking, and Loading and Glossary

**The City of Concord ordains as follows:**

**SECTION I:** Amend the CODE OF ORDINANCES, Title IV, Zoning Code, Chapter 28, Zoning Ordinance, Article 28-2, Zoning Districts and Allowable Uses, Section 28-2-4, Allowable Principal and Accessory Uses in Zoning Districts, Paragraph J, Table of Principal Uses, by adding two new Principal Uses, Use L-12, Alternative Treatment Center subject to the Supplemental Standards of Section 28-5-51 and Use L-13, Alternative Treatment Center (Cultivation Location Only), as a Permitted Use (P) in the following district:

Industrial District (IN)

**SECTION II:** Amend the CODE OF ORDINANCES, Title IV, Zoning Code, Chapter 28, Zoning Ordinance, Article 28-2, Zoning Districts and Allowable Uses, Section 28-2-4, Allowable Principal and Accessory Uses in Zoning Districts, Paragraph J, Table of Principal Uses, by adding a new Principal Use, Use E-5, Alternative Treatment Center (Non-Cultivation Location), as a Permitted Use (P) in the following district:

Institutional (IS)

**SECTION III:** Amend the CODE OF ORDINANCES, Title IV, Zoning Code, Chapter 28, Zoning Ordinance, Article 28-7, Access, Circulation, Parking, and Loading, Section 28-7-2(e), Table of Off-street Parking Requirements, Section E, Services - Medical, by adding "Alternative Treatment Center (Non-Cultivation Location)" as a new category as follows:

PRINCIPAL USES	UNIT OF MEASUREMENT	MINIMUM PARKING SPACES REQUIRED PER UNIT OF MEASUREMENT
Alternative Treatment Center (Non-Cultivation Location)	Gross floor area	One (1) per three hundred (300) square feet

**SECTION IV:** Amend the CODE OF ORDINANCES, Title IV, Zoning Code, Chapter 28, Zoning Ordinance, Article 28-5, Supplemental Standards, by creating a new Section 28-5-51, Alternative Treatment Center as follows:

**28-5-51 Alternative Treatment Center.**

In the Industrial (IN) District, an Alternative Treatment Center shall be located on lots that have direct access to and from a collector or arterial street, or access to a street which shall be physically improved in order to fulfill the function and meet the standards of a collector street.

**SECTION V:** Amend the CODE OF ORDINANCES, Title IV, Zoning Code, Chapter 28, Zoning Ordinance, Glossary, by adding the following Definitions of Terms:

**Alternative Treatment Center.** An "alternative treatment center" as defined in RSA 126-X:1, I, namely, a not-for-profit entity registered under RSA 126-X:7 that acquires, possesses, cultivates, manufactures, delivers, transfers, transports, sells, supplies, and dispenses cannabis, and related supplies and educational materials, to qualifying patients and alternative treatment centers.

**Alternative Treatment Center (Cultivation Location Only).** A "cultivation location" as defined in RSA 126-X:1, IV, namely, a locked and enclosed site under the control of an alternative treatment center where cannabis is cultivated, secured with one or more locks or other security devices in accordance with RSA 126-X and the Department of Health and Human Service's administrative rules.

**Alternative Treatment Center (Non-Cultivation Location).** An alternative treatment center operated in accordance with RSA 126-X and the Department of Health and Human Service's administrative rules that has a separate location for the cultivation of cannabis.

**SECTION VI:** This Ordinance shall take effect upon its passage.



# CITY OF CONCORD

TAA

## REPORT TO MAYOR AND CITY COUNCIL

**FROM:** Carlos P. Baía, Deputy City Manager—Development  
**DATE:** January 28, 2015  
**SUBJECT:** Proposed amendments to Zoning Code related to “Alternative Treatment Centers”

### Recommendation

If acceptable, set the attached ordinance amendment for public hearing in March.

### Background

In 2013, the New Hampshire Legislature enacted a comprehensive law for the use of medical marijuana. The law has been codified as RSA chapter 126-X, entitled the Use of Cannabis for Therapeutic Purposes. RSA chapter 126-X includes administrative requirements for alternative treatment centers, which are non-profit entities registered for the purpose of acquiring, possessing, cultivating, manufacturing, delivering, transferring, transporting, selling, supplying and dispensing cannabis to qualified patients and designated caregivers.

### Discussion

RSA 126-X:7 required the New Hampshire Department of Health and Human Services to issue registration certificates to no more than four non-profit alternative treatment centers. At least two of the registration certificates must be issued within 18 months after the law goes into effect, which would be January 2015.

Currently there is no zoning use category under which an alternative treatment center could be operated, and therefore, the City of Concord’s Zoning Code requires that any use be placed in the category to which it is most similar and regulated under that category. Anticipating the need for local zoning, City Staff evaluated the new law and developed local zoning regulations to determine the most appropriate locations for an alternative treatment center.

An alternative treatment center is defined in RSA 126-X:1, I as a not-for-profit entity registered under RSA 126-X:7 that acquires, possesses, cultivates, manufactures, delivers, transfers, transports, sells, supplies, and dispenses cannabis, and related supplies and educational materials, to qualifying patients and alternative treatment centers. RSA 126-X:7, IV(2) states that an alternative treatment center “may include a second location for the cultivation of cannabis.”

Based on its review of the statute, City Staff is recommending the adoption of a new ordinance that would create three new principal uses. The first new principal use would be designated as an "Alternative Treatment Center," which is a facility permitted in the Industrial District that involves both the cultivation and dispensing of cannabis. The second new principal use would be designated as an "Alternative Treatment Center (Cultivation Location Only)," which is a facility that would be permitted in the Industrial District for the purpose of cultivating cannabis. The third new principal use would be designated as an "Alternative Treatment Center (Non-Cultivation Location)" which is a facility that is permitted in the Institutional District for the purpose of dispensing cannabis. The proposed ordinance also sets forth the parking requirements for an Alternative Treatment Center (Non-Cultivation Location).

The proposed ordinance also creates a new supplemental standard, Section 28-5-1, for Alternative Treatment Centers located in the Industrial District that involve both the cultivation of cannabis and dispensing to patients. Due to the potential increased traffic created by the retail dispensary for such facilities, the supplemental standard would require that it be located on lots that have direct access to and from a collector or arterial street, or access to a street which shall be physically improved in order to fulfill the function and meet the standards of a collector street.

It should be noted that RSA 126-X:8, II already prohibits alternative treatment centers from being located in a residential district or within 1,000 feet of the property line of a pre-existing public or private elementary or secondary school or designated drug free property zone. Any proposed location will need to comply with these requirements. It should be further noted that nothing in the proposed ordinance purports to permit activities that are otherwise illegal under state or local law.

The attached ordinance amendment was reviewed by the Planning Board at its January 21<sup>st</sup> meeting and recommended to City Council.

Council should be aware that the State Department of Health and Human Services rules governing alternative treatment centers labeled ATCs as "charitable trusts." This was done, in the City staff's estimation, to provide the State with the means to regulate these organizations through the Department of Justice's Charitable Trusts Unit. The challenge for municipalities is that this designation may prompt the entities to request an exemption under RSA 72:23, V from the payment of local property taxes. This issue was raised in a City letter sent to the Joint Legislative Committee on Administrative Rules (JLCAR) as well as through oral testimony at the final rule-setting hearing in December where the City voiced its disagreement over the charitable trust designation. The City's concerns were recognized by the members of JLCAR and a commitment was made to rectify the situation in the 2015 legislative session. SB 54 has since been filed that would mandate that ATCs enter into Payment in Lieu of Tax agreements (PILOTS) with municipalities for the same amount as they would have paid in ad valorem taxation.

On January 28<sup>th</sup>, the Senate Municipal and Public Affairs Committee took up SB 54. The City of Concord, again, testified that the "charitable trust" designation was not appropriate in the case of ATCs but supported SB 54 as a means to clarify the present situation. It is anticipated that the Committee will vote on the proposed bill in the following weeks.

Under the proposed ordinance, ATCs could be significant consumers of industrial real estate invaluable to the City's tax base. It is unknown whether the Legislature will have clarified the taxability of ATCs by the time Council holds a public hearing on this ordinance.

3-26(0)  
3-29  
TAA



# CITY OF CONCORD

## REPORT TO MAYOR AND THE CITY COUNCIL

**FROM:** Matthew R. Walsh, Dir. of Redevelopment, Downtown Services, & Special Projects

*MRW*

**DATE:** March 2, 2015

**SUBJECT:** CIP #443: City-wide Multigenerational Community Center Letters of Support

**Recommendation:**

Accept the following report and attached letters of support.

**Background:**

The purpose of this report is to provide supplemental information concerning CIP #443 "City-Wide Multigenerational Community Center" as follow-up to the information presented to the City Council on February 9, 2015 concerning schematic design options for the project.

**Discussion:**

1. Recreation and Parks Advisory Committee Recommendation: Attached, please find a letter from RPAC in support of design alternative "Option 2".
2. Letters of Support: Attached please find letters of support from a variety of community organizations for the project.
3. Supplemental Information Requested by City Council: During its February 9<sup>th</sup> meeting, the City Council asked for additional information concerning the following:
  - a. Preservation and adaptive reuse of the cafeteria only (known as Option 4);
  - b. Alternative options for delivery of library services;
  - c. Elevation drawings for Options 1A, 2A, and 3A, as well as new design Option 4 which features preservation of the cafeteria;
  - d. Projected programmatic revenues, operating costs, and General Fund subsidy for renovation of the existing Dame School and Height Gymnasium.

This supplemental information will be presented to the City Council prior to the public hearing scheduled on March 9, 2015 for the schematic design options.





**City of Concord, New Hampshire  
Parks & Recreation Department**

14 Canterbury Rd  
Concord, NH 03301  
(603) 225-8690  
[www.concordnh.gov](http://www.concordnh.gov)

February 27, 2014

Honorable Mayor Bouley & City Council  
41 Green Street  
Concord, NH 03301

**RE: Recreation & Parks Advisory Committee  
City Wide Community Center Recommendation**

Mayor Bouley and the Members of the Concord City Council,

At the February meeting of the Recreation Parks Advisory Committee, the Committee reviewed the proposed plans for the City Wide Multi-Generational Community Center. The Advisory Committee voted to support Option 2A. This plan warrants support for a variety of reasons. First, according to the proposed plan, the Community Center will be a newly constructed building with the potential for future expansion. Additionally, Option 2A offers one of the lowest development cost plans and has the lowest annual operating costs. Finally, Option 2A offers a credible array of facilities covering a wide variety of diverse community needs.

It is with great enthusiasm that the Advisory Committee asks the Council to approve funds to move forward to the final design phase of the proposed Community Center Project. The Advisory Committee expresses its appreciation to Matt Walsh for his time and effort presenting the various options for the Community Center. We are hopeful that the City Council's vote will bring Concord one step close to realizing the goal of achieving a City Wide Multi-Generational Community Center.

On behalf of the Recreation Parks and Advisory Committee,

Mary Miller  
Chair

**Art of Archery by Dana White**  
**ArtofArchery.com**  
**603.396.7979**

To Whom It May Concern:

We are writing in support of the new community center being built at the 14 Canterbury Rd location. This project completion would help expand and improve the archery program being offered for youth and adults. It would provide better shooting accommodations and potentially increase revenue for Concord Parks & Recreation.

We have worked within the current space offered at the community center, however, the current space really limits the types of programming many can offer. With a new community center the options would be rather limitless. The Concord community could really benefit from a state of the art facility that includes space for a larger archery range, indoor turf field, collegiate size basketball court, fitness classrooms, teaching kitchen, indoor walking track, and the list goes on.

Please consider approval of such an amazing project that would serve the community and extend many benefits to the youth and adults for the various programs offered through the Concord Parks community!

Very respectfully,

Dana & Deb White  
Art of Archery  
603.396.7979

**Gill, David**

---

**From:** Chauntéy Greene <cnngreene1@gmail.com>  
**Sent:** Tuesday, February 10, 2015 11:45 AM  
**To:** Gill, David  
**Subject:** Community Center Meeting

*Hello David,*

*I wanted to follow up with you. I have reached out to members of our previous board as they were more familiar with this project. It sounds like it will be an amazing addition to the Concord. Our position on the matter remains the same. Though we are in full support of the community center coming to fruition it is not something that we would utilize as much as some other area programs. As like most, things change and maybe it is something for us to revisit in the future as our program evolves. Thank you for keeping us informed and look forward to hearing from you soon.*

Regards,

Chauntéy Greene  
President  
Capital City Vipers

Sent from my iPhone

**From:** Richard Lamoury [<mailto:rlamoury@challengersports.com>]  
**Sent:** Monday, February 23, 2015 3:34 PM  
**To:** Bryant, Laura  
**Subject:** RE: Letter of support

To whom it may concern,

I would like to thank you for the opportunity to share my support for the new Community Center to be built at the Old Dame School location. Our organization Challenger Sports has partnered up with Concord Recreation for many years to provide the local children with professional soccer coaching and fun summer programs. These programs are aimed at children of all ages and abilities and have proven to be very successful due to the increase in numbers and the feedback given to us by parents. With a new indoor community center the recreation will be able to cater for more children in the area and help to offer new programs without being too concerned over space and inclement weather.

Sport is an essential part of a child's early development socially and physically. Our staff are experts in this area and Concord Recreation have facilitated a positive learning environment which will expand and continue through the use of said facility.

If there is anything I can do to help, please don't hesitate to get in touch.

Best Regards,

**Rich Lamoury**  
Regional Director  
Challenger Sports  
401 213 3161 Office  
401 864 8880 Cell  
[www.challengersports.com](http://www.challengersports.com)  
Camps | Trainers | Tournaments | Tours | Uniforms



Concord Youth Lacrosse Association  
EIN27-3695668

Concord Youth Lacrosse Association  
P.O. Box 960  
Concord, NH 03301  
EIN27-3695668

**RE: Concord Crush Support for Concord Heights Community Center**

**To David Gill:**

Concord Crush is a non-profit 501(c)(3) corporation with the goals of developing, promoting, and regulating the sport of lacrosse in the City of Concord for the benefit of local youth lacrosse players. As you know, our focus is teaching the sport of lacrosse to boys and girls, providing teams for spring lacrosse, and sponsoring clinics for youth lacrosse players and coaches that are conducted by qualified instructors.

Concord Crush supports the Concord Heights Community Center (CHCC) initiative because the proposed indoor sports field would provide a central location in Concord for youth lacrosse clinics, and practices. Currently, we must rent space in other indoor field facilities outside of Concord. The proposed fees for use of the sports field at CHCC are commensurate with those we pay to other commercial facilities. We anticipate that our organization, which services between 250-300 local youth lacrosse each year, would consistently rent space at CHCC throughout the year, mainly in the fall, and winter prior to the spring lacrosse season. We would also potentially use classroom space for team, and program organization meetings.

If you have any questions, or would like any further input, please do not hesitate to contact any of our board members.

Sincerely, Scott Daniels  
For, Concord Crush (Concord Youth  
Lacrosse Association) Board of Directors

NHTI, Concord's Community College  
31 College Drive  
Concord, NH 03301  
[www.nhti.edu](http://www.nhti.edu)

To: David Gill  
From: Paul Hogan  
Re: Community Center Project  
Date: February 15, 2015

Dear David,

As a private vendor working in the Greater Concord Area, I am writing in support of the Dame School project that has been ongoing for many years. This project offers numerous opportunities for different types of programming and rentals here in Concord at a convenient location.

The expansion to create a collegiate sized gymnasium is an excellent move for local groups wishing to rent the space for events, practices and contests. Here are a few options that would be potential rentals;

- AAU basketball practices and tournaments
- Junior Olympic Volleyball practices and tournaments
- Basketball Showcases
- Summer camps
- Weekend clinics

My summer camp business is Hogan Camps, LLC which operates numerous summer basketball camps in June and July. I would certainly be interested in exploring options for some of the above named potential rental options expanding my camp business to include a facility such as the new Dame school.

Sincerely,

*Paul Hogan*

Paul Hogan  
Director of Athletics  
Professor of Sport Management  
Men's Basketball Coach  
603-230-4041  
[Phogan@ccsnh.edu](mailto:Phogan@ccsnh.edu)

NHTI, Concord's Community College  
31 College Drive  
Concord, NH 03301  
[www.nhti.edu](http://www.nhti.edu)

To: David Gill

From: Paul Hogan

Re: Community Center Project

Date: February 17, 2015

Dear David,

I am writing to offer our continued support the renovation project for the Dame School Community Center project that could be utilized year round for the city of Concord. The project adds great value to the Concord and creates a whole new set of options for the local community to enjoy fitness, social opportunities and athletic competition. The renovated facility will be a boom for the every age group with potential usage from morning till late at night.

From our standpoint here at NHTI, we welcome the opportunity for future students to be involved in working or internship positions at the facility. This relationship could be a win-win for our Sports Management students wishing to actively explore and gain experience at a sports facility throughout the year.

NHTI is certainly interested in the indoor space with the soccer training area, multipurpose field and collegiate sized basketball facility. NHTI would like to once again host the USCAA national basketball championships (2005 & 2006) and the potential use of a secondary facility is a "must" for this type of event.

Concord is a terrific small city in need of a facility like the one being proposed. I believe the project is worthwhile and would extend more opportunities for the area population. I fully support the new project. Please keep me in the conversation and let me know how I can help with this terrific development.

Sincerely,

*Paul Hogan*

Paul Hogan  
Director of Athletics  
Professor of Sport Management  
Men's Basketball Coach  
603-230-4041  
[Phogan@ccsnh.edu](mailto:Phogan@ccsnh.edu)

February 26, 2015

I am writing this letter in support of the new Community center planned for the Heights Community Center location at the former Dame School location. I have been a Concord Parks & Recreation volunteer basketball coach since 2004 at the 7<sup>th</sup> and 8<sup>th</sup> grade Boys level and have realized the need for the Recreation Department to have another gym that it "owns". Practices are hard to come by at only 1 hour a week, and practices have been cancelled at the Concord School District gymnasiums for a long list of activities including plays, math nights and also being bumped out because of High School sports. If we have an opportunity to provide the city with one or two more gyms, that would create a better situation for the players signed up for the Recreation Basketball program by increasing the ability to have 2 practices a week and create a place to play games on Saturdays without interfering with school's schedules and security. The new gyms at Abbot-Downing School and Christa McAuliffe School are nice for the players, but there is hardly any seating for the parents, grandparents, relatives, friends, etc. to watch a game. They also do not have much room for a coach to stand and instruct their players.

I still envision the partnership of the School Districts gyms with the Concord Recreation Basketball program for practices, but the additional gym or gyms at the new Heights Community Center would lift the pressure of scheduling practices for all and create an even bigger interest in the wonderful basketball program the Recreation Department has to offer (I know I have stayed coaching in it for over 10 seasons!).

As a resident of Concord, I support the plans for a new Heights Community Center at the old Dame School that includes new gymnasiums.

Sincerely,



Gary Ford  
432 N. State St. #1  
Concord, NH 03301



# CITY OF CONCORD

2-33  
3-26 (D)  
3-29  
EA

## REPORT TO MAYOR AND THE CITY COUNCIL

**FROM:** Matthew R. Walsh, Dir. of Redevelopment, Downtown Services, & Special Projects

**DATE:** February 9, 2015

**SUBJECT:** CIP #443: City-wide Multigenerational Community Center  
"Operations Analysis" Business Plan

MKW

### Recommendation:

Accept the following report.

### Background:

As part of the current schematic design effort, the City commissioned an update to the 2011 "operations analysis" (a.k.a. business plan) for the project, as previously developed by Ballard and King, a recreational consulting firm based in Colorado. The recently finalized business plan was not included as part staff report to City Council dated February 3, 2015. Therefore, it is hereby being provided to the City Council to assist it with its consideration of the project. Please see the attached document for more information.

### Discussion:

The attached "operations analysis" serves as the basis for the City's operating revenue and expense projections for the project. Specifically, the information contained within the attached was used by city staff to develop financial pro formas for the project. Said pro formas were provided to the City Council as an exhibit to the February 3, 2015 staff report.

The attached operations analysis contains detailed information about the proposed pricing for key amenities within the facility. As such, staff will be sharing the attached document with potential users and stakeholders in order to fully inform them about anticipated costs they shall be charged for use of the facility should the project move forward.

As previously noted in the February 3<sup>rd</sup> report, the City Administration reduced revenue projections for all 3 design alternatives in order to make financial projections more conservative. Specifically, revenue projections were reduced by 30% from estimates developed by Ballard and King's for the first year of operations. For planning purposes, revenue reductions were gradually eased during the first 5 years of operations, so as year 5 projections are only 10% lower than those developed by Ballard and King.

The attached report will be uploaded to the Parks and Recreation Department's website on February 10<sup>th</sup>.



# OPERATIONS ANALYSIS

*Concord Community Center*



---

## **Section III - Operations Analysis**

The following operations analysis has been completed for the planned Concord Community Center. The following are the basic parameters for the project.

- The first year of operation will be FY 2017 (July 1, 2016-June 30, 2017). This budget represents the first full-year of operation.
- This community center will replace the existing Heights Community Center and some or all of the former Dame School.
- This operations analysis covers all aspects of the facility.
- The presence of other providers in the market will remain essentially the same.
- The center will be owned and operated by the City of Concord.
- The center will be located at Keach Park.
- This operations estimate is based on a preliminary program and basic concept plan for the facility only.
- Senior programming will be shared space used by several groups in Concord.
- Expenses and revenues associated with the operation of this facility have been shown. This includes credits from the existing Heights, East Concord, and Dame School facilities, which will be closed and their programs relocated to the new center.
- This will be a fee based facility with all uses of the gym and fieldhouse requiring fees to use.
- All spaces in the center (except the fieldhouse) will be air conditioned.
- No provision for any type of concessions has been shown (other than vending machines).
- When the new Concord Community Center opens the East Concord Community Center and West Street Ward House will no longer be used for recreational purposes and might be repurposed for other municipal purposes or sold by the City. The Green Street

# OPERATIONS ANALYSIS

*Concord Community Center*



---

Community Center will continue to be used for recreational purposes for the foreseeable future. Operating and capital expenses and associated programmatic revenues with the Green Street facility are not included in this business plan.

- The Parks and Recreation Department's administrative offices will be located at the new center and the office space at White Park will no longer be needed. It is anticipated that the Grounds Division of the Department will continue to operate from the current White Park facility for the foreseeable future.
- Utility costs were estimated with help from the design team and the City's energy consultant.
- The center will have a strong focus on recreation programming and rentals (especially in the gym and fieldhouse).

# OPERATIONS ANALYSIS

*Concord Community Center*



**Division I - Expenditures**

Expenditures have been formulated based on the costs that are typically included in the operating budget for this type of facility. The figures are based on the size of the center, the specific components of the facility and the projected hours of operation. Actual costs were utilized wherever possible and estimates for other expenses were based on similar facilities in New England. All expenses were calculated as accurately as possible but the actual costs may vary based on the final design, operational philosophy, and programming considerations adopted by staff.

**Option 1 – Reuse the 1960’s Building/New Construction** – Gymnasium (2 high school courts), turf field with track, elevated walk/jog track, (2) group exercise rooms, multi-use program room w/catering kitchen, program/classrooms (3), senior lounge, locker rooms and administration area – **Approximately 69,580 sq.ft.**

**Option 2 - New Construction** – Same basic elements except (2) classrooms. **Approximately 63,160 sq.ft.**

**Option 3 – Reuse portions of the 1940’s Building/New Construction** – Same basic elements except (4) classrooms. **Approximately 68,990 sq.ft.**

The possible addition of a library (5,000 SF) and CCTV (3,000 SF) has also been shown for each option as added space and expense/revenue.

**Operation Cost Models:**

<b>Personnel</b>	<b>Option 1 1960’s Rehab &amp; New</b>	<b>Option 2 New Construction</b>	<b>Option 3 1940’s Rehab &amp; New</b>
Comm. Ctr. Full-Time	\$144,000	\$144,000	\$144,000
Comm. Ctr. Part-Time	\$139,451	\$126,908	\$139,451
Comm. Ctr. Contract	\$98,720	\$98,720	\$98,720
<b>TOTAL</b>	<b>\$382,171</b>	<b>\$369,628</b>	<b>\$382,171</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



Commodities	Option 1 1960's Rehab & New	Option 2 New Construction	Option 3 1940's Rehab & New
Office Supplies (forms, paper, etc.)	\$5,000	\$5,000	\$5,000
Maintenance/Repair/Materials	\$15,000	\$15,000	\$15,000
Janitor Supplies	\$14,000	\$14,000	\$14,000
Rec. Supplies	\$35,000	\$35,000	\$35,000
Uniforms	\$3,000	\$3,000	\$3,000
Printing/Postage	\$10,000	\$10,000	\$10,000
Items for Resale (merchandise)	\$4,000	\$4,000	\$4,000
Other	\$2,000	\$2,000	\$2,000
<b>TOTAL</b>	<b>\$88,000</b>	<b>\$88,000</b>	<b>\$88,000</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



<b>Contractual</b>	<b>Option 1 1960's Rehab &amp; New</b>	<b>Option 2 New Construction</b>	<b>Option 3 1940's Rehab &amp; New</b>
Utilities (electric and gas) <sup>1</sup>	\$261,870	\$228,512	\$253,800
Water/Sewer	\$6,000	\$6,000	\$6,000
Insurance (property & liability)	\$10,000	\$9,000	\$10,000
Communications (phone)	\$5,000	\$5,000	\$5,000
Contract Services <sup>2</sup>	\$74,200	\$74,200	\$74,200
Rent Equipment	\$2,000	\$2,000	\$2,000
Marketing/Advertising	\$10,000	\$10,000	\$10,000
Training (staff time)	\$2,000	\$2,000	\$2,000
Conference	\$3,000	\$3,000	\$3,000
Trash Pickup	\$5,000	\$5,000	\$5,000
Dues & Subscriptions	\$500	\$500	\$500
Bank Charges (charge cards, EFT)	\$13,000	\$13,000	\$13,000
Other	\$3,000	\$3,000	\$3,000
<b>TOTAL</b>	<b>\$395,570</b>	<b>\$361,212</b>	<b>\$387,500</b>

<b>Capital</b>	<b>Option 1 1960's Rehab &amp; New</b>	<b>Option 2 New Construction</b>	<b>Option 3 1940's Rehab &amp; New</b>
Replacement Fund (minimum amount)	\$30,000	\$30,000	\$30,000
<b>TOTAL</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>

<sup>1</sup> Rates are based on \$1.517 per THERM for natural gas and \$.20 for KWH for electricity. Heating and cooling is figured at 90,000 BTU per SF/YR for renovated space and 75,000 BTU per SF/YR for new construction. Electricity is 13.9 KW per SF/YR for renovated space and 12.4 KW per SF/YR for new construction. It should be noted that rates for electricity and gas has been very volatile and could result in a substantially higher cost for utilities over time.

<sup>2</sup> Contract services cover maintenance contracts (equipment, mechanical systems, etc.-\$10,000), control systems work (building mechanical systems - \$7,500), alarm (security alarm - \$7,500), snow plowing (\$24,200), computer software costs (\$10,000), parking lot repairs (\$10,000) and other items (window washing, carpet cleaning, etc.-\$5,000).

# OPERATIONS ANALYSIS

*Concord Community Center*



All Categories	Option 1 1960's Rehab & New	Option 2 New Construction	Option 3 1940's Rehab & New
Personnel	\$382,171	\$369,628	\$382,171
Commodities	\$88,000	\$88,000	\$88,000
Contractual	\$395,570	\$361,212	\$387,500
Capital	\$30,000	\$30,000	\$30,000
<b>TOTAL EXPENSE</b>	<b>\$895,741</b>	<b>\$848,840</b>	<b>\$887,671</b>

**NOTE:** *Line items not included in this budget are exterior site maintenance and any vehicle costs.*

# OPERATIONS ANALYSIS

Concord Community Center



---

**Staffing Levels:**

*Community Center*

<b>New Full-Time Positions</b>	<b>Positions</b>	<b>Total</b>
Building Manager/Programs Super.	1	\$66,000
Custodian <sup>3</sup>	1	\$30,000
Salaries		\$96,000
Benefits (50%)		\$48,000
<b>TOTAL</b>	<b>2 F.T.E.</b>	<b>\$144,000</b>

Note: Pay rates were determined based on City of Concord job classifications and wage scales for similar positions. The positions listed are necessary to ensure adequate staffing for the facility's operation. The wage scales for both the full-time and part-time staff positions reflect an anticipated wage for 2017.

---

<sup>3</sup> The custodian position will be under the Recreation Department.

# OPERATIONS ANALYSIS

*Concord Community Center*



*Community Center-Option 1 & 3*

<b>Part-Time Positions</b>	<b>Rate/Hour</b>	<b>Hours/Week</b>
Facility Supervisor	\$15.00	48
Front Desk Attendant	\$10.00	40
Fieldhouse Supervisor <sup>4</sup>	\$10.00	37
Gym Supervisor <sup>5</sup>	\$10.00	37
Custodian	\$12.00	57
<b>Program Instructors<sup>6</sup></b>		
General	Variable	\$8,880
Salaries		\$123,408
Benefits (13%)		\$16,043
F.T.E.	4.62	
<b>TOTAL</b>		<b>\$139,451</b>

<b>Contract Positions</b>	<b>Rate</b>	<b>Amount</b>
<b>Program Instructors<sup>7</sup></b>		
General	Variable	\$98,720
<b>TOTAL</b>		<b>\$98,720</b>

<sup>4</sup> Position (and hours) is six months (30 weeks)

<sup>5</sup> Position (and hours) is six months (26 weeks) only, due to heavier use of the facility during the winter months.

<sup>6</sup> Program instructors are paid at several different pay rates and some are also paid per class or in other ways. This makes an hourly breakdown difficult. General programs consist of sports leagues, fitness, instructional classes, summer camp and other activities.

<sup>7</sup> Program instructors that are paid on a contract basis.

# OPERATIONS ANALYSIS

*Concord Community Center*



*Community Center-Option 2*

<b>Part-Time Positions</b>	<b>Rate/Hour</b>	<b>Hours/Week</b>
Facility Supervisor	\$15.00	48
Front Desk Attendant	\$10.00	40
Gym Supervisor <sup>8</sup>	\$10.00	37
Custodian	\$12.00	57
<b>Program Instructors<sup>9</sup></b>		
General	Variable	\$8,880
Salaries		\$112,308
Benefits (13%)		\$14,600
F.T.E.	4.09	
<b>TOTAL</b>		<b>\$126,908</b>

<b>Contract Positions</b>	<b>Rate</b>	<b>Amount</b>
<b>Program Instructors<sup>10</sup></b>		
General	Variable	\$98,720
<b>TOTAL</b>		<b>\$98,720</b>

<sup>8</sup> Position (and hours) is six months (26 weeks) only, due to heavier use of the facility during the winter months.

<sup>9</sup> Program instructors are paid at several different pay rates and some are also paid per class or in other ways. This makes an hourly breakdown difficult. General programs consist of sports leagues, fitness, instructional classes, summer camp and other activities.

<sup>10</sup> Program instructors that are paid on a contract basis.

# OPERATIONS ANALYSIS

*Concord Community Center*



## Library Expenses

The following expenses for the proposed 5,000 sq.ft. library addition to the Community Center has been developed by the Library Director.

Item	Library Budget
Utilities	\$18,090
Custodial/Maintenance (\$2.81 SF)	\$14,050
Property Insurance	\$1,075
Staff	
Librarian FT - (\$59,715 x 50%)	\$89,573
Library Tech. PT (72 hrs/wk x \$21.71 x 13%)	\$89,789
Library Page PT (32 hrs/wk x \$15.80 x 13%)	\$29,707
Professional Development	\$300
Mileage and Business Expenses	\$100
Professional & Technical Services	\$5,000
IT Contracts, Business & Tech. Equip. Repair	\$10,000
Communication	\$1,500
Postal/Delivery	\$900
Delivery	\$750
Materials and Supplies	\$5,000
Library processing fees for materials	\$5,000
Annual Collection Development	\$26,255
Periodicals	\$2,500
Minor Tools and Equipment	\$3,000
<b>Total</b>	<b>\$302,589</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



---

## Concord Cable TV Expenses and Revenues

The following expenses and revenues are for the proposed 3,000 sq.ft. Concord Cable TV addition to the Community Center.

<b>Item</b>	<b>CCTV Budget</b>
<b>Expenses</b>	
Utilities	\$10,854
Custodial (\$2.81 SF)	\$8,430
Property Insurance	\$645
Property Taxes	\$8,533
<b>Total</b>	<b>\$28,462</b>
<b>Revenues</b>	
Property Taxes/Lease ( \$10 SF Triple Net)	\$30,000
Base Rent (\$17.46 SF)	\$52,380
Profit Margin (10% of Base Rent)	\$5,238
<b>Total</b>	<b>\$87,618.00</b>
<b>Difference</b>	<b>\$59,156</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



## Division II - Revenues

The following revenue projections were formulated from information on the specifics of the project and the demographics of the service area as well as comparing them to state and national statistics, other similar facilities and the competition for recreation services in the area. Actual figures will vary based on the size and make-up of the components selected during final design, market stratification, philosophy of operation, fees and charges policy, and priorities of use.

### Revenue Projection Model:

Fees	All Options
Daily Fees	\$76,755
20 Admission Discount Pass Card	\$106,680
Rentals <sup>11</sup>	\$116,150
Corporate/Group	\$10,000
<b>TOTAL</b>	<b>\$309,585</b>

<sup>11</sup> Rentals are based on the following:

Classroom	\$40/hr. x 6/wk x 50 wks =	\$12,000
Community Room	\$60/hr. x 4/wk x 50 wks =	\$12,000
Community Room	\$400/hr. x 1/wk x 36 wks =	\$14,400
Gymnasium	\$70/hr. x 2/day x 5/days x 50 wks =	\$35,000
Fieldhouse	\$100/hr. x 1/day x 5 days x 26 wks =	\$13,000
Fieldhouse	\$125/hr. x 1/day x 5 days x 26 wks =	\$16,250
Fieldhouse	\$125/hr. x 12/hrs x 9 days =	\$13,500

# OPERATIONS ANALYSIS

*Concord Community Center*



<b>Programs</b>	<b>All Options</b>
General	\$471,897
Contract Programs	\$5,000
<b>TOTAL</b>	<b>\$476,897</b>

<b>Other</b>	<b>All Options</b>
Resale Items (merchandise)	\$5,000
Special Events	\$2,000
Vending (contract pay- 15%-20%) <sup>12</sup>	\$10,000
Sponsorship/Advertising <sup>13</sup>	\$20,000
<b>TOTAL</b>	<b>\$37,000</b>

<b>All Categories</b>	<b>All Options</b>
Fees	\$309,585
Programs	\$476,897
Other	\$37,000
<b>TOTAL REVENUE</b>	<b>\$823,482</b>

<sup>12</sup> Vending includes food sales and drinks.

<sup>13</sup> Sponsorship/Advertising revenue is based on the following:

Gymnasium – Yearly banner \$1,000 x 10 sold = \$10,000

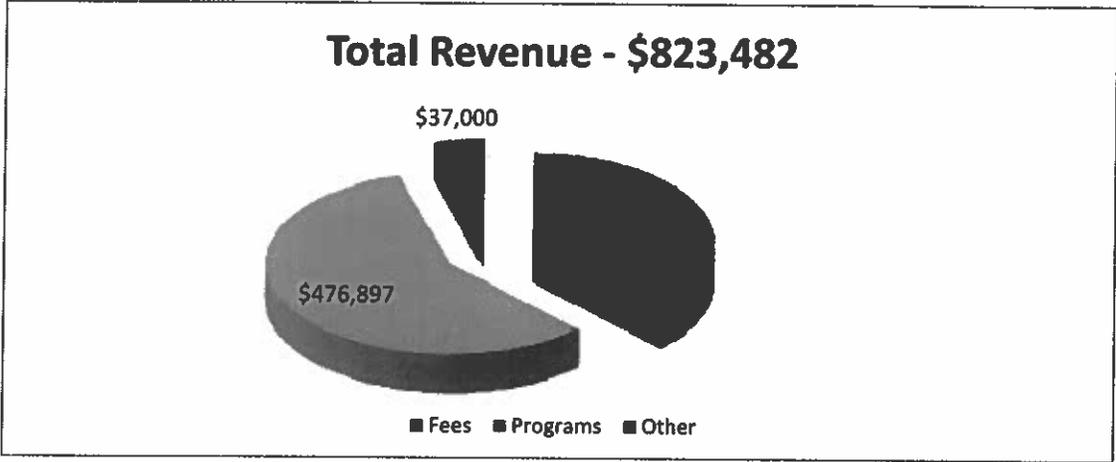
Fieldhouse – Yearly banner \$1,000 x 10 sold = \$10,000

**OPERATIONS ANALYSIS**  
*Concord Community Center*



---

**Graphic Representation of Total Revenue**



# OPERATIONS ANALYSIS

*Concord Community Center*



## Division III - Expenditure - Revenue Comparison

1<sup>st</sup> Year of Operation

Category	Option 1 1960's Rehab & New	Option 2 New Construction	Option 3 1940's Rehab & New
Expenditures	\$895,741	\$848,840	\$887,671
Revenues	\$823,482	\$823,482	\$823,482
Difference	(\$72,259)	(\$25,358)	(\$64,189)
Recovery Rate	92%	97%	93%
Cost Savings(Building closures) <sup>14</sup>	\$30,133	\$30,133	\$30,133
Existing Recreation Programs	\$42,580	\$42,580	\$42,580
Adjusted Difference	\$454	\$47,355	\$8,524
Library Costs	(\$302,589)	(\$302,589)	(\$302,589)
Adjusted Difference	(\$302,135)	(\$255,234)	(\$294,065)
Concord Cable TV Costs	(\$28,462)	(\$28,462)	(\$28,462)
Concord Cable TV Revenues	\$87,618	\$87,618	\$87,618
Difference	\$59,156	\$59,156	\$59,156
Adjusted Difference	(\$242,979)	(\$196,078)	(\$234,909)

This operations pro-forma was completed based on general information and a basic understanding of the project with a basic program and concept plan for the center. As a result, there is no guarantee that the expense and revenue projections outlined above will be met as there are many variables that affect such estimates that either cannot be accurately measured or are not consistent in their influence on the budgetary process.

**Cost Savings from Closures of Other Buildings:** With the completion of the new Concord Community Center, the East Concord Community Center, Heights Community Center and West Street Ward House will be closed as recreation facilities. In addition, the parks and recreation administrative offices will move from White Park to the new center.

<sup>14</sup> Building closures include Heights, East Concord, and the Parks and Recreation offices.

# OPERATIONS ANALYSIS

Concord Community Center



---

*Projected Cost Savings:*

Closing of East and Heights centers -	\$21,133
Parks & Recreation offices -	<u>\$9,000</u>
Total	\$30,133

Note: While the West Street Ward House will no longer be used for recreation purposes, it will still be owned and operated by the city so no credit has been taken.

**Budget Implication of Moving Existing Recreation Programs to the New Center:** With the completion of the new Concord Community Center, the East Concord Community Center, will be closed as a recreation facility. As a result, Summer Camps, Archery, and Dance programs will be moved to the new center.

*Projected Budget Implications:*

Total estimated revenue -	\$112,629
Total estimated expenses -	<u>\$70,049</u>
Total	\$42,580

**Future Years:** Revenue growth in the first three years is attributed to increased market penetration and in the remaining years to continued population growth. In most recreation facilities the first three years show tremendous growth from increasing the market share of patrons who use such facilities, but at the end of this time period revenue growth begins to flatten out. Additional revenue growth is then spurred through increases in the population within the market area, a specific marketing plan to develop alternative markets, the addition of new amenities or by increasing user fees. It should be anticipated that the center will show a growing positive cash flow in years 1-3 but a small decline in years 4-5.

# OPERATIONS ANALYSIS

*Concord Community Center*



## 5 Year Budget Projections

### Option 1

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Expenses	\$ 895,741.04	\$ 922,613.27	\$ 950,291.67	\$ 997,806.25	\$ 1,047,696.57
Revenues	\$ 823,482.00	\$ 864,656.10	\$ 907,888.91	\$ 953,283.35	\$ 981,881.85
Difference	\$ (72,259.04)	\$ (57,957.17)	\$ (42,402.76)	\$ (44,522.90)	\$ (65,814.71)
% Cost Recovery	92%	94%	96%	96%	94%
Cost Savings	30,133	30,133	30,133	30,133	30,133
Existing Prog. Rev	42,580	42,580	42,580	42,580	42,580
Adjusted Total	\$ 453.96	\$ 14,755.83	\$ 30,310.24	\$ 28,190.10	\$ 6,898.29
Adjusted Expenses	\$ 865,608.04	\$ 892,480.27	\$ 920,158.67	\$ 967,673.25	\$ 1,017,563.57
Adjusted Revenues	\$ 866,062.00	\$ 907,236.10	\$ 950,468.91	\$ 995,863.35	\$ 1,024,461.85
Difference	\$ 453.96	\$ 14,755.83	\$ 30,310.24	\$ 28,190.10	\$ 6,898.29
Library	\$ (302,589.00)	\$ (311,666.67)	\$ (321,016.67)	\$ (337,067.50)	\$ (353,920.88)
Adjusted Difference	\$ (302,135.04)	\$ (296,910.84)	\$ (290,706.43)	\$ (308,877.41)	\$ (347,022.59)
Cable TV	\$ 59,156.00	\$ 60,930.68	\$ 62,758.60	\$ 65,896.53	\$ 69,191.36
Adjusted Difference	\$ (242,979.04)	\$ (235,980.16)	\$ (227,947.83)	\$ (242,980.88)	\$ (277,831.24)

# OPERATIONS ANALYSIS

*Concord Community Center*



## Option 2

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Expenses	\$ 848,840.04	\$ 874,305.24	\$ 900,534.40	\$ 945,561.12	\$ 992,839.17
Revenues	\$ 823,482.00	\$ 864,656.10	\$ 907,888.91	\$ 953,283.35	\$ 981,881.85
Difference	\$ (25,358.04)	\$ (9,649.14)	\$ 7,354.51	\$ 7,722.23	\$ (10,957.32)
% Cost Recovery	97%	99%	101%	101%	99%
Cost Savings	30,133	30,133	30,133	30,133	30,133
Existing Prog. Rev	42,580	42,580	42,580	42,580	42,580
Adjusted Total	\$ 47,354.96	\$ 63,063.86	\$ 80,067.51	\$ 80,435.23	\$ 61,755.68
Library	\$ (302,589.00)	\$ (311,666.67)	\$ (321,016.67)	\$ (337,067.50)	\$ (353,920.88)
Adjusted Difference	\$ (255,234.04)	\$ (248,602.81)	\$ (240,949.16)	\$ (256,632.27)	\$ (292,165.20)
Cable TV	\$ 59,156.00	\$ 60,930.68	\$ 62,758.60	\$ 65,896.53	\$ 69,191.36
Adjusted Difference	\$ (196,078.04)	\$ (187,672.13)	\$ (178,190.56)	\$ (190,735.74)	\$ (222,973.85)

# OPERATIONS ANALYSIS

*Concord Community Center*



### Option 3

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Expenses	\$ 887,671.04	\$ 914,301.17	\$ 941,730.21	\$ 988,816.72	\$ 1,038,257.55
Revenues	\$ 823,482.00	\$ 864,656.10	\$ 907,888.91	\$ 953,283.35	\$ 981,881.85
Difference	\$ (64,189.04)	\$ (49,645.07)	\$ (33,841.30)	\$ (35,533.37)	\$ (56,375.70)
% Cost Recovery	93%	95%	96%	96%	95%
Cost Savings	30,133	30,133	30,133	30,133	30,133
Existing Prog. Rev	42,580	42,580	42,580	42,580	42,580
Adjusted Total	\$ 8,523.96	\$ 23,067.93	\$ 38,871.70	\$ 37,179.63	\$ 16,337.30
Library	\$ (302,589.00)	\$ (311,666.67)	\$ (321,016.67)	\$ (337,067.50)	\$ (353,920.88)
Adjusted Difference	\$ (294,065.04)	\$ (288,598.74)	\$ (282,144.97)	\$ (299,887.87)	\$ (337,583.58)
Cable TV	\$ 59,156.00	\$ 60,930.68	\$ 62,758.60	\$ 65,896.53	\$ 69,191.36
Adjusted Difference	\$ (234,909.04)	\$ (227,668.06)	\$ (219,386.37)	\$ (233,991.34)	\$ (268,392.22)

# OPERATIONS ANALYSIS

*Concord Community Center*



---

**Start-Up Costs:**

It is anticipated that the City will need to allocate the following expenses prior to opening the building:

Staff – (Building Manager-4 months)	\$33,000
Supplies – (Start-up and Grand Opening)	<u>\$25,000</u>
Total	\$58,000

# OPERATIONS ANALYSIS

*Concord Community Center*



**Division IV - Fees and Attendance**

**Projected Fee Schedule:** Revenue projections and attendance numbers were calculated from this fee model. Fees are for drop-in use of the gym, turf field and track.

Category	Daily Fee		20 Admission Discount Pass Cards	
	Resident	Non-res.	Resident	Non-res.
Adults	\$4.50	\$5.50	\$72.00	\$88.00
Youth (3-17 yrs)	\$4.00	\$5.00	\$64.00	\$80.00
Senior	\$4.00	\$5.00	\$64.00	\$80.00

Fitness      \$8/class Resident  
                  \$10/class Non-Resident

Rentals      \$40/hr      Classroom  
                  \$60/hr      Group Exercise Room  
                  \$60/hr      Community Room (per section, non-prime time)  
                  \$400/ 4 hr.      Community Room (all sections, 4 hour minimum, prime time)  
                  \$70/hr      Gymnasium (per court)  
                  \$100/hr      Fieldhouse (non-prime time)  
                  \$125/hr      Fieldhouse (prime time)

Note: 20 Admission discount pass cards are discounted 20% over the daily rate.

**Admission Rate Comparisons:** The above rates were determined based on the current city user fees and the competition in the area (public and private).

# OPERATIONS ANALYSIS

*Concord Community Center*



---

**Attendance Projections:** The following attendance projections are the basis for the revenue figures that were identified earlier in this report. The admission numbers are affected by the rates being charged, the facilities available for use and the competition within the service area. The figures are also based on the performance of other similar facilities in other areas of the country. These are averages only and the yearly figures are based on 342 days of operation.

<b>Yearly Paid Admissions</b>	<b>Description</b>	<b>Facility</b>
Daily	50 admissions/day	17,100
20 Admission Pass Cards	1,500 sold annually	30,000
<b>Total Yearly</b>		<b>47,100</b>
<b>Total Daily</b>		<b>138</b>

# OPERATIONS ANALYSIS

Concord Community Center



---

**Hours of Operation:** The projected hours of operation of the Concord Community Center facility are as follows:

*Community Center*

**High Season** (October through May) - 34 weeks

Monday – Friday      8:00am-10:00pm  
Saturday/Sunday      8:00am-6:00pm

Hours per week: 90

**Low Season** (June through October) – 18 weeks

Monday – Friday      8:00am-9:00pm  
Saturday              8:00am-6:00pm  
Sunday                Closed

Hours per week: 75

Hours may also vary by programming needs, use patterns and special event considerations.

*Library*

Mon./Wed./Sat.      9:00am-5:00pm  
Tue./Thurs.          12:00pm-8:00pm

Hours per week: 40

# OPERATIONS ANALYSIS

*Concord Community Center*



---

## **Appendix**

Part-Time Staff Hours

Program Revenue Projections

Admission Revenue Projections



# OPERATIONS ANALYSIS

*Concord Community Center*



**Part-Time Staff Hours:**

*High Season*

**Front Desk Supervisor**

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-10:30P	6.5	1	5	32.5
Sat & Sun	8:00A-1:00P	5	1	2	10
	1:00P-6:30P	5.5	1	2	11
<b>TOTAL</b>					<b>53.5</b>

*NOTE: The hours between 8:00am and 5:00pm on weekdays is handled by the two existing full-time Recreation Assistants.*

**Front Desk Attendant**

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-10:30P	6.5	1	5	32.5
Sat & Sun	1:00P-6:30P	5.5	1	2	11
<b>TOTAL</b>					<b>43.5</b>

**Fieldhouse Supervisor (Option 1 & 3 Only)**

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	5:00P-10:00P	5	1	5	25
Sat & Sun	Noon-6:00P	6	1	2	12
<b>TOTAL</b>					<b>37</b>

*NOTE: This position is 30 weeks only during the winter months (October through April).*

**Gym Supervisor/Drop-in**

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-9:00P	5	1	5	25
Sat & Sun	Noon-6:00P	6	1	2	12
<b>TOTAL</b>					<b>37</b>

*NOTE: This position is 26 weeks only during the winter months (October through April).*

# OPERATIONS ANALYSIS

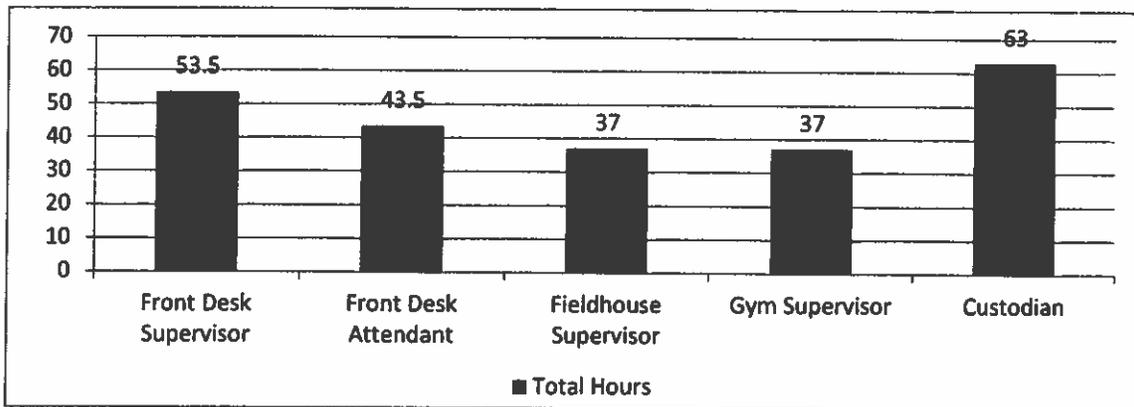
*Concord Community Center*



### Custodian/Building Attendant

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	3:00P-10:00P	7	1	5	35
Sat & Sun	8:00A-11:00A	3	1	2	6
	11:00A-3:00P	4	1	2	8
	3:00P-10:00P	7	1	2	14
<b>TOTAL</b>					<b>63</b>

### High Season Recommended Hours per Week for Successful Operation



# OPERATIONS ANALYSIS

*Concord Community Center*



**Low Season**

**Front Desk Supervisor**

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-9:30P	5.5	1	5	27.5
Sat	8:00A-Noon	4	1	1	4
Sat.	Noon-6:30P	6.5	1	1	6.5
<b>TOTAL</b>					<b>38</b>

*NOTE: The hours between 8:00am and 5:00pm on weekdays is handled by the two existing full-time Recreation Assistants.*

**Front Desk Attendant**

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-9:30P	5.5	1	5	27.5
Sat	1:00P-6:30P	5.5	1	1	5.5
<b>TOTAL</b>					<b>33</b>

**Custodian/Building Attendant**

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	3:00P-10:00P	7	1	5	35
Sat	8:00A-Noon	4	1	1	4
Sat	Noon-8:00P	8	1	1	8
<b>TOTAL</b>					<b>47</b>

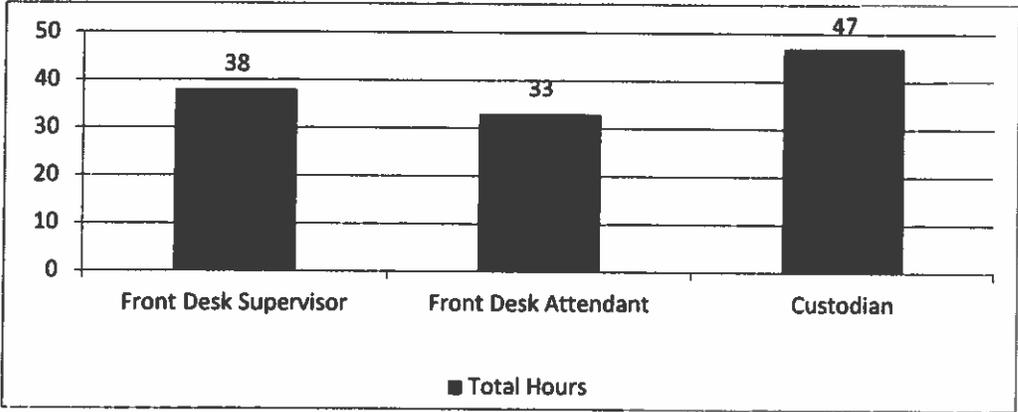
# OPERATIONS ANALYSIS

*Concord Community Center*



---

## Low Season Recommended Hours per Week for Successful Operation



# OPERATIONS ANALYSIS

*Concord Community Center*



**General Programs (New Programs Only)**

*Gym - Adult Leagues (basketball & volleyball) – High Season- 2 eight week seasons a year*

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Basketball	Officials	2	\$20.00	9	16		\$5,760
	Scorer	1	\$10.00	9	16	\$1,440	
Volleyball	Off/Scorer	1	\$20.00	4	16		\$1,280
<b>TOTAL</b>						<b>\$1,440</b>	<b>\$7,040</b>

*Gym - Adult Leagues (basketball & volleyball) – Low Season- 2 eight week seasons a year*

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Basketball	Officials	2	\$20.00	3	16		\$1,920
	Scorer	1	\$10.00	3	16	\$480	
Volleyball	Off/Scorer	1	\$20.00	1	16		\$320
<b>TOTAL</b>						<b>\$480</b>	<b>\$2,240</b>

*Gym - Youth Leagues (basketball & volleyball) – High Season- 2 eight week seasons a year*

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Basketball	Coaches	3	Volunteer	3	16	\$0	
	Referees	2	\$20.00	3	14	\$0	\$1,680
Volleyball	Coaches	3	Volunteer	3	16	\$0	
	Referee	1	\$20.00	3	14	\$0	\$840
<b>TOTAL</b>						<b>\$0</b>	<b>\$2,520</b>

*Gym - Youth Leagues (basketball & volleyball) – Low Season- 2 eight week seasons a year*

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Basketball	Coaches	3	Volunteer	2	16	\$0	
	Referees	2	\$20.00	2	14	\$0	\$1,120
Volleyball	Coaches	3	Volunteer	1	16	\$0	
	Referee	1	\$20.00	1	14	\$0	\$280
<b>TOTAL</b>						<b>\$0</b>	<b>\$1,400</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



***Gym - Youth Sports Camps***

League	Position	Staff	Rate/Game	Number	Hours	Contract
Basketball	Coaches	2	\$20.00	2	16	\$1,280
Volleyball	Coaches	2	\$20.00	2	16	\$1,280
Other	Coaches	2	\$20.00	2	16	\$1,280
<b>TOTAL</b>						<b>\$3,840</b>

***Fieldhouse - Adult Leagues (soccer, lacrosse, etc.) – High Season- 2 twelve week seasons***

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Soccer	Officials	2	\$20.00	8	24		\$7,680
	Scorer	1	\$10.00	8	24	\$1,920	
Lacrosse/Ft.	Off/Scorer	2	\$10.00	6	24	\$2,880	
<b>TOTAL</b>						<b>\$4,800</b>	<b>\$7,680</b>

***Fieldhouse - Adult Leagues (soccer, lacrosse, etc.) – Low Season- 1 twelve week seasons***

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Soccer	Officials	2	\$20.00	2	12		\$960
	Scorer	1	\$10.00	2	12	\$240	
Lacrosse/Ft.	Off/Scorer	2	\$10.00	2	12	\$480	
<b>TOTAL</b>						<b>\$720</b>	<b>\$960</b>

***Fieldhouse – Adult Tournaments***

League	Position	Staff	Rate/Game	Games	Tourn.	Hourly	Contract
Soccer	Officials	2	\$20.00	12	3		\$1,440
	Scorer	1	\$10.00	12	3	\$360	
Other	Officials	2	\$20.00	12	3		\$1,440
	Scorer	1	\$10.00	12	3	\$360	
<b>TOTAL</b>						<b>\$720</b>	<b>\$2,880</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



**Fieldhouse - Youth Leagues (soccer, lacrosse & football) – High Season- 2 eight week seasons a year (1 for football)**

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Soccer	Coaches	12	Volunteer	6	16	\$0	
	Referees	2	\$20.00	6	14	\$0	\$3,360
Lacrosse	Coaches	6	Volunteer	3	16	\$0	
	Referee	1	\$20.00	3	14	\$0	\$840
Football	Coaches	6	Volunteer	3	8	\$0	
	Referee	3	\$20.00	3	7	\$0	\$1,260
<b>TOTAL</b>						<b>\$0</b>	<b>\$5,460</b>

**Fieldhouse - Youth Leagues (soccer & lacrosse) – Low Season- 2 eight week seasons a year**

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Soccer	Coaches	8	Volunteer	4	16	\$0	
	Referees	2	\$20.00	4	14	\$0	\$2,240
Lacrosse	Coaches	4	Volunteer	2	16	\$0	
	Referee	1	\$20.00	2	14	\$0	\$560
<b>TOTAL</b>						<b>\$0</b>	<b>\$2,800</b>

**Fieldhouse – Youth Tournaments**

League	Position	Staff	Rate/Game	Games	Tourn.	Hourly	Contract
Soccer	Officials	2	\$20.00	12	3		\$1,440
	Scorer	1	\$10.00	12	3	\$360	
Other	Officials	2	\$20.00	12	3		\$1,440
	Scorer	1	\$10.00	12	3	\$360	
<b>TOTAL</b>						<b>\$720</b>	<b>\$2,880</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



***Fieldhouse - Youth Sports Camps***

League	Position	Staff	Rate/Game	Number	Hours	Contract
Soccer	Coaches	2	\$20.00	2	16	\$1,280
Lacrosse	Coaches	2	\$20.00	2	16	\$1,280
Football	Coaches	2	\$20.00	2	16	\$1,280
Volleyball	Coaches	2	\$20.00	2	16	\$1,280
Other	Coaches	2	\$20.00	2	16	\$1,280
<b>TOTAL</b>						<b>\$6,400</b>

***Fitness Classes***

Day	Staff	Rate/Class	Classes/Week	Weeks	Contract
Mon, Wed, Fri	1	\$30.00	15	50	\$22,500
Tue, Thu	1	\$30.00	6	50	\$9,000
Weekend	1	\$30.00	3	50	\$4,500
<b>TOTAL</b>					<b>\$36,000</b>

***Youth/Teen Activities***

Staff	Staff Rate/Class	Classes/Week	Weeks	Contract
1	\$15.00	9	36	\$4,860
<b>TOTAL</b>				<b>\$4,860</b>

***Senior Activities***

Staff	Staff Rate/Class	Classes/Week	Weeks	Contract
1	\$15.00	6	36	\$3,240
<b>TOTAL</b>				<b>\$3,240</b>

***Birthday Parties***

Staff	Staff Rate/Party	Parties/Week	Weeks	Contract
1	\$15.00	4	52	\$3,120
<b>TOTAL</b>				<b>\$3,120</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



*Miscellaneous* (dance, martial arts, etc.)

Staff	Staff Rate/Class	Classes/Week	Weeks	Contract
1	\$15.00	10	36	\$5,400
<b>TOTAL</b>				<b>\$5,400</b>

### General Programs – Summary of Expenses

Category	Hourly	Contract	Total
Gym Adult Leagues – High Season	\$1,440	\$7,040	\$8,480
Gym Adult Leagues – Low Season	\$480	\$2,240	\$2,720
Gym Youth Leagues – High Season	\$0	\$2,520	\$2,520
Gym Youth Leagues – Low Season	\$0	\$1,400	\$1,400
Gym Youth Camps	\$0	\$3,840	\$3,840
Fieldhouse Adult Leagues - High	\$4,800	\$7,680	\$12,480
Fieldhouse Adult Leagues - Low	\$720	\$960	\$1,680
Fieldhouse Adult Tournaments	\$720	\$2,880	\$3,600
Fieldhouse Youth Leagues - High	\$0	\$5,460	\$5,460
Fieldhouse Youth Leagues - Low	\$0	\$2,800	\$2,800
Fieldhouse Youth Tournaments	\$720	\$2,880	\$3,600
Fieldhouse Youth Camps	\$0	\$6,400	\$6,400
Fitness Classes	\$0	\$36,000	\$36,000
Youth/Teen Activities	\$0	\$4,860	\$4,860
Senior Activities	\$0	\$3,240	\$3,240
Birthday Parties	\$0	\$3,120	\$3,120
Miscellaneous	\$0	\$5,400	\$5,400
<b>TOTAL</b>	<b>\$8,880</b>	<b>\$98,720</b>	<b>\$107,600</b>

**NOTE:** Some programs and classes will be on a contractual basis with the center, where the facility will take a percentage of the revenues (minimum 40% to as much as 50%) charged and collected. These programs have not been shown in this budget as a result.

# OPERATIONS ANALYSIS

*Concord Community Center*



## Program Revenue Estimates:

### General

#### Gym Adult Leagues – High Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Basketball</i>	18 teams	\$900.00	2 season	\$32,400
<i>Volleyball</i>	8 teams	\$900.00	2 season	\$14,400
TOTAL				\$46,800

#### Gym Adult Leagues – Low Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Basketball</i>	6 teams	\$900.00	2 season	\$10,800
<i>Volleyball</i>	2 teams	\$900.00	2 season	\$3,600
TOTAL				\$14,400

#### Gym Youth Leagues – High Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Basketball</i>	6 teams	\$800.00	2 season	\$9,600
<i>Volleyball</i>	6 teams	\$800.00	2 season	\$9,600
TOTAL				\$19,200

#### Gym Youth Leagues – Low Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Basketball</i>	4 teams	\$800.00	2 season	\$6,400
<i>Volleyball</i>	2 teams	\$800.00	2 season	\$3,200
TOTAL				\$9,600

# OPERATIONS ANALYSIS

*Concord Community Center*



### Gym Youth Sports Camps

Title	Participants	Fee	Camps	Total Revenue
<i>Basketball</i>	20 kids	\$150.00	2 camps	\$6,000
<i>Volleyball</i>	20 kids	\$150.00	2 camps	\$6,000
<i>Other</i>	20 kids	\$150.00	2 camps	\$6,000
<b>TOTAL</b>				<b>\$18,000</b>

### Fieldhouse Adult Leagues – High Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Soccer</i>	16 teams	\$1,000.00	2 seasons	\$32,000
<i>Lacrosse/Football</i>	12 teams	\$1,000.00	2 seasons	\$24,000
<b>TOTAL</b>				<b>\$56,000</b>

### Fieldhouse Adult Leagues – Low Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Soccer</i>	4 teams	\$1,000.00	1 seasons	\$4,000
<i>Lacrosse/Football</i>	4 teams	\$1,000.00	1 seasons	\$4,000
<b>TOTAL</b>				<b>\$8,000</b>

### Fieldhouse Adult Tournaments

Title	Teams	Fee	Tourn.	Total Revenue
<i>Soccer</i>	12 teams	\$250.00	3	\$9,000
<i>Other</i>	12 teams	\$250.00	3	\$9,000
<b>TOTAL</b>				<b>\$18,000</b>

### Fieldhouse Youth Leagues – High Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Soccer</i>	12 teams	\$900.00	2 seasons	\$21,600
<i>Lacrosse</i>	6 teams	\$900.00	2 seasons	\$10,800
<i>Football</i>	6 teams	\$900.00	1 season	\$5,400
<b>TOTAL</b>				<b>\$37,800</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



## Fieldhouse Youth Leagues – Low Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Soccer</i>	8 teams	\$900.00	2 seasons	\$14,400
<i>Lacrosse</i>	4 teams	\$900.00	2 seasons	\$7,200
<b>TOTAL</b>				<b>\$21,600</b>

## Fieldhouse Youth Tournaments

Title	Teams	Fee	Tourn.	Total Revenue
<i>Soccer</i>	12 teams	\$250.00	3	\$9,000
<i>Other</i>	12 teams	\$250.00	3	\$9,000
<b>TOTAL</b>				<b>\$18,000</b>

## Fieldhouse Youth Sports Camps

Title	Teams	Fee	Camps	Total Revenue
<i>Soccer</i>	20 kids	\$150.00	2 camps	\$6,000
<i>Lacrosse</i>	20 kids	\$150.00	2 camps	\$6,000
<i>Football</i>	20 kids	\$150.00	2 camps	\$6,000
<i>Volleyball</i>	20 kids	\$150.00	2 camps	\$6,000
<i>Other</i>	20 kids	\$150.00	2 camps	\$6,000
<b>TOTAL</b>				<b>\$30,000</b>

## Fitness

Title	Classes	Fee	Weeks	Total Revenue
<i>Fitness Classes</i>	24 classes/12 per class	\$8.00/cl.	50 weeks	\$115,200
<b>TOTAL</b>				<b>\$115,200</b>

# OPERATIONS ANALYSIS

Concord Community Center



Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Youth/Teen</i>	3 classes/8 per class	\$50.00/sess.	4 sessions	\$4,800
<i>Senior Activities</i>	3 classes/8 per class	\$25.00/sess.	4 sessions	\$2,400
<i>Birthday Parties</i>	4 per week	\$130/pty.	52 weeks	\$27,040
<i>Misc.</i>	5 classes/8 per class	\$50.00/sess.	4 sessions	\$8,000
<b>TOTAL</b>				<b>\$42,240</b>

**General Programs – Summary of Revenues**

Category	
Gym Adult Leagues – High Season	\$46,800
Gym Adult Leagues – Low Season	\$14,400
Gym Youth Leagues – High Season	\$19,200
Gym Youth Leagues – Low Season	\$9,600
Gym Youth Camps	\$18,000
Fieldhouse Adult Leagues - High	\$56,000
Fieldhouse Adult Leagues - Low	\$8,000
Fieldhouse Adult Tournaments	\$18,000
Fieldhouse Youth Leagues - High	\$37,800
Fieldhouse Youth Leagues - Low	\$21,600
Fieldhouse Youth Tournaments	\$18,000
Fieldhouse Youth Camps	\$30,000
Fitness Classes	\$115,200
Youth/Teen Activities	\$4,800
Senior Activities	\$2,400
Birthday Parties	\$27,040
Miscellaneous	\$8,000
<b>TOTAL</b>	<b>\$454,840</b>

<b>Total General Program Revenue</b>	<b>\$454,840</b>
<b>Non - Resident (15% of participants x 25% additional fee)</b>	<b>+17,057</b>
<b>Adjusted Total</b>	<b>\$471,897</b>

# OPERATIONS ANALYSIS

*Concord Community Center*




---

**Existing Programs that will be Moving to the Center:**

<b>Program</b>	<b>Expense</b>	<b>Revenue</b>	<b>Net Revenue</b>
<i>Summer Camps</i>			
Traditional Summer Camps	\$46,231	\$73,729	\$27,498
Mad Science Camp	\$4,710	\$6,200	\$1,490
Lego camp	\$4,875	\$6,875	\$2,000
Cooking Camp	\$660	\$3,560	\$2,900
Dance Camp	\$3,780	\$5,386	\$1,606
Archery Camp	\$625	\$875	\$250
Theater Camp	\$500	\$1,000	\$500
<i>School Year Programs</i>			
Archery Lessons	\$6,940	\$11,924	\$4,984
Dance Lessons	\$1,728	\$3,080	\$1,352
<b>Total</b>	<b>\$70,049</b>	<b>\$112,629</b>	<b>\$42,580</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



## Revenue Worksheet:

### Daily

Category	Fee	# Per Day	Revenue	Days	Total
Adult	\$4.50	25	\$113		
Youth	\$4.00	15	\$60		
Senior	\$4.00	10	\$40		
		<b>50</b>	<b>\$213</b>	<b>344</b>	<b>\$73,100</b>
<b>Non-Res.</b>	<b>25%</b>	<b>20%/users</b>			<b>\$3,655</b>
<b>Total</b>					<b>\$76,755</b>

### 20 Admission

Category	Fee	# Sold	Revenue
Adult	\$72	700	\$50,400
Youth	\$64	600	\$38,400
Senior	\$64	200	\$12,800
		<b>1,500</b>	<b>\$101,600</b>
<b>Non-Res.</b>	<b>25% Higher</b>	<b>20%/users</b>	<b>\$5,080</b>
<b>Total</b>			<b>\$106,680</b>

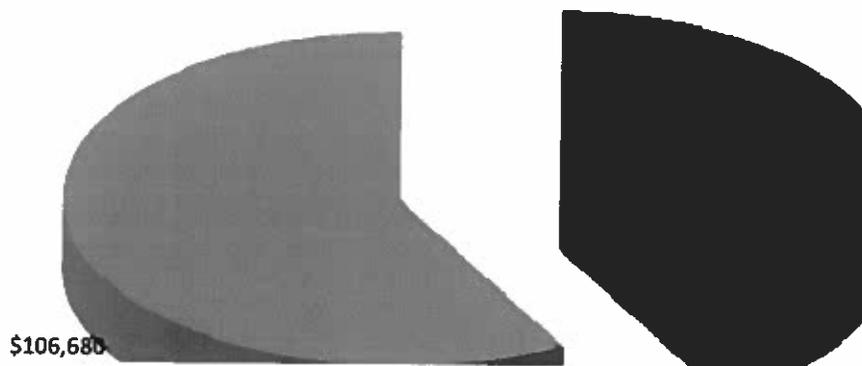
# OPERATIONS ANALYSIS

Concord Community Center



## Revenue Summary

### Membership & Daily Admission Revenue - \$18



**NOTE:** *This work sheet was used to project possible revenue sources and amounts. These figures are estimates only, based on basic market information and should not be considered as guaranteed absolutes. This information should be utilized as a representative revenue scenario only and to provide possible revenue target ranges.*



# CITY OF CONCORD

## REPORT TO MAYOR AND THE CITY COUNCIL

**FROM:** Matthew R. Walsh, Dir. of Redevelopment, Downtown Services, & Special Projects

MPW

**DATE:** February 3, 2015

**SUBJECT:** CIP #443: City-wide Multigenerational Community Center

### Recommendation:

- Accept the following report.
- Set a public hearing for March 9, 2015 on the proposed design options, as well as related cost estimates and financial pro formas discussed herein.
- Select Option 2A as the preferred schematic design “base option” for the project and authorize the City Manager to complete final design. Please note that Option 2A excludes a branch library, studio space for Concord TV, or a preschool. The construction cost for Option 2A is \$14,104,235. Determine whether to add a branch library, Concord TV studio space, and/or preschool to the project.
- Authorize the City Manager to issue a Request for Proposals to engage a capital campaign consultant to design and implement a fundraising strategy for the project. Costs for the consultant shall be added to the total amount to be raised by fundraising.
- Direct City staff to undertake the necessary actions to discontinue Eagle Avenue, a public street which is owned by the City as a “fee simple” parcel, to accommodate the project and make land available for potential Land and Water Conservation Fund (LWCF) property swap.
- Authorize the City Manager to make the City’s Community Development Block Grant (CDBG) allocation available to community partners per the City’s normal and customary process.

### Background:

1. **2004 Feasibility Study:** The concept of a city-wide multi-generational community center at Keach Park dates to 2004. Working with Groundwork Concord, Inc., the City completed an initial feasibility study which recommended that the City pursue construction of a \$7.7 million, 30,350SF facility. The proposed facility would have replaced the existing Heights Community Center, which was erected in 1977. Following the completion of the 2004 study, the City acquired the former Gable Properties located

at 28 Canterbury Road and 63 Pembroke Road. It is important to note that the architectural firm of BH+A was the lead consultant for 2004 feasibility study. BH+A is part of the current design team under the HL Turner Group which was engaged in spring 2014.

Shortly after completion of the 2004 study, the Concord School District announced that it planned to move forward with plan to consolidate its elementary schools. That plan included the closure of Dame School, which was to be replaced with a new facility in East Concord (known today as the Mill Brook Elementary School which opened approximately 2 years ago). Following the announcement of the District's intentions to abandon Dame School, the City re-examined its plans for a new city-wide community center at Keach Park and elected to pursue a strategy to acquire the Dame School for this purpose. As a result, the project recommended by the 2004 feasibility study was not pursued.

2. **2011 Feasibility Study & Acquisition of Former Dame School:** By 2010, the Concord School District's project had made sufficient progress to allow the City to resume the planning process. As a result, in January 2011 the City completed a second feasibility study, which was geared specifically at examining potential design options which would adaptively reuse portions of the Dame School as a new city-wide community center. Led by the HL Turner Group of Concord, as well as an architectural firm specializing in such facilities based in Denver Colorado, the project was completed at a cost of \$95,000. It is important to note that the HL Turner Group, together with BH+A architects, are the lead consultants for the current design effort, which began in spring 2014.

The 2011 effort began with an evaluation of the City's four (4) existing community centers: Green Street, 1977 Heights, East Concord, and the West Street Ward House. That effort determined the City would need to invest approximately \$5.9 million in short and long-term improvements in order to keep those facilities viable for recreational use. It should be noted that, save the 1977 Heights Center (which is nothing more than a one-room gymnasium), none of the existing community centers were ever purpose built for public recreational use, thereby resulting in practical limitations on how those facilities could be effectively used for such purposes. A summary of investments needed, as well as subsequently completed since 2011 is below:

Facility	Cost of Improvements (2010 Dollars)	Completed Since 2011	Work Remaining (2010 Dollars)	Remaining (Adjusted to 2015 Dollars)
Green Street Community Center	\$3,564,450	\$555,000	\$3,009,450	\$3,840,906
Height Community Center (1977)	\$691,500	\$0	\$691,500	\$882,549
East Concord Community Center	\$972,900	\$0	\$972,900	\$1,241,694
West Street Ward House	\$699,300	\$88,000	\$611,300	\$780,191
<b>Total</b>	<b>\$5,928,150</b>	<b>\$643,000</b>	<b>\$5,285,150</b>	<b>\$6,745,340</b>

The 2011 feasibility study recommended that the City acquire the soon-to-be-abandoned Dame School and renovate it into an \$11.4 million, 80,000SF +/- facility. This concept included: demolition of the 1977 Heights Community Center, preservation and renovation of approximately 20,000SF of the existing school building, and construction

of a 60,000SF addition featuring a turf field, gymnasium, walking track, several multi-purpose rooms, a modestly sized performing arts venue / function hall, and other amenities. The study also recommended that the Parks and Recreation Department offices be relocated from White Park to the new city-wide community center.

The 2011 study also recommended that the City close the East Concord Community Center and West Street Ward House, as recreational programs at those facilities could be accommodated at the new city-wide center. The study recommended that the East Concord Community Center be sold, while the West Street Ward House would be retained for municipal elections and future municipal needs.

It also is important to note that the 2011 feasibility study did not include a branch library nor studio space for Concord TV. At the time, the City, in 2007, had completed a needs assessment for the Library which recommended the construction of a new 40,000SF main library in the downtown. Alternatively, that study also offered concepts for renovating and expanding the existing Green Street facility. Therefore, the concept of a branch library was not germane at the time to the 2011 community center planning process. Similarly in 2011, the need for a second studio for Concord TV was never raised by stakeholders during the planning process.

In accordance with the recommendations of the study, the City entered into negotiations with the Concord School District to acquire former Dame School. The city acquired the property on January 10, 2013. Shortly after purchasing the property, the Parks and Recreation Department relocated to Dame School and opened the property as an interim community center.

3. **2014 Schematic Design Process:** Following the acquisition of the former Dame School in early 2013, the City Council, as part of the City's FY2014 and 2015 budgets, appropriated approximately \$781,503 for design of a new City-wide multigenerational community center at the site of the former Dame School on Canterbury Road.

On April 23, 2014, the City engaged a design team for the project led by the H.L. Turner Group of Concord. The design team also included BH+A (an architectural firm specializing in recreational facilities), as well as Ballard King (a recreational consulting firm specializing in business planning for public and private facilities). Ballard King was involved with business plans and pro formas as part of the 2011 feasibility study.

City staff and the design team met with stakeholders on May 29, 2014, and June 24, 2014, to review the 2011 proposed space recommendations and discuss any potential changes the community may desire moving forward. Focus groups were convened on May 29, 2014 with six stakeholders, including the Recreation and Parks Advisory Committee (RPAC), with the purpose to confirm the findings of the 2011 Needs Assessment and reorient the public with the project after a three year hiatus. A subsequent public forum was held on June 24<sup>th</sup>. During the City Council's August 2014 meeting, staff reported on the results of the stakeholder input. Following that report, the City Council authorized the City Manager to proceed with schematic design, as well as updates to the 2011 business plan and financial pro forma for the project. That effort got underway in September 2014.

**Discussion:**

1. **Overview:** The purpose of this report is to present the results of the schematic design effort. In accordance with the City Council’s August 2014 direction, three (3) schematic design options were prepared for the project, together with construction cost estimates and financial operating pro formas for the City Council’s consideration. In accordance with the City Council’s request, each option includes an alternate scenario (known as “B” Options”) which features a 5,000SF branch library and studio space for Concord TV. A detailed review of project alternatives is presented herein.
  
2. **Schematic Design Options:** Exhibit 1 contains preliminary floor plans and site plans for each building option. Again, in accordance with instructions provided by the City Council during its August 2014 meeting, three (3) base option designs have been prepared for the project, titled Option 1A – 3A. The three basic options look at the following:
  - Preservation of the 1965 portion of the building, plus new construction (Options 1A and 1B);
  
  - Complete demolition and new construction (Options 2A and 2B);
  
  - Preservation and renovation of a portion of the circa 1940 portion of Dame School plus new construction (Options 3A and 3B).

These efforts represent roughly a 10% complete design. The “A” options reflect the city’s core program, including: a turf field, collegiate gymnasium, multipurpose room with catering kitchen, a senior lounge, a large multipurpose room capable of being used for functions or small performances, multipurpose rooms, as well as locker rooms and various support spaces. In addition, all base options include office space for the Parks and Recreation Department. Exhibit 2 contains a detailed space program for all three options.

The “B” options include all amenities in the base “A” options plus a 5,000SF branch library and 3,000SF studio for Concord TV. A basic summary of each option, building size, and construction cost is described below. Construction estimates were prepared by Milestone Engineering and Construction, a well-respected general contractor based here in Concord with excellent knowledge of the local construction market

Option	Description	Square Footage (SF)	Construction Cost	Cost / SF
1A	Renovate 1965 + New Construction	69,580	\$14,156,407	\$203.46
1B	Renovate 1965 + Library & Concord TV	77,520	\$16,110,201	\$207.82
2A	Full Demolition & New Construction	63,160	\$14,104,235	\$223.31
2B	Full Demolition + Library & Concord TV	76,460	\$16,807,782	\$219.82
3A	Renovate 1940 + New Construction	68,990	\$14,060,815	\$203.81
3B	Renovate 1940 + Library & Concord TV	84,330	\$17,370,132	\$205.98

3. **Branch Library & Concord TV Studio:** In accordance with the City Council’s directive last August, staff and the design team developed alternative building concepts, which included a branch public library and headquarters for Concord TV. A summary of both is below.

a. **Library:** Based upon input from the Library Foundation and Board of Directors, as well as the new Library Director, concepts for a 5,000SF Library were developed for Options 1A – 3B. Subject to the development of final space programs, the branch library would generally have an “open concept” configuration, but would feature distinct spaces for children, teens, and adults. The facility would also feature customary amenities such as computers and other technology for use by the public, an exterior patio, and self-serve coffee station. Staffing for the facility would include: 1 branch library director (40 hours / week, 1 FTE, multiple part-time library technicians (72 hours / week, 1.8 FTEs), as well as multiple library pages (32 hours / week, 0.8 FTEs). Construction cost estimates detailed in the table below also include \$300,000 for fixtures, furnishings, and equipment.

	Option 1B	Option 2B	Option 3B
Library Size (Square Feet)	5,000	5,000	5,000
Construction Cost	\$1,333,621	\$1,478,209	\$2,180,823
Less Fundraising	(\$133,362)	(\$147,821)	(\$218,082)
Net Cost to be Bonded	\$1,200,259	\$1,330,388	\$1,962,741
Debt Service Year 1 (3%, 20 Years)	\$96,021	\$106,431	\$157,019
Operating Expenses (Year 1)	\$302,589	\$302,589	\$302,589
Revenues (Year 1)	\$0	\$0	\$0
Total Operating & Debt Service Costs (Year 1)	\$398,610	\$409,020	\$459,608
Tax Rate Impact (Year 1)	\$0.11	\$0.11	\$0.12
Percent Increase of Tax Rate (Over 2014 City Portion of Tax Rate \$9.38)	1.13%	1.16%	1.30%
Cost to \$200,000 Home (Year 1)	\$21.18	\$21.74	\$24.42

b. **Concord TV:** Again, in accordance with City Council instructions, and based upon input from Concord TV, Options 1B – 3B include a 3,000SF space for Concord TV. Please see the table included on the following page for more information about construction costs, operating costs, and potential revenues.

As the City Council knows, Concord TV’s current annual operating budget is \$274,145 (FY 2013 / 2014), or which 94.5% is supported by the City through our Cable Franchise Fees. Currently, Concord TV does not pay rent for space it occupies at the former Dame School or Concord High School. However, Concord TV does share a portion of revenues generated by instructional programs at the former Dame School with the City, which amounts to approximately \$4,000 annually (net). Outside of telephone and internet service, Concord TV does not pay for any utilities for the spaces it occupies either.

If the City and Concord TV wished to include a new headquarters and studio in the new City Wide Multi-Generational Community Center, there are two basic options available, as follows:

- *Fundraising Option:* First, Concord TV could embark on a capital campaign to raise all the moneys required to construct this space. Again, please see the table below for construction estimates. It is important to note that estimates exclude fixtures, furnishings, and equipment (FFE).
- *Rental Option:* Secondly, Concord TV could enter into a lease with the City to rent space from the City. The term of the lease should be 20 years to correspond with the City's debt service for construction of the space. Under this approach, Concord TV would likely be subject to local property taxes in accordance with RSA 72:23, I. In addition, any lease should be structured using a Triple Net approach, as this would allow the City to appropriately account for inflation associated with utilities, common area maintenance costs, and property taxes.
- *Hybrid Fundraising and Rental Option:* Lastly, Concord TV could secure some dollars through fundraising, which could be transferred to the City to partially finance construction costs. This would result in a direct savings to the City, which, in turn, would allow the City to reduce the lease rates presented in the table below.

Should the City Council wish to include Concord TV in the project, City Administration would recommend the rental approach, or the hybrid option involving partial fundraising and reduced rent.

	Option 1B	Option 2B	Option 3B
Concord TV Studio Size (Square Feet)	3,000	3,000	3,000
Construction Cost	\$620,172	\$706,926	\$1,128,494
Less Fundraising	\$0	\$0	\$0
Net Cost to be Bonded	\$620,172	\$706,926	\$1,128,494
Debt Service Year 1 (3%, 20 Years)	\$49,614	\$56,554	\$90,280
Operating Expenses (Year 1)	\$26,786	\$26,786	\$26,786
Revenues (Year 1)	\$76,400	\$83,340	\$83,340
Rental Rate Charged to Concord TV per SF of Space (Year 1)	\$25.47	\$27.78	\$27.78
Subtotal - CTV General Fund Subsidy	\$0	\$0	\$33,725
Tax Rate Impact (Year 1)	\$0	\$0	\$0.01
Percent Increase of Tax Rate (Over 2014 City Portion of Tax Rate \$9.38)	0.00%	0.00%	0.10%
Cost to \$200,000 Home (Year 1)	\$0.00	\$0.00	\$1.79

Based upon debt service projections to construct space for Concord TV, as well as anticipated utility and maintenance costs for the new facility, the City would need to rent this space to Concord TV for approximately \$77,000 - \$84,000 per year (or approximately \$25.50 to \$28 / SF for 3,000SF of rentable space).

Regarding Option 3B, rent was capped at just under \$84,000 (the same charged for Option 2B) in recognition of Concord TV's financial circumstances. In order to cover the full amount of anticipated debt service and operating costs, actual rent would need to be increased from \$84,000 to approximately \$117,000 in Year 1. Because of Concord TV's financial limitations, City Administration capped rent at the same level as option. Therefore the taxpayers would need to support the difference of \$33,725 in Year 1. The cost to a \$200,000 home would be \$1.79 in Year 1.

Should the City Council desire to include Concord TV in the project, then the City Council should establish a firm deadline for Concord TV to make a decision in a timely manner regarding whether it will be a part of the project per the terms above. A timely decision is needed in order to allow the project to move forward on a reasonable schedule.

4. **Elimination of Preschool:** As the City Council will recall, the 2011 space program for the new facility included a 2,000SF +/- preschool. In August 2014, the City Council asked the City Administration to evaluate the feasibility of including a preschool / childcare facility as part of the project. Based upon discussions with potential providers, the City Administration eliminated a preschool from consideration for two primary reasons. First, the anticipated rental rates for the space were likely to be cost prohibitive based upon preliminary construction estimates and common area operating costs. Secondly, due to shifting demographic trends, demand for preschool / daycare space anecdotally appears to be not as great as once thought.
5. **Construction Costs Estimates, Fundraising, and Tax Rate Implications:**
  - a. **Historical Cost Estimate and FY2015 CIP:** As the City Council knows the adopted FY2015 Capital Improvement Program (CIP) included \$11.4 million in FY2016 for the construction of the new City Wide Community Center. This figure included construction administration by the design team. Of the \$11.4 million budget, the CIP called for \$1.125 million (or 10% of total construction cost) to be raised by donations. The residual \$10.275 million was to be financed with a general obligation bond supported by the taxpayers.

This cost estimate was developed in the fall of 2010. It is noteworthy that the estimate was developed at the height of the "Great Recession", which began in September 2008. The estimate has not been adjusted for inflation since. Over the five ensuing years, the "Great Recession" has abated and construction costs have increased. Therefore, adjusting the 2010 estimate for inflation, more current pricing would be on the order of \$14.55 million for the preferred design option developed as part of the 2011 feasibility study. This adjustment is predicated on a 5% / year inflation rate for the past 5 years, compounded. This is in keeping with cost estimates developed for Options 1A, 2A, and 3A by the design team.

- b. **Cost Estimates, Anticipated Tax Rate Impacts:** As part of the schematic design effort, construction cost estimates were developed for all three base options, as well as the alternate scenarios featuring a library and Concord TV studio space. **Exhibit 3** contains tables which set forth cost estimates and anticipated tax rate impacts for each design option (base and alternates).
- c. **Fundraising:** As previously reviewed with the City Council last August, City Administration would engage a private consultant to develop and implement a comprehensive fundraising strategy for the project. The selection of a consultant will be accomplished using a Request for Proposals process.

Preliminary research suggests that a successful fund raising strategy may rely upon sale of naming rights for certain components of the project (such as the turf field or gymnasium). To achieve this, the City must amend its current naming rights policies and procedures which specifically preclude such possibilities. The City may also “sell” sponsorships for smaller fixtures or furnishings throughout the facility.

Compensation requirements for a fundraising consultant will not be set until a consultant is engaged. However, based upon preliminary discussions with local fundraising professionals, the cost of a capital campaign typically runs 5 – 7% of the total amount to be raised. Pending City Council’s approval, the City Administration plans to utilize a portion of the remaining project budget to start this effort. The balance of the capital campaign consultant’s fee would be secured by increasing the project’s fundraising goal to cover the costs of the campaign.

Based on research completed for other similar projects, City Administration believes that 10% of total construction cost is an ambitious but achievable goal for the project. Prior to embarking on a fundraising campaign, the City Council must have realistic understanding and expectation of when fundraised dollars might be received. Specifically, for these types of projects, it is normal for the majority of fundraised dollars to materialize after construction has started, as most funders want assurances that the project will actually happen. Plus seeing the project underway gives donors a better sense of the final product, as well as how or where in the facility their donation might specifically be used. Lastly, the City Council must fully recognize that in the event fundraising efforts fall short, the City will need to bond any residual funds needed to complete the project.

6. **Financial Pro Formas:** As the City Council knows, a business plan and operating pro forma were developed as part of the 2011 needs assessment and feasibility study effort. Again, the consultant for that effort was Ballard King, a recreational consulting firm based in Colorado. Ballard King has been re-engaged by the City to update the 2011 pro forma as part of this effort.

Please see **Exhibit 4** for summary financial pro formas for each project option.

Ballard King developed pro formas for all 6 project options (base project options 1A – 3A and the alternate options 1B - 3B, which feature the library and Concord TV). While Ballard King's projections generally anticipate that operating revenues generated by the facility will generally cover its operating costs, thereby essentially breaking even during its first full year of operations, the facility's revenues will never be sufficient to cover debt service for the facility. Therefore, debt service costs will remain an obligation of the City's General Fund for the entire 20 year bond term, which will be paid for directly by the taxpayers.

City Administration recommends that the new community center be managed as a special revenue fund. This is the same model used for other revenue generating operations managed by the City, such as the Beaver Meadow Golf Course, Everett Arena, Parking System, as well as the Water and Sewer Systems. This consideration, coupled with the fact that the Community Center will be a new venture for the City, City Administration feels it is prudent to take a more conservative approach to predicting potential revenues for the facility. As such, Year 1 revenues were reduced by 30%, and five year projections developed by Ballard & King were modified by City Administration to provide for slower revenue growth / stabilization during the initial 5 years of operation.

As a result, the financial pro formas included in **Exhibit 4** include a subsidy from the General Fund in order to support annual debt service and operating costs for all design options during the initial 5 years of operation. Should actual revenues and expenditures track closer to the Ballard & King pro forma, then the subsidy from the General Fund would be reduced accordingly until revenues cover expenditures in full.

The following table provides a summary of the total General Fund subsidy required to support the project (debt service and operating costs), net of revenues generated by the new community center. Tax rate increases are based on the current municipal portion of the tax rate (\$9.38 / \$1,000 of assessed valuation), as set in November 2014.

### Summary of Projected Year 1 General Fund Subsidy & Tax Rate Impacts for New City-Wide Community Center

	Option 1		Option 2		Option 3	
	1A	1B	2A	2B	3A	3B
	Renovate 1965 + New Construction	Renovate 1965 + Library & Concord TV	All new Construction	All New + Library, Concord TV, & 2 Add'l Multi-Purpose Rooms	Renovate 1940 + New Construction	Renovate 1940 + Library & Concord TV
<b>BASE PROJECT</b>						
General Fund Subsidy (Capital + O&M Cost)	\$1,224,556	\$1,224,556	\$1,173,899	\$1,173,899	\$1,209,604	\$1,209,604
Tax Rate Impact	\$0.33	\$0.33	\$0.31	\$0.31	\$0.32	\$0.32
Tax Rate % Increase (Over 2014)	3.47%	3.47%	3.33%	3.33%	3.43%	3.43%
<b>LIBRARY</b>						
General Fund Subsidy (Capital + O&M Cost)	N/A	\$398,610	N/A	\$409,020	N/A	\$459,608
Tax Rate Impact	N/A	\$0.11	N/A	\$0.11	N/A	\$0.12
Tax Rate % Increase (Over 2014)	N/A	1.13%	N/A	1.16%	N/A	1.30%
<b>CONCORD TV</b>						
General Fund Subsidy (Capital + O&M Cost)	N/A	\$0	N/A	\$0	N/A	\$33,725
Tax Rate Impact	N/A	\$0.00	N/A	\$0.00	N/A	\$0.01
Tax Rate % Increase (Over 2014)	N/A	0.00%	N/A	0.00%	N/A	0.10%
<b>ADD'L MULTI-PURPOSE ROOMS</b>						
General Fund Subsidy (Capital + O&M Cost)	N/A	N/A	N/A	\$11,785	N/A	N/A
Tax Rate Impact	N/A	N/A	N/A	\$0.003	N/A	N/A
Tax Rate % Increase (Over 2014)	N/A	N/A	N/A	0.03%	N/A	N/A
<b>Total General Fund Subsidy</b>	<b>\$1,224,556</b>	<b>\$1,623,166</b>	<b>\$1,173,899</b>	<b>\$1,594,704</b>	<b>\$1,209,604</b>	<b>\$1,702,937</b>
<b>Total Tax Rate Impact</b>	<b>\$0.33</b>	<b>\$0.43</b>	<b>\$0.31</b>	<b>\$0.42</b>	<b>\$0.32</b>	<b>\$0.45</b>
<b>Total Rate % Increase (Over 2014)</b>	<b>3.47%</b>	<b>4.60%</b>	<b>3.33%</b>	<b>4.52%</b>	<b>3.43%</b>	<b>4.82%</b>
<b>Annual Cost to Taxpayers</b>						
\$100,000 Home (Year 1)	\$32.54	\$43.13	\$31.19	\$42.37	\$32.14	\$45.25
\$200,000 Home (Year 1)	\$65.07	\$86.26	\$62.38	\$84.74	\$64.28	\$90.50
\$300,000 Home (Year 1)	\$97.61	\$129.39	\$93.57	\$127.12	\$96.42	\$135.74

7. **Analysis of Alternatives & Preferred Options:** Exhibit 5 contains an analysis of 24 criteria used to evaluate each building option. Based upon those criteria, staff recommends that the City proceed with Option 2A.

City Administration recommends Option 2A for the following reasons:

- Option 2A is the least expensive available (both from a capital and operating cost perspective), thereby minimizing impacts upon the taxpayers.
- All new construction allows for a more efficient, smaller, compact building to manage, operate, and keep secure.
- As compared with other options, Option 2A's all new construction will also be more energy efficient compared to renovation with respect to heating and cooling costs.
- The proposed design offers maximum ability to expand the building in the future to accommodate long-term City needs.

Please refer to **Exhibit 5** for more information.

8. **Alternatives to Building New Community Center Project:** Given the cost of the preferred design option (Option 2A); it would be natural for the community to want to explore other alternatives geared toward renovating existing Dame School and 1977 Heights Community Center (Gym).

The former Dame School is 47,855SF. The 1977 Heights Community Center (Gym) is 5,600SF. Both structures suffer from deferred maintenance and programmatic limitations, which will need to be addressed should the City delay moving forward with the new City Wide Community Center Project.

If the City Council wanted to pursue this option, recommended renovations would include, but would not be limited to, parking lot repairs, asbestos abatement, cleaning and repointing of masonry, new roofing and windows (Dame only), flooring and acoustical improvements, new heating / cooling / ventilation systems, new fixtures / furnishings / equipment, as well as various electrical improvements. The cost to renovate both structures is estimated to be approximately **\$7,473,000** (design, construction, and contingency in 2015 dollars).

This significant investment would only yield modest improvements for the City's recreation system. While renovations would include improvements to core facilities (restrooms, hallways, etc.), the large multipurpose room (i.e. former cafeteria), modification of some classrooms to be more functional for community use (aerobics classes, dance instruction, etc.), as well as improved acoustical and flooring improvements at the existing 1977 gymnasium. However, this option would not include a turf field, walking track, or more functional collegiate size gym.

While this option costs approximately half that of Option 2A, staff does not recommend pursuing this option for the following reasons:

- Simply renovating Dame School will not yield any expanded programmatic offerings to the community. Further, while the building has a supply of 18 classrooms, there is a practical limitation to how these spaces can be used for recreational purposes due to their size (900SF – 1,000SF), relatively low ceiling heights, and window placement.
  - This alternative would not include a turf field or walking track, thereby not meeting key community needs.
  - While the existing gymnasium would be renovated, it would remain undersized and thereby not meet anticipated community needs.
9. **Letters of Intent:** The success of this project will depend on community groups making commitments to use the facility at pricing carried within the City's financial pro formas. Much like a private real estate development, if there is a not sufficient level of commitment from potential tenants and users to give the City Council confidence to move forward, then the City should refrain from constructing this project as the absence of revenues generated by the facility would place a significant financial burden on the taxpayers.

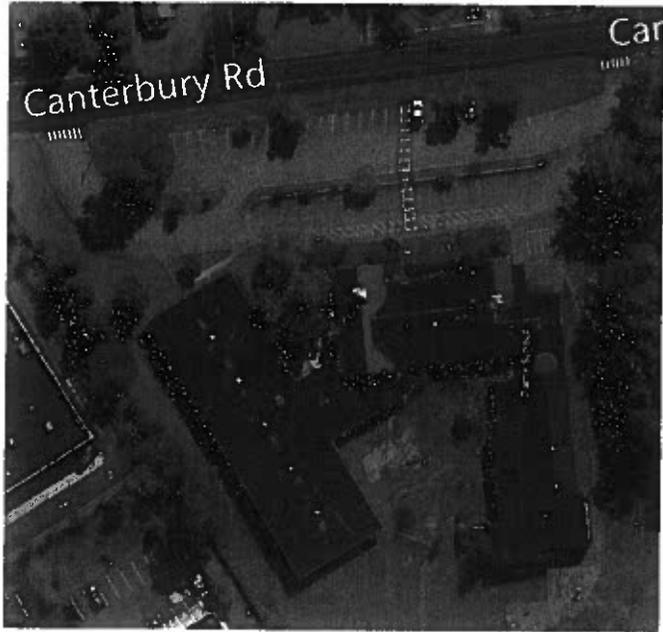
The Parks and Recreation Director has begun the process to secure letters of intent from athletic leagues and other potential users of the proposed facility. These shall be provided to the City Council under separate cover as they are received.

10. **Available Budget:** As part of the FY2014 and 2015 budgets, the City Council has appropriated \$781,375 for this project. To date, the City has spent approximately \$142,519 on schematic design efforts (based on total contracts of approximately \$171,100). Sufficient funding remains to complete final design, subject to City Council authorization to proceed. Accounting for consulting contracts previously negotiated for final design, the City has approximately \$44,000 available in the project. Of this total, \$18,000 would be used to support design of the library (if selected by the City Council), as it was not in the original contract for design services. This would leave a net available of \$26,000 as project contingency and seed money for a fundraising consultant.
11. **Tentative Schedule & Next Steps:** In the event the City Council selects a preferred design and elects to proceed with the project, staff envisions the project would proceed in accordance with the schedule below.
- March 9, 2015: City Council public hearing on schematic design options, construction costs, and financial pro formas. Ideally, City Council selects a final design option and authorizes the City Administration to proceed with final design.
  - April 13, 2015:
    - Extra City Council meeting if needed to make select a preferred design option and authorizes final design.
    - Deadline for Concord TV to commit to the project per general terms set forth within this report.

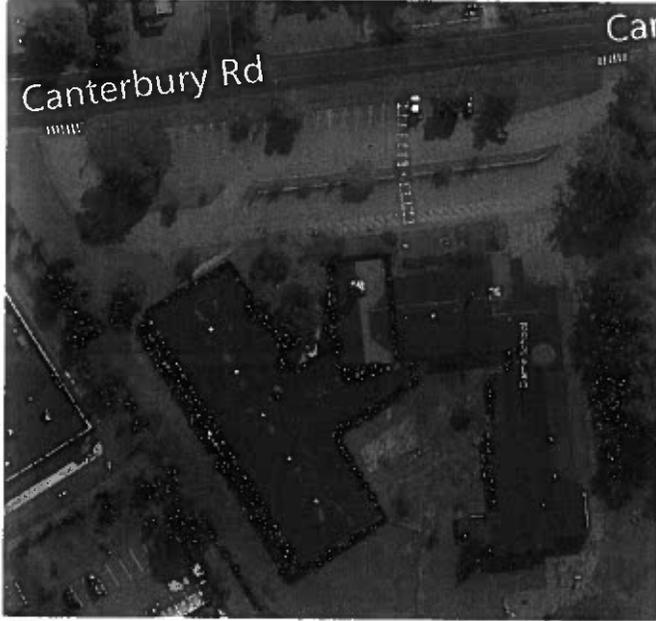
- **May 2015:**
  - Commence final design.
  - Commence process to engage a capital campaign consultant.
- **June 2015: Adoption of FY2016 City Budget and Capital Improvement Program. Decision to include funding for construction of preferred design.**
- **July 2015: Engage capital campaign consultant.**
- **September 2015: Completion of Final Design and RSA 674:54 development consultation process.**
- **October 13, 2015:**
  - Presentation of final design to the City Council.
  - Presentation of fundraising plan to City Council.
  - Authorization to bid construction in early 2016.
- **November – December 2015: Complete bid package for construction.**
- **January 2016: Bid construction.**
- **March 2016: Receive bids.**
- **April 2016: Start construction.**
- **July 2017: Project completed, facility open.**

## **Exhibit 1: Conceptual Floor Plans and Site Plans**

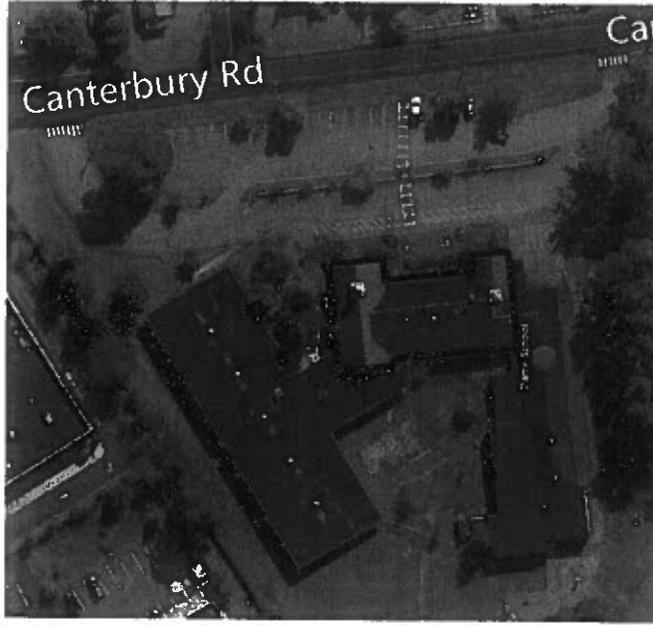
EXISTING CONDITION



EXISTING



OPTION 1A & 1B



OPTION 3A & 3B

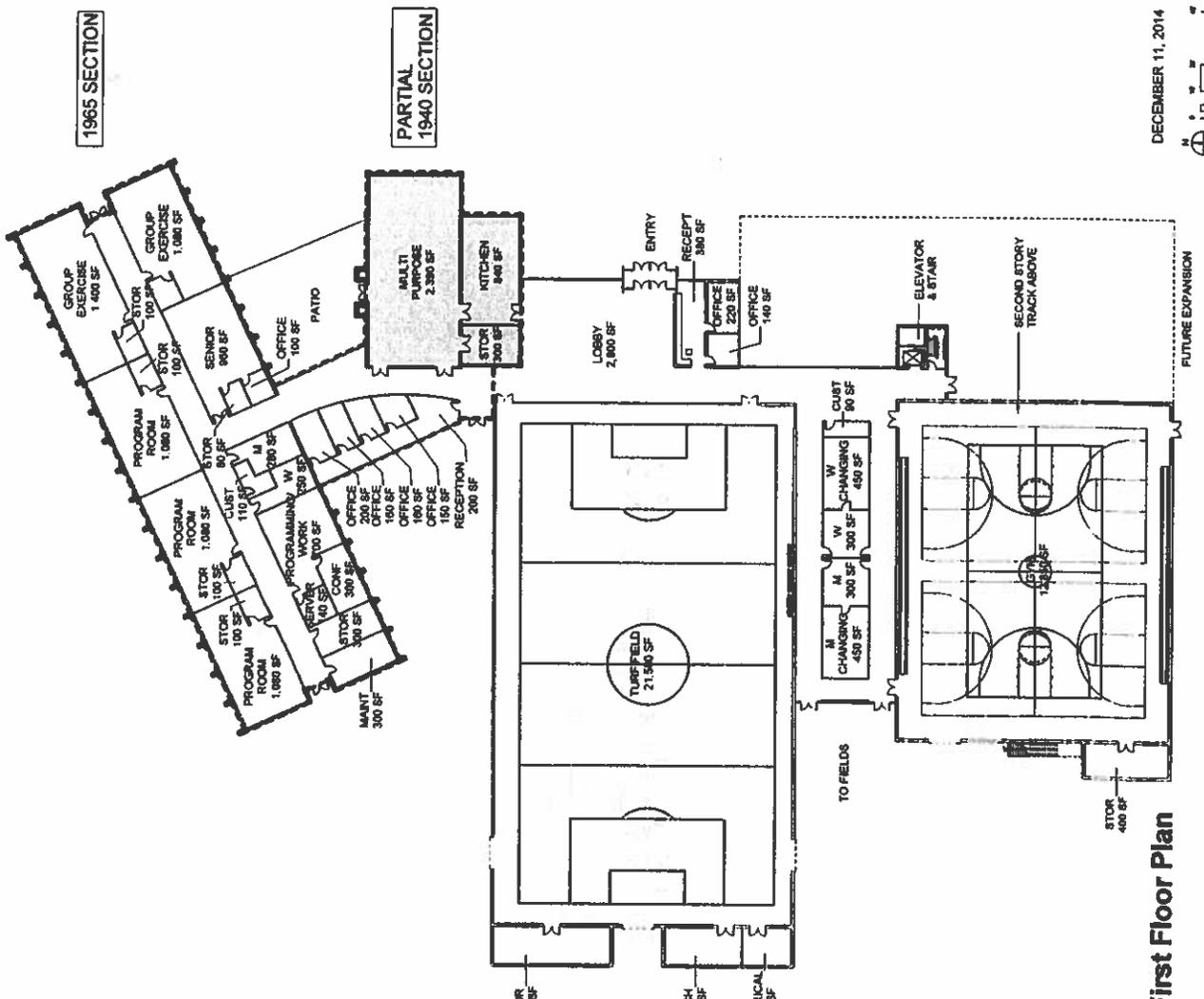
DECEMBER 11, 2014



OPTION 1A

OPTION 1A: PARTIAL REUSE BASE SCHEME

RENOVATED	19,220 SF
NEW	50,360 SF
FIRST FLOOR	65,820 SF
TRACK LEVEL	3,060 SF
<b>TOTAL</b>	<b>69,580 SF</b>



DECEMBER 11, 2014

First Floor Plan

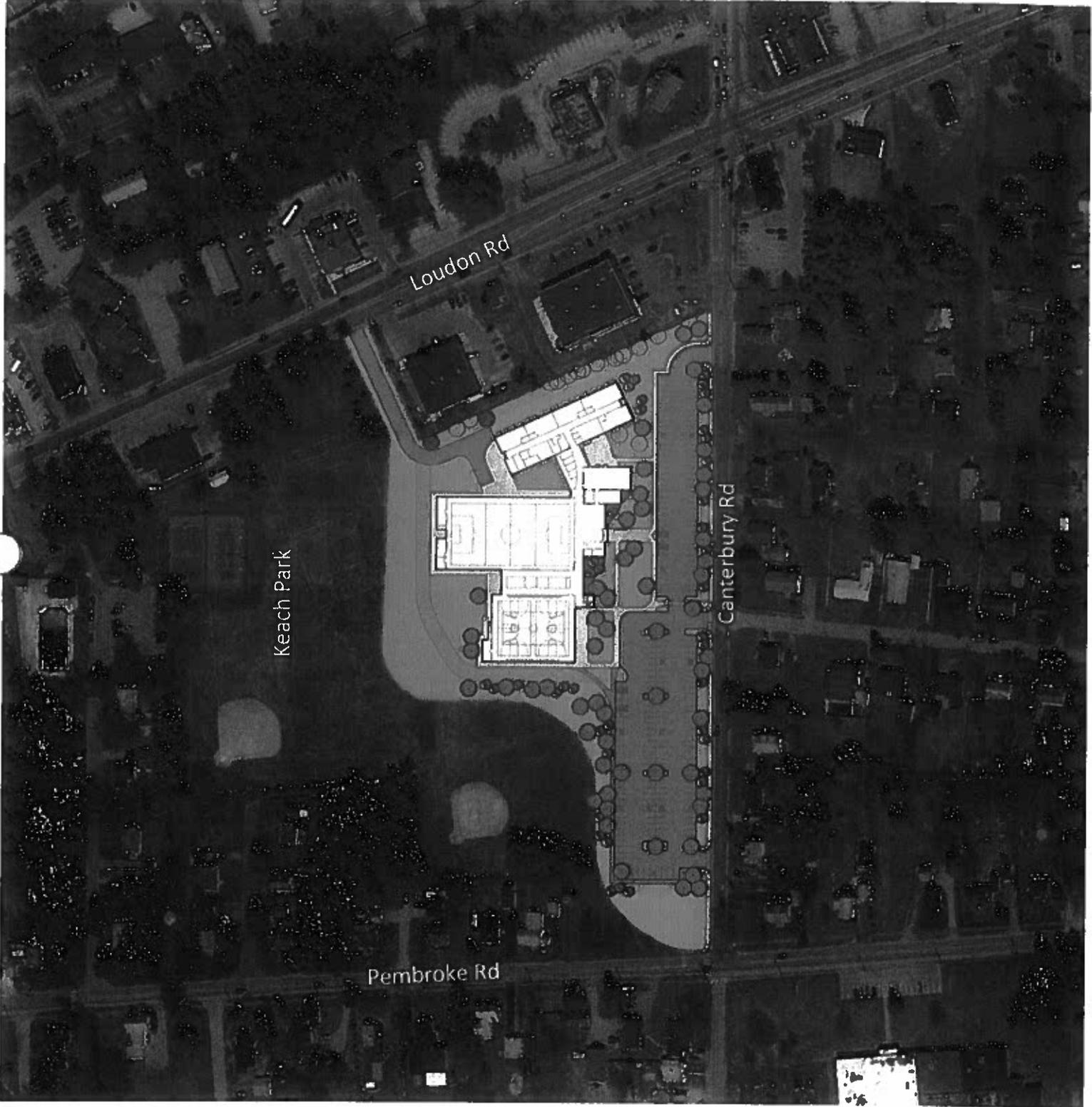
Track Level Plan

Copyrighted Material - Open 1A - 1988 West, WMA, Inc.





OPTION 1A









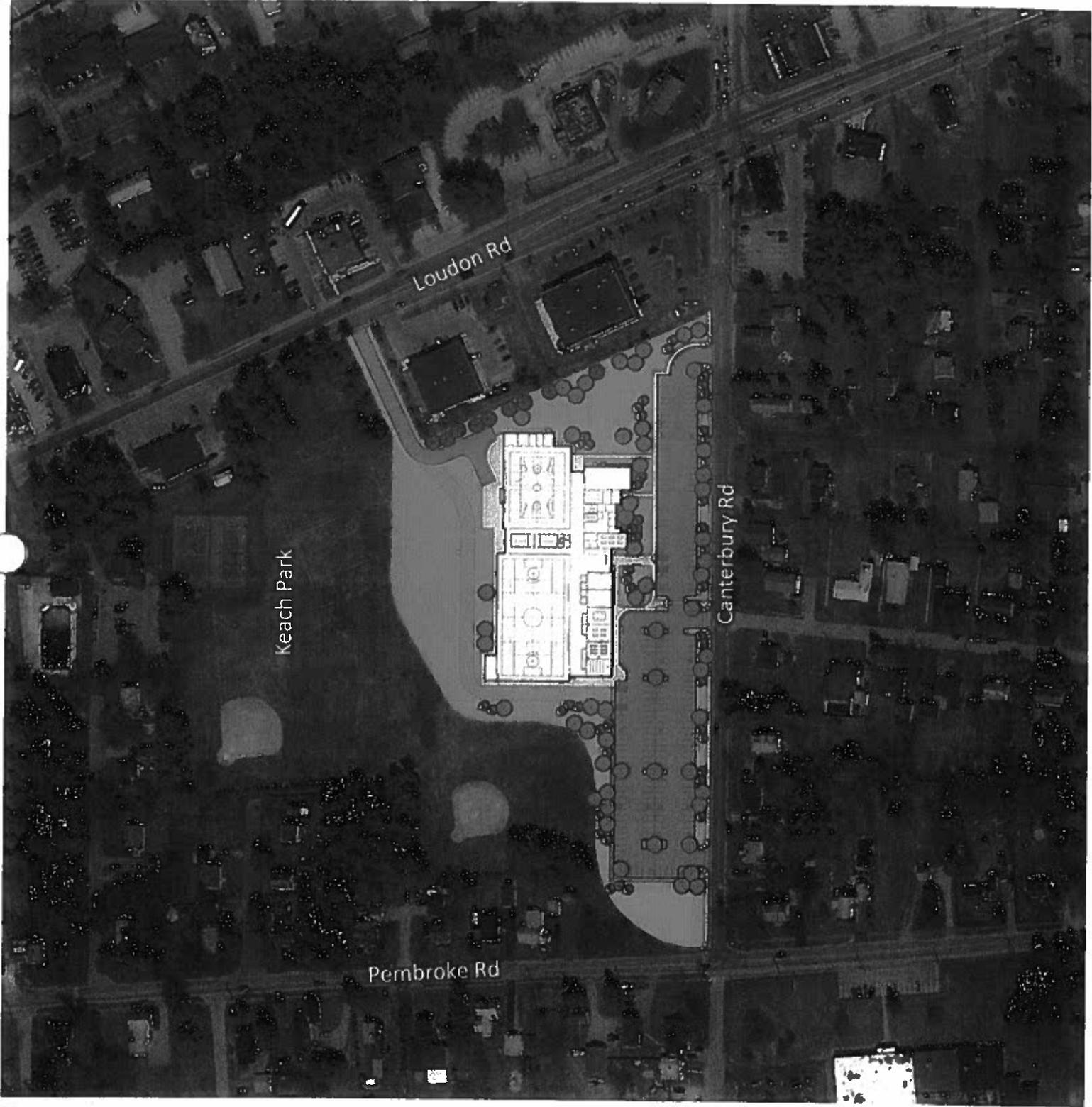








OPTION 3A



## **Exhibit 2: Space Program by Square Footage**

BASE PROGRAM

Program Category and Space	2010 Program Plan		OPTION 1		OPTION 2		OPTION 3		
			Reuse 1960's Building		New Construction		Reuse Portions of 1940'S Building		
<b>Facility Administration Spaces</b>	<b>1,422</b>		<b>2,310</b>		<b>1,740</b>		<b>1,780</b>		opt 1 locates offices in existing building that has extra circulation space
Director office	180		200		250		180		
Facility Supervisor's office	150		160		130		150		
Assistant Facility Supervisor	120		160		130		120		
Administrative Assistant	100		150		130		100		
Programmer's Workstations	240		350		300		400		
Work Room	100		350		300		390		
Conference Room	200		300		280		220		
Computer Server Room	50		140		110		140		
Storage	75		300		110		80		
Reception	207		200						
<b>Required Building Support Spaces</b>	<b>8,960</b>		<b>6,350</b>		<b>7,280</b>		<b>5,790</b>		
Lobby & Lounge	4,500		2,800		3,600		2,500		
Control Desk	500		380		300		300		
Men's Changing	500		450		450		450		
Women's Changing	500		450		450		450		
Vending Machines	80		80		80		80		
Lobby Men's Restroom	275		300		300		210		
Lobby Women's Restroom	275		300		300		210		
Men's Restroom	350		280				210		
Women's Restroom	350		250				210		
Custodial Closets	50		110		100		100		
Mechanical Room/ Sprinkler Valve	400		400		500		400		
Main Electrical Distribution Room	250		250		300		270		
Maintenance/ Receiving/ Loading	100		100		380		100		
Custodial Workroom/ Supply	80		100		250		200		
Maintenance Office	100		100		270		100		
General Building Storage	650								
<b>Senior Lounge</b>	<b>1,100</b>		<b>1,140</b>		<b>1,100</b>		<b>1,260</b>		variance due to this program located in existing space in option 1 and 3
Lounge area	950		960		950		1,020		
Staff office	100		100		100		140		
Storage	50		80		50		100		
<b>Pre-School (Licensed)</b>	<b>2,200</b>								Pre-School program eliminated from program
2 Classrooms	1,920								
2 Tot toilets	80								
2 Storage Rooms	200								
<b>Multi-Use Program Rooms</b>	<b>6,600</b>		<b>3,540</b>		<b>2,200</b>		<b>4,400</b>		
Program Rooms	6 rooms	6,000	3 rooms	3,240	2 rooms	2,000	4 rooms	4,000	
Storage Rooms		600		300		200		400	
<b>Multi-Purpose Room</b>	<b>3,200</b>		<b>2,690</b>		<b>3,130</b>		<b>3,270</b>		Opt 1 reuses cafeteria space for MPR
Community Room	2,900		2,390		3,000		3,000		
Storage	300		300		130		270		
<b>Catering Kitchen</b>	<b>550</b>								kitchen re-programmed to catering/teaching kitchen
Warming Area	550								
Storage									
<b>Teaching Kitchen</b>			<b>840</b>		<b>870</b>		<b>600</b>		
Kitchen			700		740		500		
Pantry			140		130		100		

CONCORD COMMUNITY CENTER  
January 28, 2015

Double Court Gymnasium	11,950	16,430	16,430	16,430							
Gymnasium	11,350	12,900	12,900	12,900	12,900	12,900					community track moved from turf center to gym
Storage	600	400	400	400	400	400					
Track (includes elevator and stair)		3,130	3,130	3,130	3,130	3,130					
Group Exercise Rooms	1,950	2,680	2,200	2,200	2,200	2,200					
Aerobics/Dance program rooms	1,800	2 rooms 2,480	2 rooms 2,000	2 rooms 2,000	2 rooms 2,000	2 rooms 2,000					variance in area due to reuse of existing classrooms in Opt 1 accounts for larger area
Storage	150	200	200	200	200	200					
Recreation Field House / Soccer	29,900	22,100	22,100	22,100	22,100	22,100					
Turf field with Player Seating Area	21,500	21,500	21,500	21,500	21,500	21,500					community walk jog track moved to gym
Walk Jog Track	6,000										
Spectator Seating for 200	1,500										seating accommodated outside of turf center
Equipment Storage	500	600	600	600	600	600					press box not provided
Press Box	400										
<b>TOTAL BASE PROGRAM AREA</b>	<b>67,832 sf</b>	<b>58,080 sf</b>	<b>57,050 sf</b>	<b>57,830 sf</b>	<b>57,830 sf</b>	<b>57,830 sf</b>					
<b>TOTAL BASE BUILDING AREA</b>	<b>80,738 sf</b>	<b>69,580 sf</b>	<b>63,160 sf</b>	<b>68,990 sf</b>	<b>68,990 sf</b>	<b>68,990 sf</b>					
efficiency	0.84	83%	90%	84%	84%	84%					

ADD LIBRARY AND CCTV

Program Category and Space	2010 Program Plan	OPTION 1 Reuse 1960's Building	OPTION 2 New Construction	OPTION 3 Reuse Portions of 1940'S Building	
Library		5,000	5,000	5,000	
General Library		3,300	3,300	3,300	
Children's Library		1,500	1,500	1,500	
Restrooms		200	200	200	Option 1 uses 1940 wing for library, existing space is slightly larger than the program
Concord TV		3,000	3,000	3,000	
Lobby		150	150	150	
Studio		620	620	620	
Archive Room		100	100	100	
Prop Storage		100	100	100	
Equipment Storage		100	100	100	
Work / Repair Room		100	100	100	
Training Room		450	450	450	
Executive Directors Office		200	200	200	
Edit Bay / Staff Office		90	90	90	
Edit Bay / Office Area		90	90	90	
Circulation		400	400	400	
Control Room		200	200	200	
Server Room		150	150	150	
Programming / IT Directors Office		150	150	150	
Training Coordinators Office		100	100	100	
Multi-Use Program Rooms			2,200		
Option 2: add group exercise Storage for group rooms			2,000		Option 2B gains two group exercise rooms
			200		
<b>TOTAL PROGRAM AREA</b>	<b>67,832 sf</b>	<b>66,080 sf</b>	<b>67,250 sf</b>	<b>65,830 sf</b>	
<b>GROSS BUILDING AREA</b>	<b>80,738 sf</b>	<b>77,520 sf</b>	<b>76,460 sf</b>	<b>84,330 sf</b>	
efficiency	84%	85%	88%	78%	

## **Exhibit 3: Construction Cost and Tax Rate Impacts**

**Exhibit 3: Construction Cost, Debt Services Calculations, & Tax Rate Calculations**  
**January 22, 2015**

	Option 1		Option 2		Option 3	
	1A	1B	2A	2B	3A	3B
<b>Base Project Cost</b>	\$14,156,407	\$14,156,407	\$14,104,235	\$14,104,235	\$14,060,815	\$14,060,815
Less Fundraising	(\$1,415,641)	(\$1,415,641)	(\$1,410,423)	(\$1,410,423)	(\$1,406,082)	(\$1,406,082)
<b>Net Cost - Base Option</b>	\$12,740,767	\$12,740,767	\$12,693,811	\$12,693,811	\$12,654,734	\$12,654,734
Debt Service Year 1 (3%, 20 Years)	\$1,019,261	\$1,019,261	1,015,505	\$1,015,505	1,012,379	\$1,012,379
City Assessed Value	\$3,763,544,645	\$3,763,544,645	\$3,763,544,645	\$3,763,544,645	\$3,763,544,645	\$3,763,544,645
Tax Rate Impact (\$ /\$1,000 Assessed Value)	\$0.27	\$0.27	\$0.27	\$0.27	\$0.27	\$0.27
<b>Library Cost</b>						
Less Fundraising	N/A	\$1,333,621	N/A	\$1,478,209	N/A	\$2,180,823
<b>Net Cost</b>	N/A	(\$133,362)	N/A	(\$147,821)	N/A	(\$218,082)
Debt Service Year 1 (3%, 20 Years)	N/A	\$1,200,259	N/A	\$1,330,388	N/A	\$1,962,741
City Assessed Value	N/A	\$96,021	N/A	\$106,431	N/A	157,019
Tax Rate Impact (\$ /\$1,000 Assessed Value)	N/A	\$0.03	N/A	\$0.03	N/A	\$0.04
<b>Concord TV Cost</b>						
Less Fundraising	N/A	\$620,172	N/A	\$706,926	N/A	\$1,128,494
<b>Net Cost</b>	N/A	\$0	N/A	\$0	N/A	\$0
Debt Service Year 1 (3%, 20 Years)	N/A	\$620,172	N/A	\$706,926	N/A	1,128,494
City Assessed Value	N/A	\$49,614	N/A	\$56,554	N/A	90,280
Tax Rate Impact (\$ /\$1,000 Assessed Value)	N/A	\$0.01	N/A	\$0.02	N/A	\$0.02
<b>Multipurpose Rooms (2) Cost</b>						
Less Fundraising	N/A	N/A	N/A	\$518,412	N/A	N/A
<b>Net Cost</b>	N/A	N/A	N/A	(\$51,841)	N/A	N/A
Debt Service Year 1 (3%, 20 Years)	N/A	N/A	N/A	\$466,571	N/A	N/A
City Assessed Value	N/A	N/A	N/A	\$37,326	N/A	N/A
Tax Rate Impact (\$ /\$1,000 Assessed Value)	N/A	N/A	N/A	\$3,763,544,645	N/A	\$3,763,544,645
				\$0.01		\$0.02
<b>Total Project Cost</b>	<u>\$14,156,407</u>	<u>\$16,110,201</u>	<u>\$14,104,235</u>	<u>\$16,807,782</u>	<u>\$14,060,815</u>	<u>\$17,370,132</u>
<b>Total Tax Rate Impact</b>	<u>\$0.27</u>	<u>\$0.31</u>	<u>\$0.27</u>	<u>\$0.32</u>	<u>\$0.27</u>	<u>\$0.33</u>

**Exhibit 4: Financial Pro Formas with 5 Year  
Projections**

## Option 1 Financial Pro Forma February 2, 2015

City Assessed Valuation (2014)	\$3,763,544,645
Municipal Portion of Tax Rate (2014)	\$9.38

### BASE PROJECT (OPTION A)

BASE PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Expenditures</b>					
Debt Service	\$1,019,261	\$1,000,150	\$981,039	\$961,928	\$942,817
Operating Expenses	\$895,741	\$922,613	\$950,292	\$997,806	\$1,047,697
Start Up Cost	\$58,000	\$0	\$0	\$0	\$0
Credit - Heights CC & East Concord CC O&M Costs	(\$21,133)	(\$21,767)	(\$22,420)	(\$23,093)	(\$23,785)
Credit - Current Dame School O&M Costs	(\$121,070)	(\$124,702)	(\$128,443)	(\$132,296)	(\$136,265)
<b>Total Expenditures</b>	<b><u>\$1,830,799</u></b>	<b><u>\$1,776,294</u></b>	<b><u>\$1,780,468</u></b>	<b><u>\$1,804,345</u></b>	<b><u>\$1,830,463</u></b>
<b>Revenues</b>					
Revenues (New) per Ballard & King	\$823,482	\$864,656	\$907,889	\$953,283	\$981,882
Revenues (Existing)	\$42,580	\$42,580	\$42,580	\$42,580	\$42,580
Revenue Adjustment by City Administration (%)	-30%	-25%	-20%	-15%	-10%
Revenue Adjustment by City Administration (\$)	(\$259,819)	(\$226,809)	(\$190,094)	(\$149,379)	(\$102,446)
<b>Total Revenues</b>	<b><u>\$606,243</u></b>	<b><u>\$680,427</u></b>	<b><u>\$760,375</u></b>	<b><u>\$846,483</u></b>	<b><u>\$922,016</u></b>
<b>GENERAL FUND SUBSIDY - BASE PROJECT</b>	<b><u>\$1,224,556</u></b>	<b><u>\$1,095,867</u></b>	<b><u>\$1,020,093</u></b>	<b><u>\$957,861</u></b>	<b><u>\$908,447</u></b>
<b>TAX RATE IMPACT - BASE PROJECT</b>	<b><u>\$0.33</u></b>				
<b>TAX RATE INCREASE (PERCENTAGE) - BASE PROJECT</b>	<b><u>3.47%</u></b>				

### ALTERNATES (OPTION B)

ALTERNATE #1: CONCORD LIBRARY	Year 1	Year 2	Year 3	Year 4	Year 5
Library Debt Service	\$96,021	\$94,220	\$92,420	\$90,620	\$88,819
Library Operating Expenses	\$302,589	\$311,667	\$321,017	\$330,647	\$340,567
Library Revenues (New)	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - Library General Fund Subsidy</b>	<b><u>\$398,610</u></b>	<b><u>\$405,887</u></b>	<b><u>\$413,437</u></b>	<b><u>\$421,267</u></b>	<b><u>\$429,386</u></b>
<b>Tax Rate Impact</b>	<b><u>\$0.11</u></b>				
<b>Percent Increase of Tax Rate (Over FY2015 Rate \$9.38)</b>	<b><u>1.13%</u></b>				

ALTERNATE #2: CONCORD TV	Year 1	Year 2	Year 3	Year 4	Year 5
CTV Debt Service	\$49,614	\$48,684	\$47,753	\$46,823	\$45,893
Property Taxes	\$8,533	\$8,789	\$9,052	\$9,324	\$9,604
Utilities	\$11,280	\$11,618	\$11,967	\$12,326	\$12,696
Custodial (Labor & Supplies)	\$6,973	\$7,182	\$7,398	\$7,620	\$7,848
<b>Subtotal - Expenditures</b>	<b><u>\$76,400</u></b>	<b><u>\$76,273</u></b>	<b><u>\$76,170</u></b>	<b><u>\$76,093</u></b>	<b><u>\$76,040</u></b>
CTV Revenues	\$76,400	\$76,400	\$76,400	\$76,400	\$76,400
<b>Subtotal - CTV General Fund Subsidy</b>	<b><u>\$0</u></b>	<b><u>(\$127)</u></b>	<b><u>(\$229)</u></b>	<b><u>(\$307)</u></b>	<b><u>(\$359)</u></b>
<b>Tax Rate Impact</b>	<b><u>\$0.00</u></b>				
<b>Percent Increase of Tax Rate (Over FY2015 Rate \$9.38)</b>	<b><u>0.00%</u></b>				

### BASE + ALTERNATES COMBINED

<b>TOTAL GENERAL FUND SUBSIDY - BASE + ALTERNATES</b>	<b><u>\$1,623,166</u></b>
<b>TOTAL TAX RATE IMPACT</b>	<b><u>\$0.43</u></b>
<b>TOTAL TAX RATE INCREASE (PERCENTAGE)</b>	<b><u>4.60%</u></b>

**Option 2 Financial Pro Forma  
February 2, 2015**

City Assessed Valuation (2014) \$3,763,544,645  
Municipal Portion of Tax Rate (2014) \$9.38

**BASE PROJECT (OPTION A)**

BASE PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Expenditures</b>					
Debt Service	\$1,015,505	\$996,464	\$977,423	\$958,383	\$939,342
Operating Expenses	\$848,840	\$874,305	\$900,534	\$945,561	\$992,839
Start Up Cost	\$58,000	\$0	\$0	\$0	\$0
Credit - Heights CC & East Concord CC O&M Costs	(\$21,133)	(\$21,767)	(\$22,420)	(\$23,093)	(\$23,785)
Credit - Current Dame School O&M Costs	(\$121,070)	(\$124,702)	(\$128,443)	(\$132,296)	(\$136,265)
<b>Total Expenditures</b>	<b>\$1,780,142</b>	<b>\$1,724,300</b>	<b>\$1,727,094</b>	<b>\$1,748,555</b>	<b>\$1,772,130</b>
<b>Revenues</b>					
Revenues (New) per Ballard & King	\$823,482	\$864,656	\$907,889	\$953,283	\$981,881
Revenues (Existing)	\$42,580	\$42,580	\$42,580	\$42,580	\$42,580
Revenue Adjustment by City Administration (%)	-30%	-25%	-20%	-15%	-10%
Revenue Adjustment by City Administration (\$)	(\$259,819)	(\$226,809)	(\$190,094)	(\$149,379)	(\$102,446)
<b>Total Revenues</b>	<b>\$606,243</b>	<b>\$680,427</b>	<b>\$760,375</b>	<b>\$846,483</b>	<b>\$922,015</b>
<b>GENERAL FUND SUBSIDY - BASE PROJECT</b>	<b>\$1,173,899</b>	<b>\$1,043,873</b>	<b>\$966,719</b>	<b>\$902,071</b>	<b>\$850,115</b>
<b>TAX RATE IMPACT - BASE PROJECT</b>	<b>\$0.31</b>				
<b>TAX RATE INCREASE (PERCENTAGE) - BASE PROJECT</b>	<b>3.33%</b>				

**ALTERNATES (OPTION B)**

ALTERNATE #1: CONCORD LIBRARY	Year 1	Year 2	Year 3	Year 4	Year 5
Library Debt Service	\$106,431	\$104,435	\$102,440	\$100,444	\$98,449
Library Operating Expenses	\$302,589	\$311,667	\$321,017	\$330,647	\$340,567
Library Revenues (New)	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - Library General Fund Subsidy</b>	<b>\$409,020</b>	<b>\$416,102</b>	<b>\$423,457</b>	<b>\$431,091</b>	<b>\$439,015</b>
<b>Tax Rate Impact</b>	<b>\$0.11</b>				
<b>Percent Increase of Tax Rate (Over FY2015 Rate \$9.38)</b>	<b>1.16%</b>				

ALTERNATE #2: CONCORD TV	Year 1	Year 2	Year 3	Year 4	Year 5
CTV Debt Service	\$56,554	\$55,494	\$54,433	\$53,373	\$52,312
Property Taxes	\$8,533	\$8,789	\$9,052	\$9,324	\$9,604
Utilities	\$11,280	\$11,618	\$11,967	\$12,326	\$12,696
Custodial (Labor & Supplies)	\$6,973	\$7,182	\$7,398	\$7,620	\$7,848
<b>Subtotal - Expenditures</b>	<b>\$83,340</b>	<b>\$83,083</b>	<b>\$82,850</b>	<b>\$82,642</b>	<b>\$82,460</b>
CTV Revenues	\$83,340	\$83,340	\$83,340	\$83,340	\$83,340
<b>Subtotal - CTV General Fund Subsidy</b>	<b>\$0</b>	<b>(\$257)</b>	<b>(\$490)</b>	<b>(\$698)</b>	<b>(\$880)</b>
<b>Tax Rate Impact</b>	<b>\$0.00</b>				
<b>Percent Increase of Tax Rate (Over FY2015 Rate \$9.38)</b>	<b>0.00%</b>				

ALTERNATE #3: 2 ADDITIONAL MULTI-PURPOSE ROOMS	Year 1	Year 2	Year 3	Year 4	Year 5
Debt Service	\$37,326	\$36,626	\$35,926	\$35,226	\$34,526
Operating Cost - Programs	\$20,700	\$21,321	\$21,961	\$22,619	\$23,298
Operating Cost - Utilities / Maint / Etc.	\$16,839	\$17,344	\$17,864	\$18,400	\$18,952
<b>Subtotal - Expenditures</b>	<b>\$74,865</b>	<b>\$75,291</b>	<b>\$75,751</b>	<b>\$76,246</b>	<b>\$76,777</b>
Multipurpose Revenues (New)	\$63,080	\$66,234	\$69,546	\$73,023	\$75,214
<b>Subtotal - Multi-Purpose Room General Fund Subsidy</b>	<b>\$11,785</b>	<b>\$141,525</b>	<b>\$145,297</b>	<b>\$149,269</b>	<b>\$151,990</b>
<b>Tax Rate Impact</b>	<b>\$0.003</b>				
<b>Percent Increase of Tax Rate (Over FY2015 Rate \$9.38)</b>	<b>0.03%</b>				

**BASE + ALTERNATES COMBINED**

<b>TOTAL GENERAL FUND SUBSIDY - BASE + ALTERNATES</b>	<b>\$1,594,704</b>
<b>TOTAL TAX RATE IMPACT</b>	<b>\$0.42</b>
<b>TOTAL TAX RATE INCREASE (PERCENTAGE)</b>	<b>4.52%</b>

## Option 3 Financial Pro Forma February 2, 2015

City Assessed Valuation (2014)  
Municipal Portion of Tax Rate (2014)

\$3,763,544,645  
\$9.38

### BASE PROJECT (OPTION A)

BASE PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Expenditures</b>					
Debt Service	\$1,012,379	\$993,397	\$974,415	\$955,432	\$936,450
Operating Expenses	\$887,671	\$914,301	\$941,730	\$988,817	\$1,038,257
Start Up Cost	\$58,000	\$0	\$0	\$0	\$0
Credit - Heights CC & East Concord CC O&M Costs	(\$21,133)	(\$21,767)	(\$22,420)	(\$23,093)	(\$23,785)
Credit - Current Dame School O&M Costs	(\$121,070)	(\$124,702)	(\$128,443)	(\$132,296)	(\$136,265)
<b>Total Expenses</b>	<b><u>\$1,815,847</u></b>	<b><u>\$1,761,229</u></b>	<b><u>\$1,765,281</u></b>	<b><u>\$1,788,860</u></b>	<b><u>\$1,814,657</u></b>
<b>Revenues</b>					
Revenues (New) per Ballard & King	\$823,482	\$864,656	\$907,889	\$953,283	\$981,882
Revenues (Existing)	\$42,580	\$42,580	\$42,580	\$42,580	\$42,580
Revenue Adjustment by City Administration (%)	-30%	-25%	-20%	-15%	-10%
Revenue Adjustment by City Administration (\$)	(\$259,819)	(\$226,809)	(\$190,094)	(\$149,379)	(\$102,446)
<b>Total Revenues</b>	<b><u>\$606,243</u></b>	<b><u>\$680,427</u></b>	<b><u>\$760,375</u></b>	<b><u>\$846,483</u></b>	<b><u>\$922,016</u></b>
<b>GENERAL FUND SUBSIDY - BASE PROJECT</b>	<b><u>\$1,209,604</u></b>	<b><u>\$1,080,802</u></b>	<b><u>\$1,004,906</u></b>	<b><u>\$942,377</u></b>	<b><u>\$892,641</u></b>
<b>TAX RATE IMPACT - BASE PROJECT</b>	<b><u>\$0.32</u></b>				
<b>TAX RATE INCREASE (PERCENTAGE) - BASE PROJECT</b>	<b><u>3.43%</u></b>				

### ALTERNATES (OPTION B)

ALTERNATE #1: CONCORD LIBRARY	Year 1	Year 2	Year 3	Year 4	Year 5
Library Debt Service	\$157,019	\$154,075	\$151,131	\$148,187	\$145,243
Library Operating Cost	\$302,589	\$311,667	\$321,017	\$330,647	\$340,567
Library Revenues (New)	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - Library General Fund Subsidy</b>	<b><u>\$459,608</u></b>	<b><u>\$465,742</u></b>	<b><u>\$472,148</u></b>	<b><u>\$478,834</u></b>	<b><u>\$485,809</u></b>
<b>Tax Rate Impact</b>	<b><u>\$0.12</u></b>				
<b>Percent Increase of Tax Rate (Over FY2015 Rate \$9.38)</b>	<b><u>1.30%</u></b>				

ALTERNATE #2: CONCORD TV	Year 1	Year 2	Year 3	Year 4	Year 5
CTV Debt Service	\$90,280	\$88,587	\$86,894	\$85,201	\$83,509
Property Taxes	\$8,533	\$8,789	\$9,052	\$9,324	\$9,604
Utilities	\$11,280	\$11,618	\$11,967	\$12,326	\$12,696
Custodial (Labor & Supplies)	\$6,973	\$7,182	\$7,398	\$7,620	\$7,848
<b>Subtotal Expenses</b>	<b><u>\$117,065</u></b>	<b><u>\$116,176</u></b>	<b><u>\$115,311</u></b>	<b><u>\$114,471</u></b>	<b><u>\$113,656</u></b>
CTV Revenues	\$83,340	\$83,340	\$83,340	\$83,340	\$83,340
<b>Subtotal - CTV General Fund Subsidy</b>	<b><u>\$33,725</u></b>	<b><u>\$32,836</u></b>	<b><u>\$31,971</u></b>	<b><u>\$31,131</u></b>	<b><u>\$30,316</u></b>
<b>Tax Rate Impact</b>	<b><u>\$0.01</u></b>				
<b>Percent Increase of Tax Rate (Over FY2015 Rate \$9.38)</b>	<b><u>0.10%</u></b>				

### BASE + ALTERNATES COMBINED

<b>TOTAL GENERAL FUND SUBSIDY - BASE + ALTERNATES</b>	<b><u>\$1,702,937</u></b>
<b>TOTAL TAX RATE IMPACT</b>	<b><u>\$0.45</u></b>
<b>TOTAL TAX RATE INCREASE (PERCENTAGE)</b>	<b><u>4.82%</u></b>

**Exhibit 5: Evaluation Criteria for Schematic  
Design Options**

**City-Wide Multi-Generational Community Center Criteria Analysis & Scoring**  
**January 28, 2015**

<b>PRIMARY CRITERIA</b>	<b>Option 1</b>	<b>Rank</b>	<b>Option 2</b>	<b>Rank</b>	<b>Option 3</b>	<b>Rank</b>
Building Size (Square Feet)	69,580		63,160		68,990	
Cost for Base Scheme (A Option)	\$14,156,407	3	\$14,104,235	2	\$14,060,815	1
Cost of Additions (B Options)	\$1,953,793	1	\$2,703,547	2	\$3,309,317	3
Total Cost (A+B Options)	\$16,110,200	1	\$16,807,782	2	\$17,370,132	3
Annual General Fund Subsidy (A Option)	\$1,210,997	3	\$1,146,574	1	\$1,196,044	2
Annual General Fund Subsidy (A+B Option)	\$1,609,606	2	\$1,567,379	1	\$1,689,378	3
Reuse of Existing Buildings (% of Square Feet)	38%	-	0%	-	13%	-
New Construction (% of Square Feet)	62%	-	100%	-	87%	-
<b>Total Score - Primary Criteria (lowest most preferable)</b>		<b>10</b>		<b>8</b>		<b>12</b>
<b>SECONDARY CRITERIA</b>						
Building Efficiency (Useable SF to Gross SF)	83%	3	90%	1	84%	2
Ability to Expand	to park side	3	two sides	1	to park side	2
Clarity & Efficiency of Circulation		3		1		2
Lobby unities all programs		3		1		2
Ease of compliance w/LWCT boundary		2		1		3
Least Encroachment into Keach Park		3		1		2
Parking Proximity to building		3		1		2
Curb cut alignments		2		1		2
Parking Entry & Landscape Buffer		2		1		2
Service Access to building		2		1		3
Fire Lane access and efficiency		2		1		3
Gym & Turf Center open onto Park		2		3		1
Screening of pre-engineered structures		2		3		1
Proximity of Senior program to entry & parking		3		1		1
Relation of Kitchen to multiple program spaces		3		1		2
Layout of recreation offices		2		1		1
Compact shape & energy efficiency		3		1		2
<b>Total Score - Primary Criteria (lowest most preferable)</b>		<b>43</b>		<b>21</b>		<b>33</b>
<b>Total Score - Primary &amp; Secondary Criteria</b>		<b>53</b>		<b>29</b>		<b>45</b>

Resolution No.

**CITY OF CONCORD**

*In year of our Lord two thousand thirteen*

11-40 5-58 3-39  
 12-37 6-53 1-16  
 1-42 7-40  
 2-56 8-65 2-33(I)  
 3-45 9-37 2-42  
 4-48 10-35 4-39  
 5-45 6-42

**RESOLUTION** Amendment of the Official Map so as to establish the Mapped Lines of a Future Street for a new street from the intersection of Storrs and Theatre Streets southerly to Langdon Avenue. 7-38  
8-26  
9-42

*The City of Concord resolves as follows:*

**WHEREAS,** pursuant to enabling statutes, the City has established an Official Map as well as adopted an ordinance creating a process for mapping the lines of future streets; and 10-41  
11-41  
12-33  
1-47  
2-34  
3-30

**WHEREAS,** mapping the lines of future streets reserves a corridor for a street to be constructed at a future time by restricting the issuance of building permits for buildings or structures within the mapped lines of future streets; and

**WHEREAS,** the adopted Master Plan 2030 recommends the creation of a roadway network to serve the southern Opportunity Corridor. The Opportunity Corridor Study and the 2030 Master Plan includes an extension of Storrs Street from the Intersection of Theatre Street and Storrs Street southerly under the Manchester Street Bridge to Gas Street, and then southerly to Langdon Avenue; and

**WHEREAS,** the City of Concord contributed over 1 million dollars in 1997-8 to the I-93 Exit 13 NH Department of Transportation improvement project to widen the Manchester Street Bridge to accommodate this planned roadway; and

**WHEREAS,** the Planning Board held a public hearing on December 19, 2012, after notifying the affected property owners on the planned new street from the intersection of Storrs and Theatre Streets southerly to Langdon Avenue and accepted testimony, and

**WHEREAS,** the future street is intended to be constructed as an urban street to support the redevelopment of the southern Opportunity Corridor.

**WHEREAS,** the Planning Board voted unanimously to forward a request to the City Council that the Board be authorized pursuant to Section 16-3-6, Mapping of Future Streets, of the Code of Ordinances, to prepare and certify a plan of the mapped lines of a future street for a new street from the intersection of Storrs and Theatre Streets southerly to Langdon Avenue.

# CITY OF CONCORD

*In year of our Lord two thousand thirteen*

**RESOLUTION** Relative to the Establishment of the Mapped Lines of a Future Street for a new street from the intersection of Storrs and Theatre Streets southerly to Langdon Avenue.

Page 2

***NOW, THEREFORE, BE IT RESOLVED by the City Council of Concord that:***

- 1.) The Planning Board be, and hereby is authorized to prepare and certify a plan of the mapped lines of a future street for a new street from the intersection of Storrs and Theatre Streets southerly to Langdon Avenue.
- 2.) This resolution shall take effect upon its passage.



# CITY OF CONCORD

130

## REPORT TO THE MAYOR AND CITY COUNCIL

**FROM:** Stephen Henninger, Assistant City Planner  
**DATE:** December 20, 2012  
**SUBJECT:** Amendment to Mapped Lines of Future Streets – Storrs Street South

### Recommendation

The Planning Board, after holding a public hearing on December 19, 2012, voted unanimously to forward the proposed revision of mapped lines of future streets to the City Council. The Board is requesting that the City Council direct the Planning Board to certify the mapped line of a future street pursuant to Article 16-3-6 Mapping of Future Streets, of the Code of Ordinances, and RSA 674:11, Amendments to Official Map, for a new street from the intersection of Storrs and Theatre Streets southerly to Langdon Avenue.

Prior to directing the Planning Board to certify the mapped street, the City Council will need to hold its own public hearing, send notice of the hearing by certified mail "to all owners over whose lands the proposed streets will cross," and publish the hearing notice in the newspaper.

Please see the attached map showing the location of the proposed 50' wide mapped line of future streets extending from the intersection of Theatre Street and Storrs Street, southerly adjacent to the NH main line railroad line, underneath the Water Street Bridge to Gas Street, then southerly from Gas Street to Langdon Avenue.

### Background

This new road extending through the old Boston and Maine railroad yards southerly to the South Concord Industrial park has been planned for many decades. The yards and the South Concord Industrial park have languished as an underused and deteriorating brownfields site since prior to the 1960's.

The area has been begun a turnaround and several new developments have been completed including a new maintenance facility and headquarters for Concord Coach (an inter-city

bus company), Evolution Rock (a fitness center and climbing gym), and renovations to the J & S Leasing property.

The construction of Concord Steam Power Plant and cogeneration facility southerly of Langdon Avenue is planned for construction in 2013.

The City facilitated the extension of this new road in 1998-9 by increasing the length of the Water Street Bridge as part of the I-93 Exit 13 reconstruction project to allow for one bay under the bridge for the NH Main Line Railroad and one-bay for the Storrs Street extension at a cost of 1.3 million dollars.

The City has acquired the rights to develop Langdon Avenue as a public street from South Main Street to the NH Main Line Railroad (B & M Rail Line). A small amount of additional right-of-way in front of the Concord Coach facility still needs to be secured. A recent condominium subdivision of the J& S Property has preserved a corridor for the future road north from Langdon Avenue.

### **Master Plan**

The Planning Board in 1993, as part of the Year 2010 Master Plan Update, adopted a Future Transportation Plan showing the southerly extension of Storrs Street from Theatre Street (Chandler Street) to the vicinity of Allison Street and South Main Street.

In the "The South Concord Redevelopment Area Study – A Small Area Master Plan" adopted by the Planning Board in 1997, the current alignment shown on the attached plan was developed.

The Concord Opportunity Corridor Master Plan prepared in April of 2005 reaffirmed the location and alignment of the southerly extension of Storrs Street and the recommendations of the South Concord Redevelopment Area Study.

In the current Master Plan 2030, the Planning Board reaffirmed the location and purpose of the southerly extension of Storrs Street to facilitate the redevelopment within the southern segment of the Opportunity Corridor.

### **Analysis**

The proposed new mapped street has been referred for decades as the southerly extension of Storrs Street. Based on E-911 mapping and addressing conventions, when this street is developed a new street name will need to be selected. In this report we will continue to identify this proposed street as the southerly extension of Storrs Street.

The southern extension of Storrs Street has a well-defined beginning, middle and end. The starting point at the intersection of Storrs Street and Theatre Street is anchored at an existing four way intersection, falls between two large industrial scale buildings, and is the

ideal location from a grade standpoint to connect back to Storrs Street. The Merrimack River bluffs along South Main Street are on average about 26' above the grade of the plain below the bluff. Langdon Avenue is located at a low point in the bluffs and has 5-6% slopes on both approaches on South Main Street and on Langdon Avenue. Other connecting points between the two locations would require significant grade changes and impacts to existing buildings. Full access at Gas Street will be a design consideration given the available right-of-way for Gas Street, grade of Gas Street at South Main Street, and site distance at the South Main Street/Gas Street intersection. The underpass designed specifically for the future road under the Water Street Bridge is the only feasible location for the street between South Main Street and the NH Main Line Railroad. This section of the NH Main Line Railroad has been designated as one of five high speed rail corridors in the country with service proposed from Boston to Montreal. New at-grade rail crossings of this line are unlikely to be approved.

The corridor could be completed in two independent phases, one section from Theatre Street to Gas Street, and the second section from Gas Street to Langdon Avenue. Improvements to Langdon Avenue and the intersection of Langdon Avenue and South Main Street will be needed to support redevelopment in the southern section.

The following properties would be affected by the proposed mapped line of future streets.

<u>Property Owner</u>	<u>Map/Lot Number</u>	<u>Address</u>
State of New Hampshire	35A-1-2	50 Storrs Street
Pan Am Railroad	B & M Railroad	Storrs Street
Energynorth North Natural Gas, Inc.	26-1-6	Gas Street
Cohen Properties of Concord, LLC	26-1-5	Gas Street
Automotive Supply Associates, Inc.	26-1-3	219-231- S. Main St
J & S Leasing General Partners	25B-1-19	287 South Main St.

There are no environmentally sensitive areas along the corridor.

For the extension of Storrs Street to be completed south of Gas Street a complete take would be required for parcel 26-1-5 owned by Cohen Properties of Concord, LLC. This 0.65 acre parcel has a total assessed value of \$87,600. No other building or structure is impacted.

The corridor is located in a Brownfield area; however recent development in this area has proceeded without major expenditures for the cleanup of either soil or ground water contamination. The Energynorth parcel (26-1-6) at Gas Street was the site of a coal-gasification plant and the source of coal tar contamination in the area. Liberty Gas, the successor to Energynorth, would be are responsible for any Brownfield remediation associated with this contamination which may be required due to construction of the new street.

# Storrs Street Southern Extension Mapped Line of Future Street



Mapped Line of Future Street  
Storrs Street South  
as of November 1, 2012

Project/Zone	Zone
City of Storrs	25A-1-2
City of Concord	25B-1-3
Concord Planning Division	25B-1-4
Concord Planning Division	25B-1-5
Concord Planning Division	25B-1-6
Concord Planning Division	25B-1-9

11/19/12  
Concord Planning Division  
Concord, NH  
BLH

12-34  
1-48  
2-35  
3-31

11-41 8-14  
12-38 9-26 (c)  
1-43 9-29  
2-57 10-36  
3-46  
4-49 5-46  
6-43  
9-43 7-39  
10-42 8-27  
11-42

# CITY OF CONCORD

*In the year of our Lord two thousand and thirteen*

**AN ORDINANCE** amending the CODE OF ORDINANCES, Title III, Building and Housing Codes; Chapter 27, Housing Maintenance and Occupancy Code; Article 27-1, Housing Maintenance and Occupancy Code, Section 27-1-5, Amendments to the International Property Maintenance Code/2009.

**The City of Concord ordains as follows:**

**SECTION I:** Amend the CODE OF ORDINANCES, Title III, Building and Housing Codes; Chapter 27, Housing Maintenance and Occupancy Code; Article 27-1, Housing Maintenance and Occupancy Code, by amending Section 27-1-5, Amendments to the International Property Maintenance Code/2009, as follows:

## **Section 101 – General**

*Add new section 101.3.1 Licensed Trades as follows:*

101.3.1 Licensed Trades: To further ensure the public health, safety and welfare, any new installations or major repairs in residential rental property to plumbing, mechanical or electrical work must be performed by State of NH licensed tradesperson who shall obtain the necessary permits for such work. The Code Official may require licensed tradesperson to correct non-compliances to plumbing, mechanical or electrical work performed by the property owner or his or her agent.

## **Section 102- Applicability**

*102.3 Application of other codes:* Delete this section in its entirety and replace with the following:

102.3 Application of other codes. Repairs, additions or alterations to a structure, or changes of occupancy, shall be done in accordance with the procedures and provisions of the most recently adopted versions of the following codes: International Building Code, International Fuel Gas Code, International Mechanical Code, International Plumbing Code, NFPA 70, International Existing Building Code, NFPA 101 Life Safety Code, International Building Code, International Fuel Gas Code, International Mechanical and NFPA 70.

Nothing in this code shall be construed to cancel, modify or set aside any provision of the Municipal Code of Ordinances, Chapter 28.

### **Section 104- Duties and Powers of the Code Official**

*Add new section "104.3.1 Access by owner/operator/agent" as follows:*

104.3.1 Access by owner/operator/agent: Every occupant of a structure or premises shall give the owner or operator thereof, or agent or employee, access to any part of such structure or its premises at reasonable times for the purpose of making such inspection, maintenance, repairs or alterations as are necessary to comply with the provisions of this code.

### **Section 202 – General Definitions**

*Under Section 202, General Definitions, add the following definitions:*

Cooking Appliance: A stove containing an oven and cooking surface, or a stove top cooking surface and wall oven.

Weed(s): All grasses, annual plants and vegetation other than trees or shrubs or cultivated flowers and gardens.

*Under Section 202, General Definitions, amend paragraph 7 of the definition of "Public Nuisance" as follows:*

7. Any premises that is unsanitary, or that is littered with rubbish or garbage ~~or that has an uncontrolled growth of weeds;~~ or

*Under Section 202, General Definitions, amend the definition of "Rooming House" as follows:*

Rooming House: A detached dwelling unit containing sleeping accommodations for ~~individuals other than~~ **more than three (3) unrelated individuals** ~~other than members of the resident family and~~ having common kitchen and dining facilities.

### **Section 302 – Exterior Property Areas**

*302.4 Weeds: Delete this section in its entirety and replace with the following:*

302.4 Weeds. Weeds on all exterior premises shall be maintained at a height that does not obstruct sight distance when entering or exiting a roadway or has the potential to create a fire hazard or public nuisance.

## **Section 307 – Handrails and Guardrails**

*307.1 General:* Delete this section in its entirety and replace with the following:

307.1 General. Every exterior and interior flight of stairs having more than four risers shall have a handrail on one side of the stair and every open portion of a stair, landing, balcony, porch, deck, ramp, or other walking surface which is more than 30 inches above the floor or grade below shall have guards. Handrails shall not be less than 30 inches high or more than 42 inches high measured vertically above the nosing of the tread or above the finished floor of the landing or walking surfaces. Guards shall not be less than 30 inches high above the floor of the landing, balcony, porch, deck of ramp or other walking surface.

*Exception:* Guards shall not be required where exempted by the more recently adopted building code.

## **Section 405 – Dwelling Units**

*405.1 Dwelling Unit:* Amend paragraph 1 as follows:

1. The unit shall be provided with a kitchen sink, cooking appliance (a microwave is not considered a cooking appliance per section 403.3) *with all components in safe, clean working condition*, and a clear working space of not less than 30 inches. Light and ventilation conforming to this code shall be provided.

*Add the following as a new section:*

## **Section 406 – Rooming Houses**

406.1 A person shall not operate a rooming house, hotel or motel unless that person holds a valid rooming house permit per Article 27-1-3 of the City of Concord Code of Ordinances.

406.2 A detached dwelling housing three (3) or more unrelated individuals other than members of the resident family is classified as a rooming house and is subject to an annual inspection.

## **Section 503 – Toilet Rooms**

*503.3 Floor surface:* Amend this section as follows:

503.3 Floor surface. In ~~other than~~ dwelling units, every toilet room floor shall be maintained to be a smooth, hard, non-absorbent surface to permit such flooring to be easily kept in a clean and sanitary condition.

## Section 605 – Electrical Equipment

*Add new sections "605.4, 605.5, 605.6, 605.7 and 605.8" as follows:*

605.4 Branch circuits in buildings with more than one occupancy. Branch circuits in each dwelling unit shall supply only loads within that dwelling.

605.5 Common area branch circuits with more than one occupancy. Branch circuits installed for the purpose of lighting, central alarm, signal, communications, or other purposes for public or common areas of a two-family dwelling, a multi-family dwelling, or a multi-occupancy building shall not be supplied from equipment that supplies an individual dwelling unit or tenant space.

605.6 Identification. Each circuit in an electrical panel is required to be identified as to what area of the building that circuit supplies power.

605.7 Occupancy. Each occupant shall have ready access to all overcurrent devices protecting the conductors supplying that occupancy.

Exception: Where electrical service and electrical maintenance are provided by the building management and where these are under continuous building management supervision, the service overcurrent devices and feeder overcurrent devices supplying more than one occupancy shall be permitted to be accessible only to authorized management personnel in multiple-occupancy building and guest rooms/guest suites.

605.8 Unused openings. Unused openings for circuit breakers and switches shall be closed using identified closures or other approved means that provide protection substantially equivalent to the wall of the enclosure.

## Section 702 – Fire Protection Systems

*704.2 Smoke alarms: Amend this section as follows:*

704.2 Smoke alarms. ~~The minimum standard pursuant to the City Housing Code, Article 27 of the Municipal code of Ordinances and a July 1, 1999 amendment to the State of NH Smoke Detector Law Rules (RSA 153:10 a) requires that~~ Existing battery powered smoke detectors located within single family rental housing and multi-family (two or more dwelling units) housing, must be replaced with a hard wired\*, electrically powered battery back-up smoke detectors, which incorporate a "false alarm silencing" feature. The electrically powered smoke detector(s) must be installed by a New Hampshire licensed master electrician. An electrical permit must be obtained prior to installation. This code standard applied to the installation of smoke detection where none were previously provided ~~but~~ *or additional units* are required.

*\*Remote Smoke Detectors. In existing buildings, wireless remote, battery-back up smoke detectors may be installed. Installation must be performed by a State of NH licensed electrician.*

**SECTION II:** This ordinance shall take effect upon its passage.





# CITY OF CONCORD

## REPORT TO THE MAYOR AND CITY COUNCIL

**FROM:** Michael Santa, CBO, Code Administrator

**DATE:** July 16, 2013

**SUBJECT:** Updating of the City's Housing Code

### **Recommendation**

Accept this report recommending that the City Council amend the Code of Ordinances, Chapter 27, Housing Maintenance and Occupancy Code.

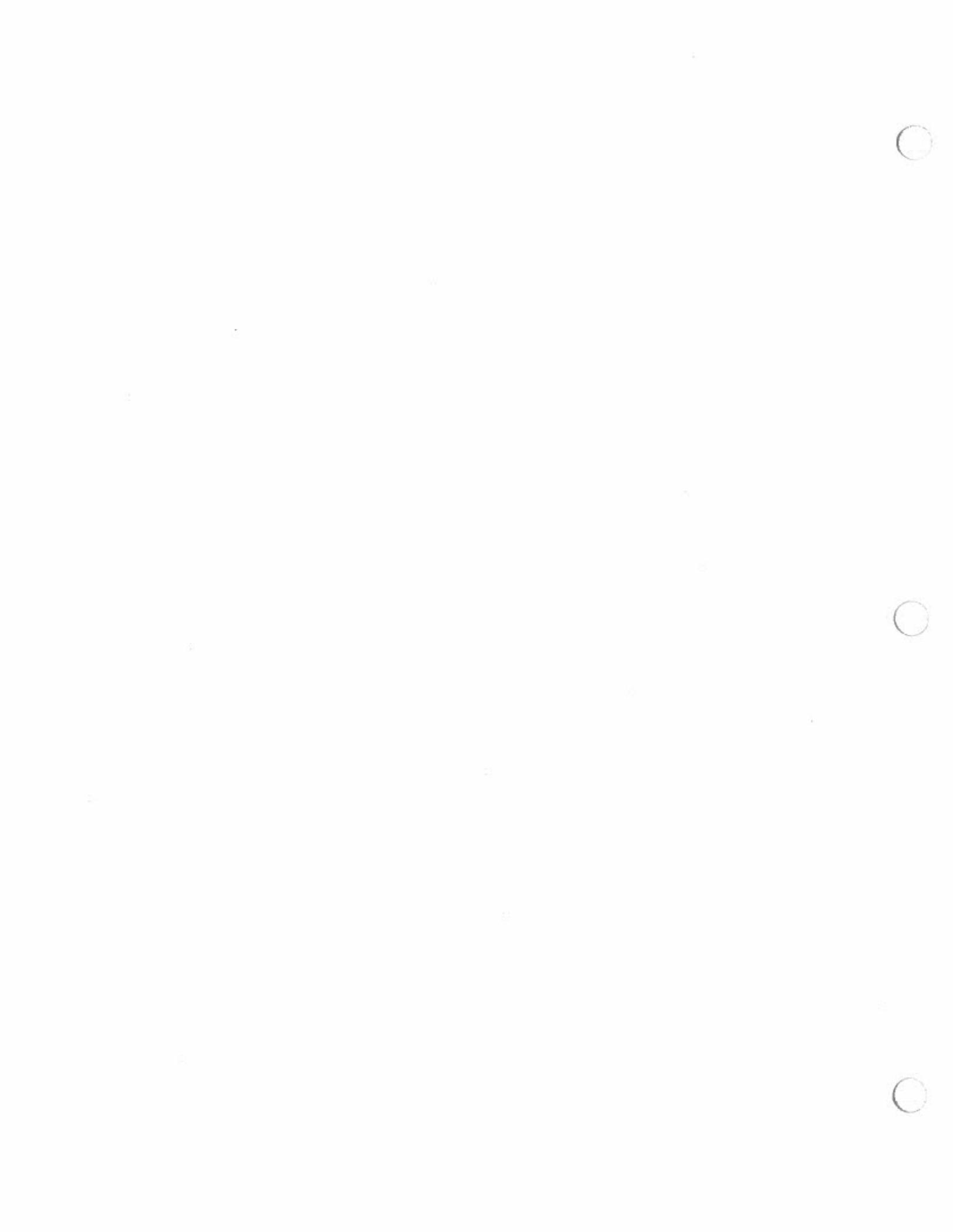
### **Background**

The current Code of Ordinances, Chapter 27, Housing Maintenance and Occupancy Code was last updated in March of 2011. The Housing Maintenance and Occupancy Code is based on the 2009 International Property Maintenance Code. Staff is proposing amendments to the Housing and Maintenance Occupancy Code because recent State of New Hampshire changes to the smoke detector and carbon monoxide requirements in residential structures has created a conflict between standards. Staff is also proposing other amendments to the Housing and Maintenance Occupancy Code to provide clarification regarding the requirements of certain sections.

### **Discussion**

The City's Housing Maintenance and Occupancy Code was last updated in 2011. Since the Housing Maintenance and Occupancy Code is specifically tailored to the City of Concord, situations are encountered that occasionally require the amending of the code. The proposed amendments have been written to provide consensus between State and local law, as well as to provide clarification in sections of the code to prevent any ambiguities about the requirements.

**cc:** Thomas J. Aspell, City Manager  
Carlos Baia, Deputy City Manager, Development  
Gloria McPherson, City Planner  
Craig Walker, Zoning Administrator  
Sean Toomey, Deputy Fire Chief



## Proposed changes to Housing Maintenance and Occupancy Code 2012

(Red font = additions to code)  
(Deletions)

**101.3.1 Licensed Trades:** To further ensure the public health, safety and welfare, any new installations or major repairs in residential rental property to plumbing, mechanical or electrical, work must be performed by State of NH licensed tradesmen who shall obtain the necessary permits for such work. The Code Official may require a licensed tradesman to correct non-compliances to plumbing, mechanical or electrical work performed by the property owner or his agent.

**104.3.1 Access by owner/operator/agent:** Every occupant of a structure or premises shall give the owner or operator thereof, or agent or employee, access to any part of such structure or its premises at reasonable times for the purpose of making such inspection, maintenance, repairs or alterations as are necessary to comply with the provisions of this code.

**704.2 Smoke alarms.** ~~The minimum standard pursuant to the City Housing Code, Article 27 of the Municipal Code of Ordinances and a July 1, 1999 amendment to the State of NH Smoke Detector Law Rules (RSA 153:10-a) requires that~~ Existing battery powered smoke detectors located within single family rental housing and multi-family (two or more dwelling units) housing, must be replaced with hard wired\*, electrically powered battery back-up smoke detectors, which incorporate a "false alarm silencing" feature. The electrically powered smoke detector(s) must be installed by a New Hampshire licensed master electrician. An electrical permit must be obtained prior to installation. This code standard applies to the installation of smoke detection where none were previously provided ~~but~~ or additional units are required.

**\*Remote Smoke Detectors.** In existing buildings, wireless remote, battery-back up smoke detectors may be installed. Installation must be performed by a State of NH licensed electrician.

**102.3 Application of other codes.** Repairs, additions or alterations to a structure, or changes of occupancy, shall be done in accordance with the procedures and provisions of the most recently adopted versions of the following codes: International Building Code, International Fuel Gas Code, International Mechanical Code, International Plumbing Code, NFPA 70, International Existing Building Code, NFPA 101 Life Safety Code, International Building Code, International Fuel Gas Code, International Mechanical and NFPA 70. Nothing in this code shall be construed to cancel, modify or set aside any provision of the Municipal Code of Ordinances, Chapter 28.

~~**302.4 Weeds.** All premises and exterior property shall be maintained free from weeds or plant growth in excess of ten (10) inches in height. All noxious weeds shall be prohibited. Weeds shall be defined as all grasses, annual plants and vegetation, other than trees or shrubs provided; however, this code term shall not include cultivated flowers and gardens.~~

~~Upon failure of the owner or agent having charge of a property to cut and destroy weeds after service of a notice of violation, they shall be subject to prosecution in accordance with Section 106.3 and as prescribed by the authority having jurisdiction. Upon failure to comply with the notice of violation, any duly authorized employee of the jurisdiction or contractor hired by the jurisdiction shall be authorized to enter upon the property in violation and cut and destroy the weeds growing thereon, and the costs of such removal shall be paid by the owner or agent responsible for the property.~~

Weeds on all exterior premises shall be maintained at a height that does not obstruct sight distance when entering or exiting a roadway or has the potential to create a fire hazard.

## **SECTION 202 - GENERAL DEFINITIONS**

**Public Nuisance:** Includes, but is not limited to, the following:

7. Any premises that is unsanitary, or that is littered with rubbish or garbage ~~or that has an uncontrolled growth of weeds;~~ or

**Rooming House:** A detached dwelling unit containing sleeping accommodations for ~~individuals other than~~ more than three (3) unrelated

individuals ~~other than members of the resident family~~ and having common kitchen and dining facilities.

**Weeds:** All grasses, annual plants and vegetation, other than trees or shrubs or cultivated flowers and gardens.

## **SECTION 406 – ROOMING HOUSES**

**406.1** A person shall not operate a rooming house, hotel or motel unless that person holds a valid rooming house permit per Article 27-1-3 of the City of Concord Code of Ordinances.

**406.2** A detached dwelling housing three (3) or more unrelated individuals other than members of the resident family is classified as a rooming house and is subject to an annual inspection.

## **Section 307 – Handrails and Guardrails**

**307.1 General.** ~~Handrails and guardrails in residential occupancies shall comply with the minimum standards established by the appropriate of the most recently adopted version of NFPA 101 Life Safety Code.~~ Every exterior and interior flight of stairs having more than four risers shall have a handrail on one side of the stair and every open portion of a stair, landing, balcony, porch, deck, ramp or other walking surface which is more than 30 inches above the floor or grade below shall have guards. Handrails shall not be less than 30 inches high or more than 42 inches high measured vertically above the nosing of the tread or above the finished floor of the landing or walking surfaces. Guards not less than 30 inches high above the floor of the landing, balcony, porch, deck or ramp or other walking surface.

Exception: Guards shall not be required where exempted by the most recently adopted building code.

## **Under Chapter 6 Mechanical & Electrical Requirements:**

**605.4 Branch circuits in buildings with more than one occupancy.** Branch circuits in each dwelling unit shall supply only loads within that dwelling unit.



Steering Committee Meeting  
Concord's Plan to End Homelessness  
December 16, 2014  
Greater Concord Chamber of Commerce  
49 South Main Street, Concord NH

**Minutes**  
**Approved**

**Call to Order:** Ellen Groh called the meeting to order at 8:04 AM

**Attendance:** Byron Champlin, Tim Sink, Claudia Walker, Bill Davis, Ruth Perencevich, Jackie Whatmough, Rob Hirschfeld, Peter Evers, Lew Feldstein, Steve Duprey, Ron White, Nicole Schultz-Price.

**Facilitating:** Ellen Groh, CCEH ED

**Visitors:** Maggie Fogarty, AFSC and CCEH Board Ellen Fries, CCEH Board,

**Absent:** Pamela Puleo

**Discussion and Action Items**

**I. Structural Issues**

Clarifying the role and structure of Steering Committee:

There was discussion about the role of the Steering Committee and the role of the CCEH and their interaction. Concerns were to be sure we are being open and transparent; to be clear about the role of each in terms of advising, decision making and the research and work to be done.

Group consensus reached:

**General** This Steering Committee provides oversight, advocacy, guidance, insight, connections and expertise.

- **The executive committee** of this Steering Committee is composed of Byron, Claudia, Tim and Bill and will meet with Ellen Groh to prepare agendas and consult on meeting planning.

- **Minutes and meeting schedule should be public** and posted on the City Website because this committee is a publicly appointed body.

- **Task Forces** If/When CCEH receives additional funding (currently waiting on grant application decision) Ellen Groh will have her time increased for work on the Plan and will take the steps necessary to create the needed Task Forces, inviting members, setting objectives, assigning duties, getting reports, seeking funding, etc. This will be a good place for affiliations to be gathered, funding possibilities to be increased, etc.

**Approval of Minutes of October 28 meeting:** the minutes of the last meeting were duly approved.

**Concord Hospital** representation was discussed. Pam Puleo has agreed to serve on this committee but has a very full schedule and is having trouble with this meeting time. Ellen Groh is meeting with her today and they will discuss meeting times, and possibly finding someone else to represent the Hospital if it doesn't work for Pam.

**Steering Committee Meeting  
Concord's Plan to End Homelessness  
December 16, 2014  
Greater Concord Chamber of Commerce  
49 South Main Street, Concord NH**

**Future Meeting dates/times:**

Tuesday, February 17 2:00 to 4:00 PM  
Tuesday, April 14 2:00 to 4:00 PM  
Tuesday, June 16 2:00 to 4:00 PM  
at the Greater Concord Chamber of Commerce

**II. Update from CCEH**

**Discussion**

Friendly Kitchen site and the need for a zoning variance

- Very difficult to get.
- Must prove a *hardship*- that the requested use of the land the only viable one on that property. We probably don't meet that criteria.
- Could take years in Court if someone appealed.
- Better option is to discuss with the City a change in the zoning. But that would also be very difficult.
- It is a logical sight, with huge hurdles.

At the 140 North Main building, the zoning is correct. Would be a great site for Housing First/Permanent Supportive Housing apartments.  
Discussion of several PSH models.

We could put Resource Center in N.Main site as interim loation, until we are able to move on with Housring First/Permanent Supportive Housing

- We need to show action and success early - good public relations, good for funders who are looking for results. PSH would be best, bring Cullen Ryan in.
- Alternatively, Resource Center is what people want to see - more robust action.
- Strategically - evidence based actions, funding, good outcomes - housing
- Pursue all = achieve nothing - spread too thin. Need to focus, show actual movement.
- CHOM come in - would this be stepping on toes? No; CATCH does not see this as their core mission; FIT would not feel their toes were stepped on

**Public Education** needed around the Housing First model.

Discussion about doing a community discussion/info session to follow up on the Monitor discussion this Thursday. Invite Cullen Ryan from Community Housing of Maine (CHOM), announce at Thursday's event, have sometime in January.

Steering Committee Meeting  
Concord's Plan to End Homelessness  
December 16, 2014  
Greater Concord Chamber of Commerce  
49 South Main Street, Concord NH

### III. Next Steps

**Site for Expanded Resource Center** discussion of how to find potential sites. If we give a list of our needs, a commercial real estate broker will know what sites fit. Claudia can send list of 4 major commercial brokers- send criteria to all of them.

Ellen will also investigate if the State has any property that might be suitable. Steve provided contact for this info.

#### **Cold Weather Shelters - RFP State Grant in Aid - 3 pieces**

CCEH is not in a position to run a shelter. Will apply to use money for caseworker support, diversion, rather than physical shelter.

Ellen investigating what might be the best possible option for Concord for the future of the emergency shelter.

- discussion about what the community may fear, how Concord feels over burdened.
  - "if you build it they will come"
  - tax exempt properties, etc.
  - education needed.
  
- How does Concord get surrounding towns to participate in providing services, since Concord serves the homeless from outlying towns who have no services to offer?  
We should go through County government structure
- Coordinated Assessment system plays into this.
- Steve Duprey and Ellen Groh will ask to meet with County Commissioners Bronwyn Aspen-Walsh and Tara Reardon to discuss options and possibilities.
- It's important that we be aware of Towns that are already assisting service providers in Concord such as McKenna House and acknowledge that.

#### **Community SouperFest!**

Ellen announced the Community SouperFest to be held on March 28, 2015 at Rundlett Middle School. This is a major fundraising event for the CCEH to aid in Plan implementation. The planning committee is seeking lead sponsors and will be in touch with Steering Committee members to seek sponsorships and suggestions for where else to seek sponsorships.

Byron Champlin committed a \$1000 sponsorship from Lincoln Financial and Rob Hirschfeld committed the same from the Episcopal Diocese.



TJA

Steering Committee for Plan to End Homelessness  
Meeting Date: January 7, 2015, 3 pm  
Greater Concord Chamber of Commerce  
*Approved Minutes*

Cullen Ryan, Director of Community Housing of Maine, was invited to speak to the Steering Committee members about his experience and success with using the Housing First model to permanently house chronically homeless people and reduce the demand on emergency shelters, and how that might work in Concord.

**Present:**

Steering Committee: Byron Champlin, Jackie Whatmough, Ruth Perencevich, Bishop Hirschfeld, Pamela Puleo, Lew Feldstein, Claudia Walker, Tim Sink, Nicole Schultz-Price, Bill Davis, Ron White, Peter Evers  
City of Concord: Mayor Jim Bouley, Tom Aspell  
Concord Coalition to End Homelessness (CCEH) Board Members: Maggie Fogarty, Ellen Fries, Rosanne Roberts, j st. hilaire  
CCEH Executive Director: Ellen Groh  
Community Housing of Maine: Cullen Ryan, Executive Director  
Other: Tom Fredenburg, Concord citizen

**I. Background:**

At the last meeting, the Steering Committee advised CCEH to focus on one main priority within the Plan to End Homeless and show measurable progress, rather than attempt to work on all the goals simultaneously.

CCEH then spoke with Cullen Ryan, Director of Community Housing of Maine, and Peter Kelleher, Director of Harbor Homes in Nashua, for advice about how to address the closing of Concord's Cold Weather Shelters. Both advised essentially the same thing. They believe that if we successfully engage all the area providers and resources (FIT, CATCH, Concord Housing and Redevelopment, NHHFA, McKenna, Veterans housing programs, etc.) to prioritize permanent housing for the "long term stayers" at the cold weather shelters, and if we mobilize a private funding campaign similar to the Ending Homelessness fund in Nashua to provide flexible dollars for HUD matching funds and caseworker support, we can house most, if not all, of the chronically homeless people in Concord by next winter. They both recommended that we put our energy on that goal, rather than creating a replacement cold weather shelter.

CCEH then held a board retreat on January 5, 2015, to discuss our recommended priority under the Plan.

**Priorities Generated at January 5, 2015 CCEH Retreat**

1. Our vision: Concord is a community that offers sufficient options for permanent housing and supports for homeless residents of Concord that there is no need to expand its current year-round shelter capacity. (No need for the cold weather overflow shelters.)

2. As a priority for 2015, CCEH sees itself responsible for facilitating the creation of permanent supportive housing for people who are chronically homeless, *with a goal of housing all the long-term guests of the Concord Cold Weather Shelters.*

3. In order to achieve this, we will need

- The commitment of the Steering Committee, the relevant service and housing providers, and the community as a whole.
- Additional private dollars (generate a Fund to End Homelessness)

4. We believe that by housing the long-term guests of the former Cold Weather Shelters using a Housing First model, the need for emergency overflow capacity can be managed by a smaller, more flexible response. (We will work with key stakeholders to create an emergency plan for individuals in need.)

5. To allow CCEH to focus on permanent housing, we will move the Resource Center to the North Main Street building owned by Tom Fredenburg as an interim location. It will provide additional space and possibly additional amenities such as showers and laundry, but not the full expanded Resource Center envisioned in the Plan to End Homelessness.

Elements of our Strategy:

1. Engage all the players to commit to this strategy and bring their resources to the table:
  - a. BHHS- Maureen Ryan
  - b. NH HFA- Chris Miller,
  - c. Bridge program—Brian Boyer at Harbor Homes, Michelle Harlan at State
  - d. Concord Housing and Redevelopment- John Hoyt
  - e. Salvation Army/McKenna House- Lorrie Dale
  - f. FIT- Maureen Beauregard and Cathy Kuhn
  - g. CATCH- Rosemary Heard
  - h. Riverbend- Peter Evers and AnneMarie Dunn
  - i. CCWS Directors- Terry Blake, Sue Gagnon, Jay Haines
  - j. BM-CAP- Ralph Littlefield, Brian Hoffman
  - k. Private landlords
  - l. Others?
2. Educate the community about the goal and the Housing First model, and engage their social conscience, their hearts and their wallets.
3. Investigate Concord's capacity in terms of
  - existing units and the need to create new units and
  - acquiring sufficient rental subsidies from both private and public sources.
4. It is essential to generate private funds as well- we need to mobilize the entire Concord community and create an Ending Homelessness Fund

## **II. Notes from Cullen Ryan's presentation and Steering Committee discussion**

**1/7/15:**

In Portland, Maine, they had a city-run shelter with a maximum capacity of 154 beds, but it could actually only serve about 130 people because of certain building issues. Over the years, they had to create overflow shelters to meet the need. These were all managed from the main shelter- it was a lot of time, energy and expense to operate the overflow shelters.

In 2013, over 2000 adult singles passed through this shelter and 3 overflow shelters over the course of the year. They had actually permanently housed 700 people that year, but it had made no difference on the demand on the shelters.

When they analyzed the length of stay of guests, they found that

- 33% passed through in 1-3 days
- 55% stayed 2 weeks or less
- 80% stayed less than 2 months
- 116 people, less than 5% , stayed 6 months or more

They decided to focus on the 116 "long term stayers," because they were filling up the majority of beds in the shelter and causing the need for the overflow shelters. These 116 people had significant barriers to housing and would be more difficult to house, but it would have much more of impact on the demand on the emergency shelter system.

When they had housed the 700 people previously, these were people who were "circumstantially homeless" and probably would have found their own way out homelessness with little assistance. They launched the initiative in January 2014 to shift their focus to housing the chronically homeless "long term stayers." By June they had housed 22 of the 116 and had closed an overflow shelter. By November 2014, they had housed 66 of the original list of 116 long term stayers. Once all the original list of long term stayers are housed, they will continue to focus on the longest term people, and use the VI-SPDAT (vulnerability Index -Service Prioritization Decision Assistance Tool) to determine who is most in need of permanent housing, the most vulnerable of the chronically homeless.

They had 4 caseworkers focused on housing the long term guests. Ninety percent of the issue is building relationship with the person- having them know you won't give up on them, continuing to come back to them even if they are resistant or angry or uncooperative; having them realize that you are committed to them no matter what. One of the main issues around being homeless is a lack of self-esteem and self-worth. Having the caseworker affirm the person's value and worth is of great importance.

Steering Committee asked about a scattered-site approach using rent vouchers and private landlords, vs. a single subsidized building with all people who are formerly homeless.

Cullen says both models are used around the country. Cullen uses a scattered site approach, and has many 4 unit buildings around the state. He also has several large apartment buildings funded with tax credits as affordable housing, and he blends in some formerly homeless people. (Not allowed to create a "preference" for homeless people, but

he approaches the shelter, says he would love to see homeless people housed in the apartment building, and tells his property manager he'd love to see formerly homeless people get apartments there.) Many of people's mental health related behaviors improve once they are housed and stabilized. After an extended period of lack of sleep, everyone begins to exhibit signs of depression, hopelessness, confusion. Imagine your own capacity to function after lack of sleep for an extended period.

*Comment from Steering Committee:* a scattered site approach is preferable because it's not that big of an impact on a single neighborhood.

**To create the needed subsidies: We need to challenge the infrastructure in the State to dedicate resources to this population- Section 8 and Shelter plus Care dollars. Ask local Housing Authority and NHHFA to earmark handfuls of Section 8. Use the Bridge program subsidy (from the Olmstead mental health lawsuit settlement.) Use Concord as a pilot to prove that this can work!**

(In Portland, Cullen presented this idea to their DHHS to target the "Shelter plus Care" funding to this goal.)

*Comment:* there is a low vacancy rate in Concord, and that landlords have no trouble renting their apartments. What's the incentive for landlords to be part of this strategy?

Cullen: Incentive is the guaranteed rent, and that the LL has a caseworker they can call if there is a problem. As you build the relationship with the LL, they know that you will always be able to fill x units for them that they don't have to worry about advertising.

To engage landlords: This is all relationship work. The Steering Committee members around the table are an inspiring group- you all have the connections and relationships. Steering Committee members need to talk to the landlords they know and bring them on board.

9/10 people are successful in the first apartment they are placed in. Some aren't, and need to move and try again.

*Comment:* our state is losing Section 8 vouchers. Concord has the State mental health hospital and the state prison. People leave these facilities and stay in Concord. Many of these people will need a lot of services to be successful. It won't be easy for them to integrate into the community if they have felony and sex offense convictions.

Cullen agreed- Reduction in Section 8 is due to sequestration cuts. Some of that has been restored, but this is a challenge. We are swimming against the tide. These same people that will be challenging to house will use lots of public services if they are not housed (ambulance, police calls, fire calls, incarceration.)

*Comment:* how much should we be budgeting for this effort?

Cullen: a caseworker can serve 15-35 people. Fewer in the beginning as they need more help, adding more people to caseload as original clients become more stable and need less support. Guessing at a \$45,000 salary and \$15,000 for benefits/overhead = \$60,000 for one caseworker and caseload of 20 people.

So two caseworkers, \$120,000 could house Concord's 35-50 chronically homeless people and keep them housed (plus rental subsidy)

Cullen would NOT have the caseworkers paid through Medicaid reimbursement. The bureaucracy of that will take half their time. They need to be free to do their work full-time.

Cullen: you do need to have a shelter for people as they pass through. **Eighty percent of resources will be aimed at 5% of homeless people so that they are never homeless again.**

*Comment:* Maine's Point in Time (PIT) count of homeless people went up last year.

Cullen: PIT count is not very reliable; it may have gone up because Maine got better at counting.

*Comment:* this initiative will affect McKenna House too, as their long-term stayers are housed it will free up their capacity. Bill Davis said McKenna wants to have 13 more beds by snowfall next year, but they are a dry shelter. Many guests are in AA, and they don't want to be around people who are drinking. Cullen said when he ran Portland's Oxford Street shelter, it was a dry shelter, but if the wet shelter was full they would open up the laundry room, with a separate entrance, and allow people to stay there if intoxicated. It worked out; it did not destabilize the other guests from their recovery.

*Comment:* the Concord community is very generous, but is getting tired of shouldering this responsibility. The community may not want to shoulder responsibility of permanently housing all these formerly homeless people in Concord.

*Comment:* if we don't take on this initiative/priority, we are back in the same old cycle.

Cullen: In Maine, they redirected the resources towards this on a statewide level. We could redirect the whole BOSCO funding priority (Balance of State Continuum of Care, for federal dollars, which Concord is part of) It would take about a year. Cullen recommends we do this. And on a parallel track, we need 50 vouchers right now for these long term stayers. Bring local housing authority, etc, on board to do this.

*Comment:* What groups/agencies will be opposed to this redirection of resources? Who is going to lose resources as a result?

Mayor said he just met with the County Commissioners and they are open to trying to have broader based funding for this issue so its not all on Concord.

**Byron: Does CCEH have the green light to move forward with this as a priority?**

General consensus: yes!

*Comments:*

- But, say we put forth our best efforts and only house 15 long term stayers. That's a great accomplishment, but what about a cold weather shelter next year? People will be angry if there is no emergency solution next winter.
- If we show real progress on solving the issue, other churches/groups may be less hesitant to manage a cold weather shelter on a shorter term, smaller scale level. No one wants to take on what First and South Church have done for past 10 years. If we have a comprehensive plan for going forward, hopefully the community will see the long term vision.
- We need to communicate this plan and priority early, get community on board.
- We should not be seen as saying, "we're taking this permanent housing piece, someone else needs to handle the cold weather shelter." We need to privately ask some other groups if they could handle smaller, interim response next winter and announce it all as one package.
- Ron pointed out it costs \$165/day to have someone at the jail.

Ellen Groh: CCEH would like to announce this priority, start Fund to End Homelessness (maybe a better name) at SouperFest event on March 28<sup>th</sup>.

CCEH will go forward and gather housing and service providers to bring them on board for this plan and update Steering Committee at next meeting February.

Adjourned about 5 pm.

Submitted by: Ellen Groh

Steering Committee  
Concord's Plan to End Homelessness  
Meeting February 17, 2015  
2 pm- 4 p m  
Greater Concord Chamber of Commerce  
49 South Main Street, Concord

TJA

**Minutes**  
**DRAFT**

Call to Order: Ellen Groh called the meeting to order at 2:10 PM

Attendance: Jackie Whatmough, Rob Hirschfeld, Ron White, Tim Sink, Lew Feldstein, Bill Davis, Byron Champlin, Ruth Perencevich, Pamela Puleo, Claudia Walker

Facilitating: Ellen Groh, CCEH ED

Visitors: Ellen Fries, CCEH Board, Maggie Fogarty, CCEH Board

Absent: Peter Evers, Nicole Schultz-Price, Steve Duprey

Discussion and Action Items

1. Approval of Minutes;
  - a. December 16, 2014 Meeting: Motion made, duly seconded and approved with no discussion.
  - b. January 7, 2015 Meeting: Motion made, duly seconded and approved with no discussion.
  
2. Update from CCEH and Next Steps - Ellen Groh went over the highlights of the update which was sent out prior to the meeting.

**Community Forum: Thursday February 19<sup>th</sup> 5:30- 7 pm Delta Dental, 2 Delta Drive**  
Cullen Ryan will speak on Housing First. Ellen Groh will speak on updates on the Plan Discussion:

- Key will be discussing how to approach shelter options going forward. Many are afraid of what will happen without a big winter shelter. Explain our goal to reduce the size, need and length of time.
- Discuss that plan is to do housing first, but in a scattered site approach, not a single large, building, (better integrated into the community.)
- Bill Davis will do a welcome for the Steering Committee.
- Ellen will send a link to the video clip with "before and after" pictures of people who have been permanently housed with the 100,000 Homes Housing First campaign, and will have it put on the CCEH website.

Steering Committee  
Concord's Plan to End Homelessness  
Meeting February 17, 2015  
2 pm- 4 p m  
Greater Concord Chamber of Commerce  
49 South Main Street, Concord

- Suggestion that CCTV use video in their coverage. Ellen will check with 100,000 Homes for permission.
- Tim will check w/CCTV about covering this meeting.

**Expanded Resource Center (Goal 1 of Plan)**

Discussion:

- Since Zoning variance is being sought, this will be a matter of public record, so discussing the address of the building is now public.

**Cold Weather Response Strategy/ Housing First (Goal 1 of Plan)**

1. CCEH has filed a SGIA Application for a Housing Stabilization Caseworker

We have been informed that we should hear in April, but have no idea if we will get the grant as this is a new use for these funds..

FIT has received a grant for the entire BosCoC for rental assistance for 12 chronically homeless individuals and a caseworker to provide ongoing support.

Discussion:

Why we are focusing on individuals, as many folks ask about families? Federal and other funding streams are currently focused on individuals; closing of shelters that did not serve families; Friends Program and FIT are doing an excellent job with this population. When the cold weather emergency shelters for families existed, they were used mostly by families from elsewhere, not from Concord.

Family Promise is still working to move forward. EG met with them, encouraging them to coordinate w/CCEH, use the funding they get to provide rental assistance, do other kinds of service.

Finding housing is an incredible challenge - FP can be helpful for this. Find, paperwork, recommendations, etc.

Which model will "provide the fruit"?

2. CCEH has been meeting with Fire/Police about their emergency winter response: they have a small holding area, would put someone in if thought to be a danger to themselves. they do keep their eyes open.

3. Coordinated Assessment: At first meeting, there was consensus among providers present that there is no need for single point of entry. Especially since there are no new funds for such a position. Will move forward with what we have, coordinate better.

Ellen - diversion tactics need to be quicker, stronger.

Discussion: Do shelter guests know the shelters are closed next winter? Awareness is key. YES, they are well aware.

4. Housing First Strategy Meeting: well attended. Broad consensus on HF strategy reached, but no specifics. Section 8 vouchers are key to this effort. John Hoyt says it is possible to designate

Steering Committee  
Concord's Plan to End Homelessness  
Meeting February 17, 2015  
2 pm- 4 p m  
Greater Concord Chamber of Commerce  
49 South Main Street, Concord

some as they turn over. Need to convince his board of directors. Need to see a strategic plan, case management plan.

Discussion: how would all be coordinated between getting vouchers, finding the right people who qualify, locating an apartment with a willing landlord...

811 - housing with supportive services for extremely low income people with disabilities has been applied for by NHHFA, hope to hear on this soon.

Discussion on the best way to approach CHRA, create a plan, get their buy-in.

Do we need to present a plan and outline to staff alone, then have them approach the board? We go in an informal way to board members? Let John Hoyt and staff look at plan, "poke holes in it", we revise, answer questions, get their buy-in.

Discussion on ongoing funding - private funding... Creation of private fund similar to Nashua's ending homelessness fund

Leverages HUD funding in Nashua. Used for direct assistance to those in need. Very compelling.

*a. Role of Steering Committee in creation and promotion of Fund*

what would our role actually be? Was never clear in the beginning.

Steering Committee can id sources of funding, help make connections, guide coalition to these. Ongoing funding. HF cannot work without funding for caseworker.

What is role of CCEH Board in this? Annual fund. CCEH is willing to manage such an on-going, ending homelessness fund, but also fine if some other agency wanted to be the lead.

Who would be fiscal agent? CCEH, FIT

Steering committee look at who would be best? Endorse ongoing plan, step back. Freer to judge how best to do this.

FIT, CATCH, CHA, Fellowship Housing...all could work.

How much administration would be required? How complex?

Need well defined structure, goal, pin down # to be housed...

Do RFP/RFI with parameters set out, send out to those entities who might be interested. Most fair way to do this.

Get input from all these agencies - put out RFI w/concept, ask for input. Then create and put out RFP. Avoid turf issues amongst agencies.

Entity holding funds not same as manager of caseworker, necessarily.

Model after the Harbor Homes way of doing it? Different because of HUD issue.

Steering Committee  
Concord's Plan to End Homelessness  
Meeting February 17, 2015  
2 pm- 4 p m  
Greater Concord Chamber of Commerce  
49 South Main Street, Concord

Plan, \$ needed for what, who manages it...

How to make best use of all \$ and caseworkers in different agencies (riverbend, fit, etc.)  
How get the most for our money? Offset expenses. Retrofit into other groups?  
Common purpose/core. Define, hear from agencies (as said above).

We must avoid competition for these funds, who benefits? Buy in of all organizations to serve all homeless.

CCEH - coordinate and wrap services for all agencies.

the coalition as the collaboration builder - great to draw all in. CCEH manage fund.

Will Board accept this role? Capable? Sustainable?

Steering Comm members to be champions!?

Buy-in and collaboration by all partner agencies is IT! A true collaborative initiative.

Driving force.

How persuade public that this coalition is different and will really be effective?

Ron suggests we engage the County Commissioners - get on their agenda. Follow up with Ron, Steve D. may be a part. Same presentation as to CHA? NH ASSN of Counties?  
(Cathy Kuhn and EGG?)

some kind of fee statewide shared with who is delivering services?

City of Concord  
Transportation Policy Advisory Committee

Meeting Minutes

Thursday, January 22, 2015 - 6:00pm to 8:00pm  
City Council Chambers

1. **Call to Order/Introductions**

Dick Lemieux, Chair, called the meeting to order. Those in attendance included:

Committee Members Present:

- Dick Lemieux (At-Large - Chair)
- Brent Todd (Council Representative)
- Ursula Maldonado (At-Large)
- Craig Tufts, (Bicycling Community)
- Sheila Zakre (At-Large)
- Jim Sudak (Public Transportation Representative)
- Rob Mack, Traffic Engineer (City Manager's Designee)

Committee Members Not Present:

- Rob Werner (Council Representative)
- Byron Champlin (Council Representative)
- Tom Irwin (At-Large)

Staff, Visitors and Guests Present:

- Ed Roberge, City Engineer (Staff Representative)
- Carlos Baia, Deputy City Manager - Development (Staff Representative)

2. **Approval of December 18, 2014 meeting minutes**

The December 18, 2014 minutes were approved as submitted (Motion-Todd; Second-Maldonado; Unanimous).

3. **Presentations**

There were no presentations.

4. **Public Comment**

There was no public comment.

5. **New business**

There was no new business.

6. **Old Business**

a. **Review/update Comprehensive Transportation Policy**

Carlos Baia addressed attendees regarding language in Item #2 in the policy statement that related to maintaining a program that attracts through travel to the collector/arterial street network to enhance livability in residential neighborhoods. While this statement embodies the 2030 Master Plan's objectives for maintaining a

collector/arterial street network as well as traffic calming in neighborhood areas, a concern was a potential conflict between the statement as written and the vision of the Master Plan which also states, "New Streets are designed to be interconnected and reinforce the street network. Dead ends or cul-de-sacs are discouraged." Because of the city's commitment to promote future development within the urban growth boundary rather in outlying rural areas, it is important to allow for consideration of new street connectivity that may or may not be in direct proximity to the collector/arterial street network. A summary of select sections of the Master Plan related to street connectivity and development within the city's Urban Growth Boundary was distributed to attendees.

There was considerable discussion by attendees on ways to reword statement #2 to better reflect the three principle objectives related to the subject goal of enhancing neighborhood livability: the need to make travel along collector and arterial street attractive to through traffic; the need to lessen the adverse impacts of undue traffic on local residential streets; and the need to provide connectivity for travel between neighborhoods. The discussion also included policy statement #3 which embodies development of transportation solutions that are sensitive to the context of surrounding neighborhoods and commercial areas. Attendees also discussed suggestions from Tom Irwin (unable to attend) regarding expanding the wording of the policy to more specifically promote the provision of public transportation.

Due to the lateness of the hour and lack of consensus on a rewording of statement #2, the chair suggested that the discussion be tabled until next meeting. This would also allow Tom Irwin the opportunity to join in the discussion of his suggestions regarding public transportation. TPAC moved to rescind its November 20, 2014 approval of the amended Comprehensive Policy and bring it back to the table for further reconsideration (Motion-Todd; Second-Maldonado; Unanimous). The Chair requested that staff compile several options for rewording statement #2 based on tonight's discussion to help facilitate next month's discussion.

- b. **Report from the Bicycle and Pedestrian Subcommittees with recommendations for improved non-motorized access between downtown and the Horseshoe Pond area.** Carlos Baia asked for the opportunity to address TPAC on the subject recommendation, and in particular, to describe Administration's ongoing efforts to promote the future extension of Storrs Street northerly to Commercial Street. He described the city's recent efforts regarding the purchase of the Tunis property and negotiations with the state and the railroad company regarding potential changes in track and grade-crossing locations as would be needed to plan for the future northern extension of Storrs Street to the Commercial Street area. After some discussion, members concurred that the subject recommendation from TPAC was consistent with Administration's current efforts. So as to not duplicate efforts, TPAC moved to rescind its November 20, 2014 approval of a report to City Council on the subject matter (Motion-Zakre; Second-Sukak; Unanimous).
- c. **Report from the Public Transit Subcommittee outlining TPAC's recommendation to develop and implement a multi-year capital replacement program for CAT fixed-route buses.**

Jim Sudak distributed copies of the updated 'Bus Option Matrix' comparing the capabilities/costs/amenities of three potential replacement models (buses less than 30 feet in length) for CAT's fleet: a New Flier Midi; an IC Bus HC Series; and an Eldorado National Transport. Jim noted that CAT's preference for overall performance and cost effectiveness was the 'midi'-type bus. TPAC members discussed the matrix and comparative factors including: bus types, numbers of passengers, fuel type, service life, and amenities such as level floors versus lifts, meters, and message signs. After a lengthy discussion, members concurred that the 'midi' style appeared the most effective overall choice of the three styles. These buses run on either diesel or gasoline. The options of compressed natural gas (CNG) or hybrid engines were considered unrealistic due to very high initial cost for the hybrids, or difficulty in obtaining timely and cost-effective CNG fueling.

Jim Sudak noted that a \$300,000 grant was approved for purchase of the first of three needed buses, with a single bus being purchased for each of the next three years. There was a 20 percent local match (\$60,000/year) required. NHDOT has historically provided a 10 percent contribution to this match with the municipality providing the other 10 percent. The current NHDOT budget has not yet committed to these funds for the new grant award, so there is the potential that they may not be able to contribute the 10 percent match for this new round of funding.

Ed Roberge suggested that a new project could be requested for FY 16 as well as the out-years of FY 17 and FY 18 that sets aside a 20 percent match (\$60,000) each year. If the state's budget allows their 10 percent match, then the CIP budget can be revised downward to 10 percent at a later time. TPAC moved to support a recommendation to City Council to budget the 20 percent match for the next three years associated with CAT's planned purchase of three replacement buses (Motion-Maldonado; Second-Zakre; Unanimous). Ed Roberge noted that staff will draft a TPAC report to City Council with its recommendation and concurrence with the CAT analysis of a preferred bus type.

**7. Consent Reports**

- a. **Approval of Subcommittee Minutes (Pedestrian, Bicycle, Public Transportation, and Traffic Operations)**

There were no consent reports.

**8. City Council meeting update**

Rob Mack noted that at its January 12, 2015 meeting, City Council accepted the TPAC/TOC report on the West Village traffic referral from City Council.

**9. TPAC Referrals from City Council, Staff and Chair**

- a. None

**10. Status report on subcommittees**

- a. **Bicycle/Pedestrian Committee, Craig Tufts**

No report given.

- b. **Public Transit Committee, Tom Irwin**

No report given.

- c. **Traffic Operations Committee, Rob Mack**  
No report given.

#### 11. Staff Updates

- a. **Downtown Complete Streets Improvement Project - TIGER 2012 (CIP460)**  
Ed Roberge reported that City Council approved a signing and lighting package for the project at its January 12, 2015 meeting. Construction of the N. Main Street segment of the corridor will begin this spring.
- b. **US Route 3 North Improvements (CIP 35)**  
Ed Roberge reported that Engineering staff is well into the design of the Phase 6 corridor segment (Lilac Street to Borough Road). Construction is anticipated later this year.
- c. **Sewalls Falls Bridge Replacement Project (CIP 22)**  
Ed Roberge reported that the design of the new bridge is underway.
- d. **Loudon Road Corridor Improvements (CIP 19)**  
Ed Roberge reported that the design team is working on the preliminary design and environmental study. Bids for construction are anticipated in the late spring, with construction to follow in the summer.
- e. **I-93 Bow-Concord (NHDOT)**  
Ed Roberge reported that the NHDOT's engineering study is underway and that the city has been contacted about developing a Project Advisory Committee.
- f. **TAP application for funding for the MRGT**  
NHDOT announcement of approved projects is pending.

#### 12. Other Discussion Items

Craig Tufts reported that CNHRPC is submitting an application to NHDOT for a Federal Transit Administration grant to fund CAT's Boarding and Alighting Study. As the application review process considers local support for the request, he inquired if TPAC could provide a letter supporting CNHRPC's request. A draft letter with suggested wording was distributed to TPAC members. TPAC discussed the request and concurred that such funding would assist in gathering CAT performance data that benefits CAT, TPAC-PT and ultimately CAT ridership.

Ed Roberge suggested that TPAC send a recommendation to Council in February to authorize TPAC to submit a letter of support to NHDOT. Staff will craft the report to City Council. TPAC approved the recommendation (Motion-Maldonado; Second-Zakre; Unanimous).

#### Adjourn

The meeting was adjourned at about 9:00 PM (Motion-Todd; Second-Maldonado; Unanimous).

Upcoming Meeting Dates: Feb. 26, 2015  
March 26, 2015  
April 23, 2015

TAA

**City of Concord  
Transportation Policy Advisory Committee**

**Meeting Minutes**

Thursday, February 5, 2015 - 5:00pm to 6:00pm  
City Council Chambers

**1. Call to Order/Introductions**

Dick Lemieux, Chair, called the meeting to order. Those in attendance included:

**Committee Members Present:**

Dick Lemieux (At-Large - Chair)  
Brent Todd (Council Representative)  
Ursula Maldonado (At-Large)  
Craig Tufts, (Bicycling Community)  
Tom Irwin (At-Large)  
Jim Sudak (Public Transportation Representative)  
Rob Mack, Traffic Engineer (City Manager's Designee)

**Committee Members Not Present:**

Rob Werner (Council Representative)  
Byron Champlin (Council Representative)  
Sheila Zakre (At-Large)

**Staff, Visitors and Guests Present:**

Ed Roberge, City Engineer (Staff Representative)

**2. Old Business**

- a. **Report from the Public Transit Subcommittee outlining TPAC's recommendation to develop and implement a multi-year capital replacement program for CAT fixed-route buses.**

Ed Roberge noted that the report on TPAC's January 22, 2015 recommendation to City Council needed to be updated to clarify that the total Federal Transit Authority grant funds available for the first of the three CAT bus purchases is \$300,000 with a 20% (\$60,000) local match requirement which, based on past NHDOT practices, would be split between State (10%) and Concord (10%) funds. Depending on the outcome of future bid solicitations, costs may be adjusted in the FY2017 and FY2018 capital projects. Copies of an updated draft report to City Council dated February 5, 2015 were distributed for review by attendees.

The Chair noted that this special TPAC meeting was scheduled to afford TPAC the opportunity to review and approve the final report for submission to City Council in February, rather than considering it at TPAC's next regular meeting on February 26 which would delay the Council submission to March. After some discussion, TPAC approved a motion to rescind its January 22, 2015 approval of the subject recommendation (Motion-Todd; Second Maldonado; Unanimous). Following that,

TPAC approved a motion to accept the final report dated February 5, 2015 (Motion-Todd; Second Sudak; Unanimous).

**3. Other Discussion Items**

None.

**Adjourn**

The meeting was adjourned at about 5:15 PM (Motion-Sudak; Second-Maldonado; Unanimous).

Upcoming Meeting Dates:   Feb. 26, 2015  
                                  March 26, 2015  
                                  April 23, 2015

DRAFT  
MINUTES OF THE CONCORD PUBLIC LIBRARY TRUSTEES' MEETING  
MARCH 2, 2015

Present: Mike Alberici, Chris Casco, Megan De Vorsey, Inez McDermott, Mary Beth Robinson, Chair, Lisa Sands, and Library Director Todd Fabian.

The meeting was called to order at 7:00 p.m.  
The February 3, 2015, meeting was canceled due to weather.

Library Director's Report:

Todd Fabian gave the Director's Report.

- a) The library received a check for \$150,506.88 from the William Thayer Fund.
- b) The library director asked whether there was a motion to allow alcohol to be served in the library during the Concord 250 event. Trustee Inez McDermott moved that alcohol be allowed to be served at special events. The motion was seconded by Trustee Chris Casco and approved unanimously by the trustees.
- c) The Library Director said that he would ask the City Legal Department for input on a weapons policy at the library. During February, the police became concerned that someone with a large hunting knife was planning on entering the library. This person did not come to the library with the knife, but the possibility of that person coming in the library drew attention to whether a weapons policy is allowable and advisable for the library. Trustee Mike Alberici noted that some City Parks have signs forbidding weapons in the park.
- d) The Library Director highlighted some upcoming events; Wizard of Oz sing-along; "There and Back Again"-a program by the Library Director and Sandi Lee on the history of the library; National Library Month; the Foundation's event on April 17, 2015.
- e) The Library Director updated the Trustees on the significant capitol needs of the Library Building and the Penacook Branch Building. These needs include a new roof at Green St. The Green St. building is only 57% efficient.
- f) The Library Director updated the trustees on the Community Center. He will be speaking at a public forum on Monday, March 9.
- g) The Library Director explained that he is working on a long term strategic plan that will address the Penacook and Green St. facility issues and will also address the need for library services in other areas of the City, including the Heights neighborhood.

CPL Foundation Update:

The Foundation had a successful fundraising effort in 2014. The Foundation has a new web site. The Foundation will be awarding the Yates Award during National Library Week. The Foundation will work on streamlining the grant process for library projects.

New Business:

No new business.

Old Business:No old business.

Adjourned 8:00.

Respectfully submitted, Megan De Vorsey, Secretary Pro Tem.





The State of New Hampshire  
**Department of Environmental Services**



**Thomas S. Burack, Commissioner**

February 18, 2015

Mark Saltsman  
General Manager  
Concord Steam Corporation  
105 ½ Pleasant Street  
Concord, NH 03302-1377

FEB 23 2015

**RE: On-Site Full Compliance Evaluation Report**

Dear Mr. Saltsman:

The New Hampshire Department of Environmental Services, Air Resources Division ("DES") has completed a Full Compliance Evaluation of Concord Steam Corporation in Concord, NH. The purpose of the compliance evaluation was to determine compliance with the Title V Operating Permit #TV-0063 and the N.H. Admin. Rules, Env-A 100 et seq. and included an on-site inspection completed on December 30, 2014. This is a copy of the On-Site Full Compliance Evaluation Report for your review and records.

DES identified deficiencies during this compliance evaluation, as detailed in this report.

The results of this compliance evaluation will be forwarded to the Enforcement Section for further review. If you have any questions, please contact Thomas Guertin at (603) 271-0907 or email at [Thomas.guertin@des.nh.gov](mailto:Thomas.guertin@des.nh.gov).

Sincerely,

Greg Helve  
Compliance Assessment Section Supervisor  
Air Resources Division

cc: City Council, City of Concord, 41 Green St., Concord, NH 03302-4255

[www.des.nh.gov](http://www.des.nh.gov)  
29 Hazen Drive • PO Box 95 • Concord, NH 03302-0095  
(603) 271-3503 • TDD Access: Relay NH 1-800-735-2964



## ABBREVIATIONS

AAL	Ambient Air Limit
AP-42	Compilation of Air Pollutant Emission Factors
ARD	Air Resources Division
ASTM	American Society for Testing and Materials
BACT	Best Available Control Technology
BHP	Break Horse Power
BTU	British Thermal Units
CAA	Clean Air Act
CAM	Compliance Assurance Monitoring
CAS	Chemical Abstract Service
CEMS	Continuous Emission Monitoring System
CFR	Code of Federal Regulations
CNG	Compressed Natural Gas
CO	Carbon monoxide
CO <sub>2</sub>	Carbon dioxide
COMS	Continuous Opacity Monitoring System
DER	Discrete Emission Reduction
Env-A	New Hampshire Code of Administrative Rules – Air Resources Division
Env-Wm	New Hampshire Code of Administrative Rules – Waste Management Division
ECS	Emission Control System
ERC	Emission Reduction Credit
FR	Federal Register
HAP	Hazardous Air Pollutant
HCl	Hydrochloric acid
Hr	Hour
kGal	1,000 gallons
LAER	Lowest Achievable Emission Rate
Lb/hr	Pounds per hour
LNB	Low NO <sub>x</sub> Burner
LNG	Liquid Natural Gas
LPG	Liquid Petroleum Gas (Propane)
MACT	Maximum Available Control Technology
mg/L	Milligrams per liter (ppm)
MMBTU	Million British Thermal Units
MMCF	Million Cubic Feet
NAAQS	National Ambient Air Quality Standard
NCCEM	Non-certified Continuous Emissions Monitoring System
NESAPS	National Emissions Standards for Hazardous Air Pollutants

NG	Natural Gas
NIIDES (or DES)	New Hampshire Department of Environmental Services
NO <sub>x</sub>	Oxides of Nitrogen
NSPS	New Source Performance Standard
NSR	New Source Review
PCB	Polychlorinated biphenyl
PE	Potential Emission
PM	Particulate Matter
PM <sub>10</sub>	Particulate Matter less than 10 microns diameter
ppm	part per million
ppmv	part per million by volume
ppmdv	part per million by dry volume
PSD	Prevention of Significant Deterioration
PSI	Pounds per Square Inch
PTE	Potential to Emit
RACT	Reasonably Available Control Technology
RTAP	Regulated Air Toxic Pollutant
SIP	State Implementation Plan
SO <sub>2</sub>	Sulfur Dioxide
T-12M	Tons during any consecutive 12-month period
TAP	Toxic Air Pollutant
TSP	Total Suspended Particulate Matter
TPY	Tons per Year
USEPA	United States Environmental Protection Agency
VOC	Volatile Organic Compound

**I. Facility Description**

DES conducted an On-Site Full Compliance Evaluation of Concord Steam Corporation (“the Source”) and the results are presented herein. The compliance evaluation covers the period of 2011 to December 30, 2014.

The Source operates a wood and fossil fuel fired steam generating facility on the grounds of the New Hampshire State Hospital in Concord, New Hampshire. The Source generates steam for sale to local businesses for use as building heat, to generate electricity via steam driven turbines for use in-house, and put up for sale the excess electricity to the local utility. Each boiler exhausts to a common stack equipped with CEMS and a COMS. The primary source of air pollutant emissions at the facility, are generated from fuel-burning devices, which produce criteria pollutant and HAP emissions.

Facility name and address	Concord Steam Corporation 105 ½ Pleasant St. Concord, NH 03302-1377
County	Merrimack
Telephone	(603) 224-1461
AFS#	3301300032
Source Type	Title V
Inspection Date/Time	December 30, 2014; 10:00 AM
Inspection Type	On-Site Full Compliance Evaluation
Inspection Period	2011 – December 30, 2014
Weather	30°F., sunny, wind variable, 10 -15 mph
Inspected by	Thomas Guertin, Sr. Compliance Assessment Specialist
Source Contact(s)	Mark Saltsman, General Manager James Garlow, Plant Manager
Last Inspection	September 23, 2011
Last Inspection Results:	
<ol style="list-style-type: none"> <li>1. In 2009, the Source submitted its emission based fee payment late.</li> <li>2. In 2009, the Source reported 204 instances when its visual emissions exceeded the 20% maximum for a period greater than 6 minutes. 120 of the corresponding notifications were not received by DES within the required 24 hour timeframe.</li> </ol>	

Permit Number:	TV-OP-033	Issued:	December 13, 2000
		Expired:	December 13, 2005
	TP-0133	Issued:	September 10, 2013
		Expires:	March 31, 2015

TP-0133 pertains to a proposed addition of the capability to burn natural gas in an existing boiler (EU03) which have not been completed to date.

A renewal application for TV-OP-033 was received on 6/10/2005, which was within the required timeframe. Application Shield was afforded. DES is in the process of reviewing the permit application for reissue of the permit.

**II. Significant Activity Identification and Facility Wide Emissions**

Table I below, taken from the permits, lists the significant activities for the facility.

Emission Unit	Description	Permitted Operations and Restrictions
EU01	Bigelow Boiler (Boiler #1)	Limited to a maximum gross heat input of 40.0-MMBTU/hr, while firing #6 fuel oil having a maximum sulfur content of 1.3% by weight, or #6 fuel oil/specification used oil mixture having a maximum sulfur content of 1.3% by weight.
EU02	Bigelow Boiler (Boiler #3)	Limited to a maximum gross heat input of 60.0-MMBTU/hr while firing #6 fuel oil having a maximum sulfur content of 1.3% by weight, or #6 fuel oil/specification used oil mixture having a maximum sulfur content of 1.3% by weight.  Limited to a maximum gross heat input of 60.0 MMBTU/hr gross heat input while firing natural gas.
EU03	Bigelow Boiler (Boiler #5)	Limited to a maximum of 60.0-MMBTU/hr gross heat input while firing #6 fuel oil having a maximum sulfur content of 1.3% by weight, or #6 fuel oil/specification used oil mixture having a maximum sulfur content of 1.3% by weight.  Limited to a maximum of 60.0-MMBTU/hr gross heat input while firing wood.  Limited to a maximum of 65.0-MMBTU/hr gross heat input while co-firing #6 fuel oil having a maximum sulfur content of 1.3% by weight and wood, or #6 fuel oil/specification used oil mixture having a maximum sulfur content of 1.3% by weight and wood.  Natural Gas 65 MMBtu/hr Co-firing any combination of the fuels listed above
EU04	Union HP Boiler (Boiler #6)	Limited to a maximum of 75.0-MMBTU/hr gross heat input while firing #6 fuel oil having a maximum sulfur content of 1.3% by weight. Limited to a maximum of 65.0-MMBTU/hr gross heat input while firing wood. Limited to a maximum of 80.0-MMBTU/hr gross heat input while firing natural gas. Limited to a maximum of 80.0 MMBTU/hr gross heat input while co-firing #6 fuel oil having a maximum sulfur content of 1.3% by weight and wood. This fuel burning device shall fire only one of the following: a) Wood; b) Natural gas; c) #6 fuel oil having a maximum sulfur content of 1.3%; or #6 fuel oil having a maximum sulfur content of 1.3%, and wood.
EU05	Cummings VT A1710GS2 Emergency Generator	All emergency generators at a stationary source which: a) Operate less than 500 hours, and b) The emissions of NO <sub>x</sub> from all such generators are less than 25 tons during any consecutive 12-month period; shall be exempt from the requirements of Env-A1211.02(i). The emergency generators shall be limited to 500 hours of operation per any consecutive 12-month period.

DES observed the devices identified in this table and noted that there were no changes to the equipment.

The table below lists the facility-wide reported annual emissions for the review period which were verified by DES.

Parameter	SO <sub>2</sub> (lb/yr)	NO <sub>x</sub> (lb/yr)	CO (lb/yr)	Unburned Hydrocarbons (lb/yr)	PM <sub>10</sub> (lb/yr)
EU01	---	249	---	---	---
EU02	37.88	3.47	37.31	230.66	1.15
EU03	38.48	6.19	40.37	205.29	1.07
EU04	40.41	6.76	45.37	168.02	1.15

The Source is a true minor source for HAPs. The RTAP limits are identified in Env-A 1450.

### III. Insignificant Activities Identification

The Source has identified no insignificant activities at this facility. During the inspection, DES confirmed that no insignificant activities exist.

### IV. Pollution Control Equipment/Technique Identification

The devices identified in Table 2 below, taken from the permit, are considered pollution control equipment for each identified activity.

Position/General Equipment Number (PCE#)	Equipment Unit Number	Description of Equipment	Activity
PCE#1	EU03	Zurn Cyclone Separator Model: MSTA-48-9CYT-XD-STD Installed: 1979 Tube Size: 9" inlet/6" outlet Number of tubes: 48 Fuel: Wood	Controls particulate matter emissions.
PCE#2	EU04	Zurn Cyclone Separator Model: MSTA-56-9CYT-XD-STD Installed: 1983/84 Tube Size: 9" inlet/6" outlet Number of tubes: 56 Fuel: Wood	Controls particulate matter emissions.
PCE#3	EU04	Barron Side Stream Cyclone Separator Model: 9K15-0402 Installed: 1994 Tube Size: 9" inlet/6" outlet Number of tubes: 8 Fuel: Wood	Controls particulate matter emissions.

V. Stack Criteria

The emission units listed in Table 1 discharge through a common tapered masonry stack which rises 150 feet above ground level and has an inside exit diameter of 7.0 feet. This stack discharges vertically without obstruction and met criteria in accordance with the state-only modeling requirements specified in Env-A 1400 and the Federally Enforceable NAAQS. During the inspection, DES confirmed the configuration of the stack.

VI. Compliance with Operating and Emission Limitations

A. State Only Enforceable Operational and Emission Limitations

Table 3 taken from the permit, presents state only enforceable operational and emission limits.

Item #	Applicable Requirements	Applicable Emission Unit	Regulatory Code	Compliant
1.	New or modified devices, new or modified area sources for which new applications for permits are filed that have the potential to emit, in any amount, substances that meet the criteria of Env-A 1301 shall be subject to Env-A 1300, until such time as the Env-A 1400 requirements supersede the Env-A 1300 requirements. (As outlined below.)	Facility Wide	Env-A 1305.01(a)	Yes
<i>Findings: After May 8, 2001, the requirements found in Env-A 1300 were renumbered. The current citation for these requirements is Env-A 1400. This shall be the case throughout this report.</i>				
2.	Air quality impact analysis of devices and area sources emitting substances meeting the criteria of Env-A 1300, shall be performed in accordance with the "DES Policy and Procedures for Air Quality Impact Modeling" or other comparable dispersion modeling methods approved by EPA.	Facility Wide	Env-A 1305.02	Yes
3.	In accordance with Env-A 1403.01, new or modified devices or processes installed after May 8, 1998, shall be subject to the requirements of Env-A 1400	Facility Wide	Env-A 1403.01.	Yes
4.	In accordance with 1403.02(a), all existing unmodified devices or processes, which are in operation during the transition period ending three years from May 8, 1998 (May 8, 2001), shall comply with either Env-A 1300 or Env-A 1400.	Facility Wide	Env-A 1403.02(a)	Yes
5.	In accordance with Env-A 1403.02(b), all existing devices or processes in operation after the transition period ending three years from May 8, 1998 (May 8, 2001), shall comply with Env-A 1400. Env-A 1300 will no longer be in effect.	Facility Wide	Env-A 1403.02(b)	Yes

Item #	Applicable Requirements	Applicable Emission Limit	Regulatory Code	Compliant
6.	In accordance with Env-A 1404.01(d), documentation for the demonstration of compliance shall be retained at the facility, and shall be made available to the DES for inspection.	Facility Wide	Env-A 1404.01(d)	Yes
7.	The owner of an existing device or process requiring a permit under chapter Env-A 1400, shall submit to the DES no later than one year prior to the end of the transition period (May 8, 2000), an application for modification to a title V permit in accordance with Env-A 609.18. A request to the DES to perform air dispersion modeling shall also be submitted at that time.	Facility Wide	Env-A 1405.02	Yes
8.	The owner of an existing device or process requiring a permit under Env-A 1300, shall submit to the DES no later than one year prior to the end of the transition period (May 8, 2000), a compliance plan identifying how the device or process will comply with chapter Env-A 1400 by the end of the transition period. The compliance plan shall contain the dates when the information required in Env-A 1405.02 will be filed with the DES.	Facility Wide	Env-A 1405.03	Yes
9.	In accordance with Env-A 1406.01, the owner of any device or process, which emits a regulated toxic pollutant, shall determine compliance with the ambient air limits by using one of the methods provided in Env-A 1406.02, Env-A 1406.03, or Env-A 1406.04. Upon request, the owner of any device or process, which emits a regulated toxic air pollutant, shall provide documentation of compliance with the ambient air limits to the DES.	Facility Wide	Env-A 1406.01	Yes

Item #	Applicable Requirements	Applicable Emission Unit	Regulatory Cite	Compliant																												
10.	<p>The owner or operator is permitted to burn specification used oil under the following conditions:</p> <p>a) The specification used oil shall have a maximum sulfur content of 1.3% by weight and have the following allowable limits of contaminants:</p> <table border="0"> <tr> <td>Arsenic</td> <td>5.0 mg/l* maximum</td> </tr> <tr> <td>Cadmium</td> <td>2.0 mg/l* maximum</td> </tr> <tr> <td>Chromium</td> <td>10 mg/l* maximum</td> </tr> <tr> <td>Lead</td> <td>100 mg/l* maximum</td> </tr> <tr> <td>Halogens as HCl maximum</td> <td>1000 mg/l*</td> </tr> <tr> <td>PCBs</td> <td>Less than 2 mg/l*</td> </tr> <tr> <td>Flash Point</td> <td>100 °F minimum</td> </tr> </table> <p>b) The used oil shall not otherwise exhibit any hazardous waste characteristics specified in Env-Wm 403. The used oil shall not be mixed with hazardous waste.</p> <p>c) If any contaminant exceeds the maximum allowable limit listed above, the used oil does not meet the definition of specification used oil and cannot be accepted or burned as fuel.</p> <p>d) The facility may blend incoming shipments of specification used oil, as defined in a) above, with fuel oil contained in the on-site storage tank. After blending, the fuel oil mix in the storage tank shall not exceed the following levels of contaminants:</p> <table border="0"> <tr> <td>Arsenic</td> <td>3.5 mg/l* maximum</td> </tr> <tr> <td>Cadmium</td> <td>2.0 mg/l* maximum</td> </tr> <tr> <td>Chromium</td> <td>3.5 mg/l* maximum</td> </tr> <tr> <td>Lead</td> <td>19 mg/l* maximum</td> </tr> <tr> <td>Halogens as HCl</td> <td>1000 mg/l* maximum</td> </tr> <tr> <td>PCBs</td> <td>Less than 2 mg/l*</td> </tr> <tr> <td>Flash point</td> <td>100°F minimum</td> </tr> </table> <p>* - dry weight basis</p>	Arsenic	5.0 mg/l* maximum	Cadmium	2.0 mg/l* maximum	Chromium	10 mg/l* maximum	Lead	100 mg/l* maximum	Halogens as HCl maximum	1000 mg/l*	PCBs	Less than 2 mg/l*	Flash Point	100 °F minimum	Arsenic	3.5 mg/l* maximum	Cadmium	2.0 mg/l* maximum	Chromium	3.5 mg/l* maximum	Lead	19 mg/l* maximum	Halogens as HCl	1000 mg/l* maximum	PCBs	Less than 2 mg/l*	Flash point	100°F minimum	EU01, EU02 & EU03	Env-A 1406.01	Yes
Arsenic	5.0 mg/l* maximum																															
Cadmium	2.0 mg/l* maximum																															
Chromium	10 mg/l* maximum																															
Lead	100 mg/l* maximum																															
Halogens as HCl maximum	1000 mg/l*																															
PCBs	Less than 2 mg/l*																															
Flash Point	100 °F minimum																															
Arsenic	3.5 mg/l* maximum																															
Cadmium	2.0 mg/l* maximum																															
Chromium	3.5 mg/l* maximum																															
Lead	19 mg/l* maximum																															
Halogens as HCl	1000 mg/l* maximum																															
PCBs	Less than 2 mg/l*																															
Flash point	100°F minimum																															
<p><b>Findings:</b> <i>There were no shipments made to the facility that exceeded the maximum contaminant levels specified in a. above and did not exhibit any hazardous waste characteristics. The facility subsequently blended its specification used oil with #6 oil to reduce the weight percentage of sulfur in the #6 oil prior to burning.</i></p>																																

## VII. Federally Enforceable Operational and Emission Limitations

Table 4, taken from the permit, lists the federally enforceable operational and emission limits.

Item #	Applicable Rule/Requirement	Applicable Restriction Time	Regulatory Code	Compliance
1.	The Facility shall comply with the National Ambient Air Quality Standards (NAAQS) and the applicable requirements of RSA 125-C:6, RSA C:11 and Env-A 606.04. These sections include, but are not limited to, descriptions of the powers and duties of the commissioner, and requirements for adherence to permit application procedures and air pollution dispersion modeling impact analyses.	Facility Wide	RSA 125-C:6, RSA 125-C:11 & Env-A 606.04	Yes
2.	The combined heat input rate at all devices operating at this facility shall at all times be limited to less than 250 MMBTU/Hr.	Facility Wide	Facility Permit No. FP-S-0111	Yes
3.	The sulfur content of No. 2 oil and off road diesel fuel oil shall not exceed 0.40 percent sulfur by weight.	Facility Wide	Env-A 1604.01(a)	Yes
4.	The sulfur content of No. 6 fuel oil shall not exceed 1.3 percent sulfur by weight.	Facility Wide	Env-A 1604.01(c)(2)	No
<p><b>Findings:</b> The Source received #6 fuel oil which contained 2.0% sulfur. This is in compliance with Env-A 1600. The 1.3 maximum percent sulfur permit requirement in the permit, combined with maximum usage requirement of 2,421,300 gallon per year is included to prevent the Source from exceeding the 250 tpy of SO<sub>2</sub> emissions PSD limit. Permit TV-OP-033 allows the source to blend fuels and adjust usage volumes to meet this requirement (see Table 4, Item 7 of the permit). The Source did not keep precise records of the volume and sulfur content of the two oils blended. Hence, the Source is not able to accurately derive the sulfur concentration of the blended fuel after mixing. However, based on the records review and engineering judgment, the Source did not combust any fuel that exceeded the 1.3% fuel sulfur limit. The annual usage of #6 fuel/specification used oil mixture was 66,000 gallons which is well below the 2,421,3000 gallon annual fuel cap.</p>				
5.	The sulfur content of the specification used oil shall not exceed 1.3 percent sulfur by weight.	Facility Wide	Env-A 1604.01(c)(2)	Yes
<p><b>Findings:</b> The Source maintains delivery slips which include the sulfur concentration of the specification used oil.</p>				
6.	Gaseous fuel shall contain no more than 5 grains of sulfur per 100 cubic feet of gas, calculated as hydrogen sulfide at standard temperature and pressure.	Facility Wide	40 CFR 52	Yes

Item #	Applicable Requirement	Applicable Emission Unit	Regulatory Code	Compliant
7.	The maximum usage of #6 fuel oil, #6 fuel oil/specification used oil mixture, or any combination thereof shall be limited to <b>2,421,300 gallons</b> during any consecutive 12-month period. This fuel consumption may be adjusted such that the gallons of fuel consumed may be increased proportionately to the average sulfur content of fuel burned. The SO <sub>2</sub> emissions from the facility may not exceed 249 tons during any consecutive 12-month period.	Facility Wide	Facility Permit No. FP-S-0111	Yes
8.	No owner or operator shall cause or allow average opacity from fuel burning devices in excess of 20 percent for any continuous 6-minute period in any 60-minute period except during periods of startup, shutdown and malfunction, average opacity shall be allowed to be in excess of 20 percent for one period of 6 continuous minutes in any 60 minute period.	Facility Wide	Env-A 2003.02 & Facility Permit No. FP-S-0111	No
<p><b>Findings: The Source reported 76 opacity exceedances within the inspection period (17 in 2011, 11 in 2012, 23 in 2013, and 25 in 2014 to date). Each opacity exceedance is evaluated according to DES standard operating procedure ARD SOP #1. ARD SOP #1 states that excess emissions identified by a continuous opacity monitor ("COM") that are more than 3% of the facility's operating time are referred to the Enforcement Section for further review. The opacity exceedances listed above did not meet these criteria and did not warrant referral.</b></p>				
9.	No owner or operator shall cause or allow emissions of particulate matter from fuel burning devices in excess of 0.24 pounds per million BTU heat input.	Facility Wide	40 CFR 51	Yes
10.	The Permittee has accepted a Permit restriction limiting the facility wide NO <sub>x</sub> emissions to less than 28.3 pounds per hour for any consecutive 365-day period. This emission rate shall be calculated daily as the average of the calendar day averages as calculated on the plant non-certified continuous emissions monitoring system (NCCEM) for the boilers. The calculation shall be performed using Formulas #1, #2, and #3 below.	Facility Wide	Env-A 1211.02(n)	Yes

Item #	Applicable Requirement	Applicable Emission Unit	Regulatory Ctr	Compliant
11.	<p>The Permittee shall limit the NO<sub>x</sub> emissions from:</p> <p>a) EU02:            1) When firing #6 fuel oil or #6 fuel oil/specification used oil mixture, limited to 0.3 lb/MMBTU heat input or install, operate, and maintain Low NO<sub>x</sub> Burners (LNB)            2) When firing natural gas, limited to 0.1 lb/MMBTU heat input or install, operate and maintain LNBs; and            3) When firing natural gas/#6 fuel oil or natural gas/#6 fuel oil/specification used oil mixture, limited to 0.25 lb/MMBTU heat input or install, operate, and maintain LNBs.</p> <p>b) EU03:            1) When firing #6 fuel oil or #6 fuel oil/specification used oil mixture, limited to 0.3 lb/MMBTU heat input or install, operate, and maintain LNBs; and            2) When firing wood, wood/#6 fuel oil, or wood/#6 fuel oil-specification used oil mixture, limited to 0.25 lb/MMBTU heat input.</p> <p>c) EU04:            1) When firing #6 fuel oil, limited to 0.3 lb/MMBTU heat input; or install, operate, and maintain LNBs;            2) When firing natural gas/#6 fuel oil combination, limited to 0.3 lb/MMBTU heat input; or install, operate, and maintain LNBs<sup>6</sup>;            3) When firing wood or wood/#6 fuel oil combination, limited to 0.25 lb/MMBTU heat input; and            4) When firing natural gas, limited to 0.1-lb/MMBTU heat input or install, operate, and maintain LNBs<sup>6</sup>.</p>	EU02, EU03 & EU04	Env-A 1211.05(c)	Yes
12.	The Permittee has accepted a Permit restriction limiting the carbon monoxide (CO) emissions from the facility to less than 125 lb/hr for each calendar day average as calculated on the NCCEM. Calculations shall be performed using Formula #1 below.	Facility Wide	40 CFR 51 & Facility Permit No. FP-S-0111	Yes
13.	The carbon monoxide (CO) emission rate for EU01, EU02, EU03, EU04, and EU05 combined shall be limited to 57.0 lb/hr for any consecutive 365-day period. The emission rate shall be calculated daily as the average of the calendar day averages as calculated on the plant NCCEMS for the boilers. Calculations shall be performed using Formulas #1, 2, and 3 below.	EU01, EU02, EU03, EU04, EU05	40 CFR 51 & Facility Permit No. FP-S-0111	Yes

Item #	Applicable Requirement	Applicable Emission Unit	Regulatory Code	Compliance
14.	<p>Accidental Release Program Requirements.</p> <p>Storage of regulated chemicals at the facility, are less than the applicable threshold quantities established in 40 CFR 68.130. Administrative controls will be established in order to ensure that inventories of regulated substances are maintained below the specified threshold quantities. The facility is subject to the Purpose and General Duty clause of the 1990 Clean Air Act, Section 112(r)(1). General Duty includes the following responsibilities:</p> <ul style="list-style-type: none"> <li>a) Identify potential hazards which result from such releases using appropriate hazard assessment techniques;</li> <li>b) Design and maintain a safe facility;</li> <li>c) Take steps necessary to prevent releases; and</li> <li>d) Minimize the consequences of accidental releases, which do occur.</li> </ul> <p>If, in the future, the facility wishes to store quantities of high risk regulated substances above the threshold levels, an emergency response plan shall be submitted to the DES prior to exceeding threshold quantity limits. This plan shall include the information listed in 40 CFR 68, Subpart E.</p>	Facility Wide	40 CFR 68 Federally Enforceable	Yes

Table 4a contains applicable requirements that are not included in the current permit.

Item #	Applicable Requirement	Emission Unit	Regulatory Code	Compliance
1	<p><u>Requirements for Emergency Stationary Reciprocating Internal Combustion Engines</u></p> <p>The emergency generator shall be operated as follows after May 3, 2013:</p> <ul style="list-style-type: none"> <li>a. Change oil and filter every 500 hours of operation or annually, whichever comes first;</li> <li>b. Inspect air cleaner every 1,000 hours of operation or annually, whichever comes first;</li> <li>c. Inspect hoses and belts every 500 hours of operation or annually, whichever comes first, and replace as necessary;</li> <li>d. Minimize idle time during startup and minimize startup time to a period needed for appropriate and safe loading, not to exceed 30 minutes; and</li> <li>e. Operate and maintain the engine according to the manufacturer's emission-related operation and maintenance instructions.</li> </ul>	EU05	<p>40 CFR 63.6603 &amp; 40 CFR 63.6625 Subpart ZZZZ</p> <p>Total hours recorded: 1123.9</p>	Yes
2	<p>Beginning May 3, 2013, the emergency generator shall be:</p> <ul style="list-style-type: none"> <li>a. Limited to 100 hours per year of operation for maintenance checks and readiness testing;</li> </ul>	EU05	40 CFR 63.6640(f) Subpart ZZZZ	Yes

Table 4b - Title V Operating Permit Conditions, Emission Limitations and New Source Emission Limitations				
	b. only operate as a mechanical or electrical power source only when the primary power source is not available during an emergency; and c. during normal maintenance and testing			
3	a. The Owner or Operator shall be in compliance with the applicable emission limitations and operating limitations at all times; b. The Owner or Operator shall operate and maintain the affected source, including associated air pollution control equipment and monitoring equipment, in a manner consistent with safety and good air pollution control practices for minimizing emissions.	EU05	40 CFR 63.6605 Subpart ZZZZ	Yes

Table 4b contains applicable requirements that are included in Temporary Permit, TP-0133.

Item #	Requirement	Applicable Emission Unit	Regulatory Basis	Compliant
1	<u><i>NOx RACT Standard</i></u> NOx emissions shall be limited as follows: a. When firing #6 fuel oil or #6 fuel, used oil, or #6 fuel oil/used oil mixture, with or without natural gas: 1. NOx emissions shall be limited to 0.30 lb/MMBtu of heat input, based on a 24-hour calendar day average; or 2. Implement NOx RACT control technology as specified in Env-A 1305.04(b). b. When firing wood or wood in combination with any other fuel, NOx emissions shall be limited to 0.25 lb/MMBtu of heat input, based on a calendar day average; and c. When natural gas exclusively: 1. NOx emissions shall be limited to 0.10 lb/MMBtu of heat input, based on an hourly average; or 2. Implement NOx RACT control technology as specified in Env-A 1305.04(b).  <i>This condition supersedes the condition contained in Table 4 Item 11.b Title V Operating Permit TV-OP-033 issued December 13, 2000.</i>	EU03	Env-A 1305.07	Yes
2	<u><i>Hazardous Air Pollutant Emission Limitations</i></u> Emissions of Hazardous Air Pollutants (HAP) shall be limited to 10 tpy of any individual HAP and 25 tpy of all HAPs combined.	Facility-wide	Env-A 607.01(n)	Yes

**VIII. Compliance with Monitoring and Testing Requirements**

Table 5 below, taken from the permit, lists the monitoring and testing requirements for the facility, and any deficiencies noted during the evaluation.

Item #	Requirement	Description of Compliance	Frequency of Testing	Device	Regulatory Title	Compliance
1.	Allows for adequate dispersion of HAPs and other regulated pollutants	The Permittee shall conduct annual visual inspections of each stack and fuel-burning device. Annual inspections shall include a thorough inspection of the condition of each stack exterior and each fuel burning device, and be focused on identifying holes, leaks, deposits, deficiencies, or deterioration of equipment and stacks. Every five (5) years, the Permittee shall inspect the interior of each stack for evidence of corrosion, cracks, or holes. Records of inspections, and subsequent maintenance, conducted as a result of the annual inspections, shall be kept on file at the facility and will be made available for review by DES and/or EPA upon request.	Annually	Facility stacks and fuel burning devices	Env-A 806.01(4) & 40 CFR 70.6(a)(3) Federally Enforceable	Yes
2.	Sulfur content of liquid fuels	The operator shall conduct testing in accordance with appropriate ASTM test methods or retain delivery tickets which certify the weight percent of sulfur for each delivery of fuel oil to determine compliance with the sulfur content limitation provisions specified in this permit for liquid fuels in order to meet the reporting requirements specified in Env-A 900.	For each delivery of fuel oil to the facility	Facility Wide	Env-A 809.01 Federally Enforceable	Yes

**Findings:** The Source received No. 6 oil that was 2.0% sulfur by wt. which meets the requirements of Env-A 1603 Sulfur Content Limitations for Liquid Fuels. Permit TV-OP-033 allows the Source to blend the No. 6 oil and adjust usage volumes to meet the 1.3% fuel sulfur requirement. The sulfur concentration after mixing was recorded by the Source as 1.26%.

Item #	Parameter	Method of Compliance	Frequency of Testing	Scope	Reporting Code	Compliance
3.	Sulfur content of gaseous fuels	The Permittee shall conduct testing to determine compliance with the sulfur content limitation provision in Env-A 1600 for gaseous fuels in accordance with appropriate ASTM test methods or retain supplier certificates which substantiate the weight percent of sulfur of gaseous fuel in order to meet the reporting requirements specified in Env-A 900.	Upon written request by EPA or DES	Facility Wide	Env-A 1610.01 Federally Enforceable	Yes
4	HAPs content of liquid fuels	The operator shall conduct testing in accordance with appropriate ASTM test methods or retain delivery tickets which certify the amounts of allowable contaminants for each delivery of specification waste oil to determine compliance with the used oil specification limitation provisions specified in this permit in order to meet the reporting requirements specified in Env-A 900.	For each delivery of specification used oil to the facility	Facility Wide	Env-A 809.01 & Env-Wm 807.10(b)(5) State-only Enforceable	Yes
<b>Findings: The Source retains delivery slips demonstrating compliance with this requirement.</b>						
5.	Particulate Matter	The pollution control equipment (cyclones) shall be maintained regularly, and in accordance with the manufacturers recommended maintenance schedules and specifications. The Facility shall keep all maintenance and repair records, on file for review upon request by DES and/or EPA.	As required by the manufacturer	EU03 & EU04	40 CFR 70.6(a)(3) & Env-A 806.01(4) Federally Enforceable	Yes

Item #	Parameter	Method of Enforcement	Frequency of Method	System	Applicable Code	Compliance
6.	Continuous Emission Monitoring	<p>The Permittee shall maintain and operate a CEMS in the common stack for NO<sub>x</sub>, CO, CO<sub>2</sub>, and volumetric flow meeting all the requirements of 40 CFR Part 60, Appendix B, Appendix F, and Env-A 805 except for the audit requirements specified below:</p> <ul style="list-style-type: none"> <li>a) Quarterly gaseous monitoring audits (i.e. cylinder gas audits, and relative accuracy audits);</li> <li>b) Quarterly volumetric flow monitoring audits (i.e. quarterly relative accuracy audits);</li> <li>c) Annual gaseous monitoring audits (i.e. relative accuracy test audit [RATA]); and</li> <li>d) Annual volumetric flow monitoring audits (i.e. relative accuracy test audits).</li> </ul> <p>The requirements for this NCCEM system shall include all those items as applicable and as specified in this section.</p>	Continuous	NCCEM System	Env-A 805, 40 CFR 60, & 40 CFR 51 Federally Enforceable	Yes
7.	Continuous Emissions Monitoring	<p>The Permittee shall certify, operate, and maintain the CEM system in accordance with all applicable requirements of 40 CFR Part 60 Appendix B, Appendix F, and Env-A 805 within 60-days of any of the following events:</p> <ul style="list-style-type: none"> <li>a) The 365-day rolling average for NO<sub>x</sub> exceeds 21.0 lb/hour (80% of the standard) for any calendar day;</li> <li>b) The 365-day rolling average for CO exceeds 45.6 lb/hour (80% of the standard) for any calendar day; or</li> <li>c) When required by NHDES-ARD when justification exists for such operation of a certified CEM system.</li> </ul>	As required by this Permit	NCCEM System	Env-A 805 & RSA 125-C Federally Enforceable	Yes
<p><b>Findings: On December 30, 2005, DES required the CEMs for CO and NO<sub>x</sub> to be certified pursuant to Letter of Deficiency No. 05-017.</b></p>						

No.	Parameter	General Requirements	Frequency of Monitoring	Device	Applicable Rule	Compliance
8.	Continuous Emissions Monitoring	When required by NHDES-ARD, the Permittee shall certify, operate, and maintain the CEM system in accordance with all applicable requirements of 40 CFR Part 60 Appendix B, Appendix F, and Env-A 805 within 60-days of the following event:  a) The 24-hour average for CO exceeds 100 lb/hour (80% of the standard) for any calendar day.	As required by this Permit	NCCEM System	Env-A 805 & RSA 125-C Federally Enforceable	Yes
9.	Volumetric Flow Monitoring	The Permittee shall operate and maintain a volumetric flow-measuring device. The stack flow measuring device shall conform to the requirements of 40 CFR Part 60, Appendix B, Performance Specification 6 and shall also meet the following:  a) The differential pressure flow monitors installed shall be an automatic blowback purge system and shall have the capacity for drainage of the sensing lines; and  b) The stack flow monitoring system shall have the capability for on-line manual transducer calibration and for a zero check.	Continuous	NCCEM System	40 CFR Part 60 Appendix B, & Env-A 805.03(h) Federally Enforceable	Yes
10.	Volumetric Flow Monitoring	The Permittee shall execute daily calibrations on the volumetric flow monitor (single pitot type) for zero and span.	Daily	NCCEM System	Env-A 805 & 40 CFR 51 Federally Enforceable	Yes
11.	Volumetric Flow Monitoring	The Permittee shall maintain the automatic blowback cycle on the stack flow monitor to keep the pitot tube unit clear and shall remove the stack flow monitor annually for inspection and cleaning. Frequency of removing the pitot tube shall be increased if the unit is shown to be plugged.	Annually or more frequently as needed	NCCEM System	Env-A 805.03 & 40 CFR 51 Federally Enforceable	Yes

Item #	Parameter	Method of Compliance	Frequency of Method	Device	Regulatory Code	Compliance
12.	Continuous Emissions Monitoring	The stack volumetric flow measuring device combined with the concentration NCCEM equipment for CO and NO <sub>x</sub> shall be used to calculate mass emission rates for comparison with the emission standards specified in Table 4.	Continuous	NCCEM System	40 CFR 51 Federally Enforceable	Yes
13.	Continuous Opacity Monitoring	The Permittee shall maintain and operate a continuous opacity monitoring system (COMS) which shall meet all the requirements of 40 CFR Part 60, Paragraph 60.13; Appendix B, Performance Specification 1 and Env-A 805.	Continuous	COMS System	40 CFR Part 60 Appendix B, & Env-A 805 Federally Enforceable	Yes
14.	Continuous Emissions Monitoring	The Permittee shall: a) Maintain the Quality Control program on the NCCEM system as specified in the plan submitted May 2, 1994 or any revision to the plan submitted thereafter minus the quarterly audits described in the "Quarterly QC" section of the plan; b) To the best of its ability, maintain the accuracy and integrity of the NCCEM system through maintenance and periodic quality checks; and c) The Permittee shall continue to review, update, submit, and implement as applicable, revised QC plans annually.	Continuous	NCCEM and COMS system	Env-A 805 Federally Enforceable	Yes
15.	Continuous Emissions Monitoring	The Permittee shall continuously monitor the data from the NCCEM/CEM system during all periods of startup, shutdown, malfunctions, and emergency conditions.	Continuous	NCCEM and COMS System	Env-A 805 & 40 CFR 70.6 Federally Enforceable	Yes
16.	Periodic Monitoring	All fuel-flow metering/recording devices shall be calibrated in accordance with the manufacturer's specifications.	As required by the manufacturer	EU01, EU02, EU03 & EU04	40 CFR 70.6 (a)(3)(i)(B) & Env-A 806 Federally Enforceable	Yes

Item #	Description	Method of Compliance	Frequency of Method	Device	Regulatory Code	Compliance
17.	Periodic Monitoring	Fuel usage will be monitored for each emissions unit along with daily hours of operation.	Daily	EU01, EU02, EU03, EU04 & EU05	40 CFR 70.6 (a)(3)(i)(B) & Env-A 806 Federally Enforceable	Yes
18.	Continuous Emissions Monitoring	In all cases when the NCCEM system requires re-certification, the Permittee shall use all previously obtained NCCEM data as representative data and shall include it in all averaging periods with respect to determining compliance with any of the required emission limitations.	On a continuous basis	EU01, EU02, EU03, EU04 & EU05	Env-A 1211.21 Federally Enforceable	Yes
19.	Periodic Monitoring	Annually, before April 1 <sup>st</sup> of each year, the Permittee shall perform efficiency testing using the test procedures specified in ASME/ANSI Boiler Test Code 4.1 and adjust the combustion process of the boiler in accordance with the procedures specified in chapter 5, Combustion Efficiency Tables, Taplin, Harry R., Fairmont Press, 1991.	Annually (before April 1 <sup>st</sup> of each year)	EU01	Env-A 1211.05(b) Federally Enforceable	Yes
<p><b>Findings: EU01 did not operate during the inspection period.</b></p>						

Item #	Parameter	Method of Compliance	Frequency of Method	Device	Regulatory Code	Compliant
20.	Compliance Certification	<p>The Permittee shall perform compliance testing for NO<sub>x</sub>, lb/MMBTU input, and lb/hr once every three years and no later than three years following the previous NO<sub>x</sub> RACT testing performed by the Permittee. The NCCEM system can be used as an alternative to this requirement if the following conditions are met:</p> <ul style="list-style-type: none"> <li>a) The NCCEM shall be re-certified every 3 years by performing a relative accuracy test audit on the unit and following all of the requirements of 40 CFR Part 60, Appendix B and Env-A 805 for re-certification;</li> <li>b) Measure NO<sub>x</sub> emissions in units of the standard specified in Env-A 1211 for three 1-hour runs for each boiler operating on its own in order to verify compliance with the NO<sub>x</sub> RACT emission standard. Such NO<sub>x</sub> emission measurements shall be measured only from the certified CEM; and</li> <li>c) Performance testing shall be conducted in accordance with the requirements detailed in Table 6.</li> </ul>	Minimum of every three years	EU02, EU03, & EU04	Env-A 802, & Env-A 1211.21 Federally Enforceable	No
<p><b>Findings:</b> The Source last completed NO<sub>x</sub> testing on October 26, 2011, hence it was due to be repeated before October 26, 2014. To date, the Source has not performed the test as required. The test requires that each boiler is operated separately, at maximum load. Since the current demand for steam requires the Source to operate more than one boiler at a time, the Source must wait for warmer weather to perform the test.</p>						

Table 5a contains applicable requirements that are not included in the current permit.

Item #	Parameter	Method of Compliance	Frequency of Method	Device	Regulatory Code	Compliant
1	Hours of Operation	Emergency generator shall each be equipped with a non-resettable hour meter by <u>May 3, 2013</u> .	Continuous	EU05	40 CFR 63.6625 Subpart ZZZZ	Yes

Table 6 taken from the permit presents performance testing requirements.

Item	Requirement	Regulatory Reference	Enforceable
1.	<p>At such times as specified by the Division or EPA, the Permittee shall conduct USEPA method stack tests at maximum load conditions for any or all of the following pollutants:</p> <ul style="list-style-type: none"> <li>a) Total Suspended Particulate Matter (TSP);</li> <li>b) Carbon monoxide (CO);</li> <li>c) Oxides of nitrogen (NO<sub>x</sub>); and/or</li> <li>d) Other pollutants designated by DES or EPA.</li> </ul>	<p>Env-A 802 &amp; 40 CFR 70.6(a)(3) Federally Enforceable</p>	<p>No</p>
<p><b>Findings: As stated in Table 5 Item 20, the Source last completed NO<sub>x</sub> testing on October 26, 2011, hence it was due to be repeated before October 26, 2014. To date, the Source has not performed the test as required.</b></p>			
2.	<p>The compliance tests shall be conducted and the results reported in accordance with the test methods set forth in 40 CFR Part 60, 60.8, Appendix A, and Env-A 802. The following test methods or Division approved alternatives shall be used:</p> <ul style="list-style-type: none"> <li>a) Performance tests for the emissions of total suspended particulate matter and opacity shall be conducted using EPA Methods 1-5 and 9;</li> <li>b) Performance tests for the emissions of CO shall be conducted using EPA Method 10; and</li> <li>c) Performance tests for the emissions of NO<sub>x</sub> shall be conducted using EPA Method 7E.</li> </ul>	<p>Env-A 802.04 Federally Enforceable</p>	<p>Yes</p>
3.	<p>At least 30 days prior to the commencement of testing, the Permittee shall submit to the Division a pretest report presenting the following information:</p> <ul style="list-style-type: none"> <li>a) Calibration sheets;</li> <li>b) Test methods to be used;</li> <li>c) Process data to be taken during the test, including steam flow, steam pressure, and steam temperature, along with the frequency of data collection; and</li> <li>d) Complete test program description the contents of which will be discussed with the Division.</li> </ul>	<p>Env-A 802.01 Federally Enforceable</p>	<p>No</p>
<p><b>Findings: Based on the final due date for the test completion, the pretest report should have been submitted no later than September, 26, 2014.</b></p>			
4.	<p>At least 15-days prior to commencement of testing, the Permittee, and any contractor that may be retained for the testing shall participate in a pretest conference with a Division representative.</p>	<p>Env-A 802 Federally Enforceable</p>	<p>Yes</p>
5.	<p>Division representatives shall observe the emission testing. Upon commencement of any performance testing, the testing shall not be aborted without approval of the on-site DES and/or EPA representative.</p>	<p>Env-A 802.02 Federally Enforceable</p>	<p>Yes</p>
6.	<p>The Permittee shall provide sampling ports, platforms, and access in accordance with 40 CFR Part 60, 60.8(e).</p>	<p>Env-A 802.05 Federally Enforceable</p>	<p>Yes</p>

**IX. Compliance with Recordkeeping Requirements**

Table 7 below is taken from the permit and lists the recordkeeping requirements for the facility and any deficiencies noted during the evaluation.

Item #	Requirement	Retention Period	Applicable Part	Regulatory Basis	Compliance
1.	The Permittee shall retain records of all required monitoring and testing data, recordkeeping and reporting requirements, and support information for a period of at least 5 years from the date of origination.	Retain for a minimum of 5 years	Facility Wide	40 CFR 70.6(a)(3)(ii)(B) Federally Enforceable	Yes
2.	The Permittee shall maintain records of monitoring/testing requirements as specified in Table 5, of this Permit including: a) Preventative maintenance and inspection results for stacks, processes and boilers; b) Summary of maintenance and/or repair of the pollution control equipment (cyclones); c) Summary of maintenance and/or repair of the pitot tube associated with the stack volumetric flow measuring device; d) Summary of maintenance and/or repair of the CEM and COM systems; and e) Summary of maintenance, repair, and calibration records for all fuel flow meters.	Maintain on a continuous basis	Facility Wide	40 CFR 70.6(a)(3)(iii)(A) Federally Enforceable	Yes
3.	The Permittee shall maintain records of all monitoring and calibration data generated by the NCCEM and COMS systems as specified in Table 5.	Maintain on a continuous basis	Facility Wide	40 CFR 70.6(a)(3)(iii)(A) Federally Enforceable	Yes
4.	The Permittee shall maintain in a permanently bound logbook, the following: a) The date(s) on which: 1) The efficiency test was conducted; and 2) The combustion process was last adjusted; b) The names(s), title and affiliation of the person(s) who: 1) Conducted the efficiency test; 2) Made the adjustments; c) The NO <sub>x</sub> emission rate in parts per million (ppmv), corrected to 15% oxygen, after the adjustments are made; d) The CO emission rate, in ppmv, corrected to 15% oxygen, after the adjustments are made; and e) The opacity readings.	Maintain on a continuous basis	EU01	Env-A 1211.05 Federally Enforceable	Yes

Item #	Applicable Recordkeeping Requirement	Record Retention Requirement	Applicable Emission Unit	Regulatory Cite	Compliant
5.	<p>Delivery tickets from each fuel oil supplier for each shipment of fuel oil received shall be kept on file in a form suitable for inspection and shall be available to the DES and/or EPA upon request. Each delivery ticket shall indicate:</p> <ul style="list-style-type: none"> <li>a) The name of the fuel supplier;</li> <li>b) The address of the fuel oil supplier;</li> <li>c) The telephone number of the fuel oil supplier;</li> <li>d) The quantity of fuel oil delivered; and</li> <li>e) The percent sulfur by weight of the fuel oil being delivered.</li> </ul> <p>If delivery tickets do not contain sulfur content of fuel being delivered, the Permittee shall perform testing in accordance with appropriate ASTM test methods to determine compliance with the sulfur content limitation provisions for each delivery of fuel oil.</p>	Maintain on a continuous basis	Facility Wide	40 CFR 70.6(a)(3) & Env-A 1604.01 Federally Enforceable	Yes

Item #	Applicable Rule/allowing Requirement	Records Retention Requirement	Applicable Emission Unit	Regulatory CDR	Compliance
6.	<p>Delivery tickets from each used oil supplier for each shipment of specification used oil received shall be kept on file in a form suitable for inspection and shall be available to the DES and/or EPA upon request. Each delivery ticket shall indicate:</p> <ul style="list-style-type: none"> <li>a) The name of the supplier;</li> <li>b) The address of the supplier;</li> <li>c) The telephone number of the supplier;</li> <li>d) The quantity of specification waste oil delivered;</li> <li>e) The reason for rejection of any delivery of specification waste oil;</li> <li>f) The concentrations of each of the following contaminants in the specification used oil being delivered:                             <ul style="list-style-type: none"> <li>1) Sulfur as weight percent;</li> <li>2) Lead in mg/L (ppm)*;</li> <li>3) Arsenic in mg/L (ppm)*;</li> <li>4) Cadmium in mg/L (ppm)*;</li> <li>5) Chromium in mg/L (ppm)*;</li> <li>6) Halogens as HCl in mg/L (ppm)*;</li> <li>7) PCBs in mg/L (ppm)*; and</li> <li>8) Flash point.</li> </ul> </li> </ul> <p>* These concentrations shall be reported on a dry basis.</p> <p>If delivery tickets do not contain the information listed in f) above for the specification used oil being delivered, the Permittee shall perform testing in accordance with appropriate ASTM test methods to determine compliance with the hazardous constituent content limitation and sulfur content limitation provisions for each delivery of specification used oil prior to its addition to the fuel storage tank. The Permittee shall record the following information:</p> <ul style="list-style-type: none"> <li>a) The amount of virgin #6 fuel oil and/or specification used oil blend contained in the storage tank at the time of specification used oil delivery;</li> <li>b) The amount of specification used oil added to the fuel oil storage tank; and</li> <li>c) The calculated contaminant concentration of the blended fuel oil in the storage tank after delivery.</li> </ul>	Maintain on a continuous basis	Facility Wide	Env-A 1604.01 & Env-Wm 807.02 State- Only Enforceable	Yes

Item	Applicable Regulatory Requirement	Regulatory Requirement	Applicable Standard	Regulatory Title	Compliance
7.	<p>The Permittee shall record daily fuel usage information for each boiler in a bound logbook, including:</p> <ul style="list-style-type: none"> <li>a) The quantity of fuel used on a 24-hour basis;</li> <li>b) The fuel type; and</li> <li>c) The measured MMBTU/ton or gallon of fuel; and</li> <li>d) The sulfur content as percent sulfur by weight of fuel if applicable.</li> </ul> <p>If more than one type of fuel is used, data on each fuel type shall be recorded separately.</p>	Maintain on a continuous basis	EU01, EU02, EU03 & EU04	ENV-A 901.03 Federally Enforceable	No
<p><b>Findings:</b> The Source maintains a daily fuel use logbook as required. However, the Source reported that it did not use any specification used oil during the inspection period. In actuality, it burned specification used oil as part of a mixture with No. 6 fuel oil in EU03 (boiler #5). In 2011 it burned, 24,066 gal, in 2012 it burned 59,766 gallons, and in 2013 it burned 65,688 gallons for a total of 149,520 gallons of the No. 6/Spec. oil mixture during the inspection period.</p>					
8.	<p>Monthly records of fuel utilization, hours of operation, and twelve consecutive month rolling totals of fuel utilization and hours of operation for each emergency generator shall be kept at the facility and contain the following information:</p> <ul style="list-style-type: none"> <li>a) Consumption;</li> <li>b) Fuel type;</li> <li>c) Sulfur content as percent sulfur by weight of fuel;</li> <li>d) BTU content per gallon or cubic feet of fuel; and</li> <li>e) Hours of operation of each emergency generator.</li> </ul>	Monthly & consecutive 12 month rolling total of fuel consumption, and monthly & consecutive 12 month rolling total hours of operation	EU05	Env-A 901.03 Federally Enforceable	Yes
9.	Annual records of actual emissions for each significant and insignificant activity for determination of emission based fees.	Maintain at facility at all times	Significant and insignificant activities	Env-A 901.04 Federally Enforceable	Yes

Item #	Applicable Recordkeeping Requirement	Record-Keeping Requirement	Applicable Emission Limit	Regulatory Title	Compliant
10.	<p><b>NO<sub>x</sub> Recordkeeping Requirements:</b></p> <p>For fuel burning devices, including boilers, and internal combustion engines, the following information shall be recorded and maintained:</p> <ul style="list-style-type: none"> <li>a) Facility information, including:                             <ul style="list-style-type: none"> <li>1) Source name;</li> <li>2) Source identification;</li> <li>3) Physical address; and</li> <li>4) Mailing address.</li> </ul> </li> <li>b) A copy of the certificate of accuracy required to be maintained pursuant to Env-A 901.04.</li> <li>c) Identification of each fuel burning device;</li> <li>d) Operating schedule information for each fuel burning device identified in (b), above, including:                             <ul style="list-style-type: none"> <li>1) Days per calendar week during the normal operating schedule;</li> <li>2) Hours per day during the normal operating schedule and for a typical ozone season day, if different from the normal operating schedule; and</li> <li>3) Hours per year during the normal operating schedule;</li> </ul> </li> <li>e) Type, and amount of fuel burned, for each fuel burning device, during normal operating conditions and for a typical ozone season day, if different from normal operating conditions, on an hourly basis in MMBTU/hr and;</li> <li>f) The following NO<sub>x</sub> emission data, including records of total annual emissions, in tons per year, and typical ozone season day emissions, in pounds per day;                             <ul style="list-style-type: none"> <li>1) Theoretical potential emissions for the calculation year for each fuel burning device; and</li> <li>2) Actual NO<sub>x</sub> emissions for each fuel-burning device.</li> </ul> </li> </ul>	On a continuous basis	Facility Wide	Env-A 901.08 Federally Enforceable	Yes

Table 7a contains applicable requirements that are not included in the current permit.

Item #	Applicable Reporting Requirements	Reporting Requirements	Applicable Code	Regulatory Code	Compliance
1	<u>Operation Log for the Emergency Generator</u> The Owner or Operator shall keep records of the hours of operation of the engine that is recorded through the non-resettable hour meter. The Owner or Operator must document how many hours are spent for emergency operation, including what classified the operation as emergency and how many hours are spent for non-emergency operation.	Keep a running log	EU05	40 CFR 63.6655 Subpart ZZZZ	Yes
2	<u>General Recordkeeping for Engines (applicable after May 3, 2013)</u> Keep records of the maintenance conducted on the emergency generator.	As specified in Table 4a, Item 1 of this report	EU05	40 CFR 63.6625(i) Subpart ZZZZ	Yes
3	<u>General Recordkeeping for Engines (applicable after May 3, 2013)</u> For the optional oil analysis program, analyze required parameters and keep records of activity.	As specified in site-specific oil analysis program.	EU05	40 CFR 63.6625(i) Subpart ZZZZ	Not Applicable

*Findings: The Source is not subject to this requirement. The Source elected to perform maintenance as required by 40 CFR 63, Subpart ZZZZ as detailed in Table 4a, Item 1.*

**X. Compliance with Reporting Requirements**

Table 8 below, taken from the permit, lists the reporting requirements for the facility, and any deficiencies noted during the evaluation.

Item #	Reporting Requirements	Frequency of Reporting	Applicable Enforcement Code	Regulatory Code	Compliance
1.	The Permittee shall submit a summary report of monitoring data as specified in Table 7 of this permit including: 1. Preventative maintenance and inspection results performed during the annual inspection as specified in Table 5, Item #1 for stacks and emission units; 2. Summary of testing and/or delivery ticket certifications for fuel sulfur content limitation provisions; 3. Summary of testing and/or delivery ticket certifications for specification waste oil sulfur content and contaminant content limitation provisions; and 4. Summary of maintenance and repair records for the pollution control equipment (cyclones); 5. Summary of maintenance and repair records for the stack volumetric flow measuring device; 6. Summary of maintenance and repair records for	Every 6 months (no later than the 30th day of the following month of each calendar half year)	Facility Wide	40 CFR 70.6(a)(3)(ii) i(A) Federally Enforceable	No

Item #	Reporting Requirements	Frequency of Reporting	Applicable Emission Unit	Regulatory Title	Compliant
	the CEM and COM systems; 7. Summary of maintenance, repair, and calibration records for all fuel flow meters; and 8. A permit deviation report.				
<b>Findings: This requirement refers to the Semi-Annual Permit Deviation and Monitoring Report ("PD&amp;M"). The report required for the second half of 2014 was submitted late. It was due to be received by DES on or before January 31, 2015. It was hand delivered to DES on February 10, 2015.</b>					
2.	The Permittee shall submit a summary report of boiler efficiency testing and the adjustments to the combustion processes as specified in Table 7 Item 4 of this permit	Annually (no later than April 15 <sup>th</sup> of the following year)	EU01	40 CFR 70.6(a)(3)(ii) i(A) Federally Enforceable	Yes
3.	The Permittee shall submit an annual fuel usage report indicating consecutive 24-hour period and consecutive 12 month rolling totals of fuel utilization for the four boilers and corresponding fuel information as outlined in Condition VIII.E., Table 7, Item 7.	Annually (no later than April 15 <sup>th</sup> of the following year)	EU01, EU02, EU03 & EU04	Env-A 901.09 Federally Enforceable	No
<b>Findings: As stated previously, the Source failed to report usages of Specification used oil burned as part of a mixture in Boiler #5 (see Table 7, Item 7 above).</b>					
4.	The Permittee shall submit an annual fuel usage report indicating consecutive 24-hour period and consecutive 12 month rolling totals of fuel utilization for the emergency generator and corresponding fuel information as outlined in Condition VIII. E, Table 7, Item 8.	Annually (no later than April 15 <sup>th</sup> of the following year)	EU05	Env-A 901.09 Federally Enforceable	Yes
5.	<b>NO<sub>x</sub> Reporting Requirements:</b> For fuel burning devices, including boilers, and engines, as well as miscellaneous sources, the owner or operator shall submit to the Director, annually (no later than April 15 <sup>th</sup> of the following year), reports of the data required by Condition VIII.E, Table 7, Item 10 including total annual quantities of all NO <sub>x</sub> emissions.	Annually (no later than April 15 <sup>th</sup> of the following year)	Facility Wide	Env-A 901.09 Federally Enforceable	Yes
6.	Within 30-days after completion of performance testing, the Permittee shall submit a test report to the Division.	No later than 30 days after completion of a test	EU01, EU02, EU03, & EU04	Env-A 1211.21(c) Federally Enforceable	No
<b>Findings: This requirement refers to NO<sub>x</sub> RACT Compliance Testing. As mentioned in Table 5 Item 20, the Source last completed NO<sub>x</sub> testing on October 26, 2011, hence the next test was due to be repeated before October 26, 2014. To date, the Source has not performed the test as required.</b>					
7.	The Permittee shall submit a written quarterly report which contains the following information: a) Calendar daily averages of CO and NO <sub>x</sub> lbs/Hr whether or not excess emissions have occurred; b) Calendar daily averages of percentage diluent (O <sub>2</sub> or CO <sub>2</sub> ); and c) Calendar daily averages of stack flow.	Quarterly (no later than 30 days of the last date of the reporting period)	Facility Wide	Env-A 805.08 & 40 CFR 51 Federally Enforceable	No
<b>Findings: This requirement refers to Excess Emission Reports ("EER") specified in Item 8 below. The Source submitted several EERs late during the inspection period. In 2013, EERs were submitted late in, Q1, Q3, and Q4 as well as in 2014 in Q1, Q2, Q3, and Q4. Attached is a list of reports and submittal dates.</b>					

Item #	Applicable Requirements	Frequency of Reporting	Applicable Emission Unit	Regulatory Code	Compliant
8.	Excess emissions indicated by the CEM system shall be considered a violation of the applicable emission limit for the purposes of this Permit. The Permittee shall also include the following information in the quarterly report: a) Magnitude of each excess emission; b) Date and time of commencement and completion of each time period of excess emission; c) Date and time(s) of each period where the CEM was not operational, and the total percentage of time where the CEM was not operational; d) When no excess emissions have occurred or the CEM system has not been inoperative, repaired, or adjusted, such information shall be stated in the report; and For gaseous measuring CEM systems, daily averages of the measurements made and emission rates calculated shall be reported whether or not excess emissions have occurred.	Quarterly (no later than 30 days of the last date of the reporting period)	Facility Wide	Env-A 805.08 & 40 CFR 51 Federally Enforceable	No
<b>Findings: This requirement refers to Excess Emission Reports ("EER"). The Source submitted several EERs late during the inspection period. In 2013, EERs were submitted late in, Q1, Q3 and Q4 as well as in 2014 in Q1, Q2, Q3, and Q4. Attached is a list of reports and submittal dates.</b>					
9.	Prompt reporting of deviations from Permit requirements shall be conducted in accordance with Section XXVIII of this Permit.	Prompt reporting (within 24 hours of an occurrence)	Facility Wide	40 CFR 70.6(a)(3)(ii) i(B) Federally Enforceable	No
<b>Findings: During the inspection period, the Source reported 76 permit deviations. The Source failed to notify DES of permit deviations within 24 hours of each occurrence. The Source notified DES late 8 out of 17 permit deviations in 2011, 3 out of 11 in 2012, 7 out of 23 in 2013 and 20 out of 25 permit deviations in 2014. Attached is a list of permit deviations.</b>					
10.	Any report submitted to the DES and/or EPA shall include the certification of accuracy statement outlined in Section XXI.B. of this Permit and shall be signed by the responsible official.	As specified in section XXI. B.	Facility Wide	40 CFR 70.6(c)(1) Federally Enforceable	Yes
11.	Annual reporting and payment of emission based fees for pollutants, including but not limited to SO <sub>2</sub> , NO <sub>x</sub> , CO, TSP, VOCs and New Hampshire Regulated Air Toxic Pollutant (NHRATP) emissions, shall be conducted in accordance with Section XXIII of this Permit.	Annually (no later than April 15 <sup>th</sup> of the following year)	Facility Wide	Env-A 704.03 Federally Enforceable	No
<b>Findings: The Source was late in paying emission based fees in 2011 (received on October 24, 2012), 2012 (received on July 24, 2013), and 2014 (received on January 26, 2015). In addition, the Source failed to report the SO<sub>2</sub> emitted from the burning of wood fuel and failed to pay the appropriate emission based fees.</b>					
12.	Annual compliance certification shall be submitted in accordance with Section XXI of this Permit.	Annually (no later than April 15 <sup>th</sup> of the following year)	Facility Wide	40 CFR 70.6(c)(1) Federally Enforceable	No
<b>Findings: For 2012, the Source submitted its Annual compliance certification late. It was due to be received on or before April 15, 2013. It was actually received on April 24, 2013.</b>					

## **XII. Enforcement History and Status**

There has been no enforcement actions issued to the Source during the inspection period to date.

## **XIII. Other Findings:**

The facility's boilers are subject to 40 CFR 63 Subpart JJJJJ. At the current time, DES has not taken delegation of this rule and the requirements are not included in the permit. The key requirements applicable to the facility's permitted boilers are summarized below:

- Submit an Initial Notification by January 20, 2014;  
*The Source submitted initial notification on September 14, 2011.*
- Complete an initial tune-up on the boilers by March 21, 2014;  
*The Source conducted a tune-up on the boilers on December 13, 2013.*
- Submit a notification of compliance status for the tune-up by July 19, 2014;  
*The Source submitted a notification of compliance status on March 26, 2014.*
- Conduct tune-ups on the boilers within 25 months of the previous tune-up; and  
*This is a future requirement.*
- Prepare a compliance report every two years for the boilers and submit upon request.  
*This is a future requirement.*

## **XIV. Compliance Assistance, Recommendations and Corrective Actions**

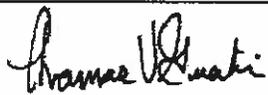
During the inspection, DES identified the following deficiencies and discussed necessary corrective actions for the Source to maintain compliance with its permit:

- The AP 42 emission factor for wood fuel is 0.0025 lb/MMbtu. If the Source wishes to use an alternate emission factor to calculate emissions, the Source must demonstrate to DES that the alternate is accurate by supplying DES with supporting data from the industry.

Based on the findings of this compliance evaluation, DES recommends the following:

1. Notify DES within 24 hours of each permit deviation subject to the rules pertaining to prompt reporting. Such permit deviations include those pertaining to an excess emission, a Title V requirement that has a duration greater than 9 days and data availability;
2. Submit future reports and fees so that they are received by DES on or before the required due dates;
3. Supply DES with a schedule for performing stack tests pursuant to Condition VIII, D, Table 5, Item 20 of the permit, within 30 days of receiving this report;

4. Report each component of blended fuels separately (i.e., # Gallons of No. 6 fuel oil, # gallons of Specification used oil);
5. Maintain records of the precise volume and sulfur weight percent of the existing oil as well as the volume and wt. % sulfur of the oil to be blended so that the volume and weight percent of sulfur of any newly blended oil is accurately calculated. Record all of the values stated above and report these values as required;
6. Analyze the sulfur weight percent in all existing blended oil prior to burning to ensure that it meets the maximum 1.3 % sulfur by wt. requirement; and
7. Calculate the amount of SO<sub>2</sub> emitted from burning wood fuel on an annual basis and include this amount in the total facility wide SO<sub>2</sub> emissions and pay appropriate fees.

Report Prepared By:	Thomas V Guertin
Title:	Senior Compliance Assessment Specialist
Signed:	

---

## Attachment 1

### Facility Report Concord Steam Corporation ID: 3301300032

February 17, 2015

# Compliance Inspection Report

CONCORD STEAM CORPORATION  
3301300032

Physical Information

123 PLEASANT ST  
CONCORD, NH 03301

Owner/Operator Information

CONCORD STEAM  
PO BOX 2520  
CONCORD, NH 03302

Compliance Status IN COMPLIANCE - CEMS

Source Class MAJOR (TITLE V)

SIC 4961 Steam and Air-Conditioning Supply

Government Facility Code FACILITY NOT GOVERNMENT OWNED

NAICS 221330 Steam and Air-Conditioning Supply

## Contacts

Contact	TITLE	Work Phone	Cell Phone	Role
PANSY BLOOMFIELD	OFFICE MANAGER	6032241461		INVOICE
PETER BLOOMFIELD	PRESIDENT	6032241461	6034911094	LEGAL
RONALD GUERIN	PRESIDENT	6032379399	6033311963	APPLICATION
MARK SALTSMAN	VICE PRESIDENT	6032241461	6034918064	APPLICATION
MARK SALTSMAN	VICE PRESIDENT	6032241461	6034918064	RESPONSIBLE PARTY
MARK SALTSMAN	VICE PRESIDENT	6032241461	6034918064	TECHNICAL

## Applications

App Rcvd	Permit Issued	Permit Type	Permit #	Exp Date	Shield	Comments
7/29/2013	9/10/2013	TEMPORARY PERMIT	TP-0133	3/31/2015	N/A	NG BURNER FOR EU03

## Permits

Permit #	RACT Order #	Issued	Expiration Date	Final Decision
TP-0133		9/10/2013	3/31/2015	PERMIT ISSUED

## Complaints

Rcvd Date	Complaint Type	Status
2/4/2015	OPACITY, STATIONARY SOURCE	CLOSED

## Program And Pollutants

Program	Status	Pollutant	Source Class	Compliance Status
0	OPERATING	CO	MAJOR (TITLE V)	IN COMPLIANCE WITH PROCEDURAL REQ.
0	OPERATING	NO2	MAJOR (TITLE V)	IN COMPLIANCE WITH PROCEDURAL REQ.
0	OPERATING	PT	SYNTHETIC MINOR	IN COMPLIANCE WITH PROCEDURAL REQ.
0	OPERATING	SO2	MAJOR (TITLE V)	IN COMPLIANCE WITH PROCEDURAL REQ.
9	UNDER CONSTRUCTI	PT	TRUE MINOR	UNKNOWN COMPLIANCE STATUS
9	UNDER CONSTRUCTI	SO2	MAJOR (TITLE V)	IN COMPLIANCE WITH PROCEDURAL REQ.
M	OPERATING	THAP	TRUE MINOR	IN COMPLIANCE WITH PROCEDURAL REQ.
S	OPERATING	SO2	MAJOR (TITLE V)	IN COMPLIANCE - INSPECTION
V	OPERATING	CO	MAJOR (TITLE V)	IN COMPLIANCE - CEMS
V	OPERATING	NO2	MAJOR (TITLE V)	IN COMPLIANCE - CEMS
V	OPERATING	PT	SYNTHETIC MINOR	IN COMPLIANCE - SOURCE TEST
V	OPERATING	SO2	MAJOR (TITLE V)	IN COMPLIANCE WITH PROCEDURAL REQ.
X	OPERATING	NO2	MAJOR (TITLE V)	IN COMPLIANCE - SOURCE TEST

### Inspections

Inspection Date	Inspection Type
12/30/2014	STATE ONSITE FCE
9/23/2011	STATE ONSITE FCE
2/12/2009	STATE ONSITE FCE
9/25/2007	STATE OFFSITE FCE
9/28/2005	STATE ONSITE FCE

### Referrals

Status	Referral From	Referral To	DESCRIPTION
IN REVIEW	CAR	E	FAILURE TO SUBMIT 2013 EMISSION FEES

RVWCMTS

### Deviations

Date	Description
1/3/2015	Opacity @ 21.4%
1/2/2015	Opacity @ 49.4%
1/1/2015	Opacity @ 24.8%
12/31/2014	Opacity @ 20.8%
12/9/2014	Opacity @ 21.2%
12/6/2014	Opacity @ 33.7%

12/3/2014	Opacity @ 23%
11/28/2014	Opacity @ 26.5%
11/27/2014	Opacity @ 27.6%
11/26/2014	Opacity @ 22.6%
11/21/2014	Opacity
10/31/2014	Opacity @ 26%
10/22/2014	Opacity @ 36.4
10/11/2014	Opacity @ 44%
8/16/2014	Opacity
7/25/2014	Opacity @ 23.4%
7/24/2014	Opacity @ 74.4%
7/16/2014	Opacity @ 55%
6/25/2014	Opacity @ 23%
6/5/2014	OPACITY @ 21%
6/2/2014	Opacity @ 36%
5/22/2014	Opacity @ 41%
4/29/2014	Opacity @ 34%
4/3/2014	Opacity @ 22%
3/30/2014	Opacity @ 38%
2/27/2014	Opacity @ 37%
2/19/2014	Opacity
1/31/2014	OPACITY@80%
12/5/2013	Opacity
11/28/2013	Opacity
11/21/2013	Opacity @ 22%
10/2/2013	CGA Audit not performed w/in qtr.
10/2/2013	Flow audit not completed w/in qtr
9/16/2013	CEM Data Availability
9/16/2013	Opacity @ 22.5
9/12/2013	Opacity at 99.7%
8/18/2013	Opacity
8/7/2013	Opacity
4/25/2013	Opacity @ 21.5
3/19/2013	Opacity @ 39.9
3/1/2013	Opacity
2/27/2013	Opacity
2/18/2013	NOx Monitor not responding
2/16/2013	NOx Monitor off line
2/15/2013	Opacity
2/10/2013	Opacity
2/4/2013	Opacity @ 28.7%
2/2/2013	Opacity @ 28.8%
1/30/2013	Opacity @ 29.8%
1/29/2013	Opacity @ 48.3%
1/18/2013	Opacity at 22.5%
12/17/2012	Opacity at 48%

12/10/2012	Opacity at 21%
12/8/2012	Opacity at 32%
12/5/2012	opacity at 40%
11/14/2012	Opacity @ 29%
9/16/2012	Opacity
4/26/2012	Opacity
4/20/2012	Opacity
3/26/2012	Opacity @ 22%
3/9/2012	Opacity 40%
2/29/2012	Opacity 21%
12/15/2011	Opacity
12/14/2011	Opacity 21%
11/5/2011	Opacity @ 24%
10/13/2011	Opacity @ 23%
10/12/2011	Opacity @ 24%
10/5/2011	Opacity @ 27%
10/4/2011	Opacity @ 31%
9/30/2011	Opacity @ 30%
5/27/2011	Loss COM Monitoring
5/26/2011	Loss COM Monitoring
3/29/2011	4 Excess Opacity Events
3/26/2011	3 Excess Opacity Events
3/9/2011	Opacity @ 74.2%
3/7/2011	Excess Opacity Events
3/3/2011	Excess Opacity Events
2/11/2011	Excess Opacity Events
2/1/2011	Opacity
12/15/2010	
12/9/2010	
12/9/2010	Opacity
11/29/2010	Opacity
11/8/2010	Opacity
10/25/2010	Opacity
10/11/2010	
7/16/2010	
6/20/2010	Opacity Units 3, 5, 6
6/4/2010	Opacity Monitor
5/29/2010	Opacity. #6 shutdown.
5/13/2010	Opacity. #6 shutdown.
5/12/2010	Opacity. #6 shutdown.
5/11/2010	Opacity. #6 shutdown.
5/10/2010	Opacity. #6 shutdown.
5/9/2010	Opacity. #6 shutdown.
5/8/2010	Opacity. #6 shutdown.
5/7/2010	Opacity. #6 shutdown and startup.
5/6/2010	Opacity. #6 shutdown.

5/5/2010 Opacity. #6 shutdown.  
5/4/2010 Opacity. #6 shutdown.  
5/3/2010 Opacity. #6 shutdown.  
5/2/2010 Opacity. #6 shutdown and startup.  
5/1/2010 Opacity. #6 shutdown and startup.  
4/30/2010 Opacity. #6 shutdown. #5 shutdown.  
4/29/2010 Opacity. #6 shutdown and startup.  
4/28/2010 Opacity. #6 shutdown and startup. #5 shutdown.  
4/27/2010 Opacity. #6 shutdown and startup.  
4/26/2010 Opacity. #6 startup.  
4/25/2010 Opacity. #6 shutdown and startup.  
4/24/2010 Opacity. #6 shutdown and startup.  
4/23/2010 Opacity. #6 shutdown and startup.  
4/22/2010 Opacity. #6 shutdown.  
4/20/2010 Opacity. #6 shutdown. #5 shutdown.  
4/19/2010 Opacity. #6 shutdown. #5 shutdown.  
4/18/2010 Opacity. #6 shutdown and startup. #5 shutdown.  
4/18/2010 Opacity. #6 shutdown. #5 shutdown and startup.  
4/17/2010 Opacity. #6 shutdown.  
4/16/2010 Opacity. #6 shutdown. #5 shutdown and startup.  
4/15/2010 Opacity. #5 shutdown and startup.  
4/14/2010 Opacity. #5 shutdown and startup.  
4/13/2010 Opacity. #5 shutdown and startup.  
4/12/2010 Opacity. #6 startup. #5 shutdown and startup.  
4/11/2010 Opacity. #5 shutdown and startup.  
4/10/2010 Opacity. #6 startup and #5 shutdown.  
4/9/2010 Opacity. #5 shutdown and startup.  
4/8/2010 Opacity. #6 shutdown. #5 shutdown and startup.  
4/7/2010 Opacity. #6 shutdown and startup. #5 shutdown and startup.  
4/6/2010 Opacity. #6 shutdown and startup.  
4/5/2010 Opacity. #6 shutdown and startup.  
4/4/2010 Opacity. #6 shutdown and startup.  
4/3/2010 Opacity. #6 shutdown and startup.  
4/2/2010 Opacity. #6 shutdown and startup. #5 shutdown and startup.  
4/1/2010 Opacity. #6 shutdown.  
3/31/2010 Opacity. #6 shutdown and #5 shutdown.  
3/30/2010 Opacity. #6 shutdown. #5 shutdown and startup.  
3/29/2010 Opacity. #6 shutdown. #5 shutdown and startup.  
3/28/2010 Opacity. #6 shutdown. #5 shutdown and startup.  
3/27/2010 Opacity. #6 shutdown and startup. #5 shutdown and startup.  
3/26/2010 Opacity. #6 shutdown and startup. #5 startup.  
3/25/2010 Opacity. #6 shutdown.  
3/24/2010 Opacity. #6 shutdown.  
3/23/2010 Opacity. #6 shutdown and startup. #5 startup.  
3/22/2010 Opacity. #6 shutdown.  
3/21/2010 Opacity. #6 shutdown.

3/20/2010 Opacity. #6 shutdown.  
 3/19/2010 Opacity. #6 shutdown. #5 shutdown.  
 3/18/2010 Opacity. #6 shutdown. #5 shutdown and startup.  
 3/17/2010 Opacity. #6 shutdown. #5 shutdown and startup.  
 3/16/2010 Opacity. #6 shutdown. #5 shutdown.  
 3/15/2010 Opacity. #6 shutdown. #5 shutdown.  
 3/14/2010 Opacity. #6 shutdown. #5 shutdown.  
 3/13/2010 Opacity. #6 shutdown. #5 shutdown.  
 3/12/2010 Opacity. #6 shutdown. #5 shutdown.  
 3/11/2010 Opacity. #6 shutdown. #5 shutdown.  
 3/10/2010 Opacity. #6 shutdown. #5 shutdown.  
 3/9/2010 Opacity. 36 shutdown. #5 shutdown.  
 3/8/2010 Opacity. #6 shutdown. #5 shutdown.  
 3/7/2010 Opacity. #6 shutdown. #5 shutdown.  
 3/6/2010 Opacity. #6 shutdown. #5 shutdown.  
 3/5/2010 Opacity. #6 shutdown. #5 shutdown.  
 3/3/2010 Opacity. #6 shutdown. #5 shutdown and startup.  
 3/2/2010 Opacity. #6 shutdown. #5 shutdown and startup.  
 3/1/2010 Opacity. #6 shutdown and startup. #5 shutdown and startup and malfunction.  
 2/28/2010 Opacity. #6 shutdown. #5 shutdown and startup.  
 2/27/2010 Opacity. #6 shutdown. #5 shutdown and startup.  
 2/26/2010 Opacity. #6 shutdown. #5 shutdown and startup. #3 startup and shutdown.  
 2/25/2010 Opacity. #6 shutdown. #5 shutdown. #3 startup. #6 malfunction.  
 2/24/2010 Opacity. #6 shutdown. #5 shutdown and startup.  
 2/23/2010 Opacity. #6 shutdown. #5 shutdown.  
 2/22/2010 Opacity. #6 shutdown. #5 shutdown. and #3 startup.  
 2/21/2010 Opacity. #6 shutdown. #5 shutdown.  
 2/20/2010 Opacity. #6 shutdown. #5 shutdown and startup.  
 2/19/2010 Opacity. #6 shutdown. #5 shutdown and startup.

**Enforcement**

**Issued Violation Description**

5/7/2010 MULTIPLE PERMIT DEVIATIONS

**Reports**

Report	YEAR	Period	Date RCVD	Timely	Rywd Date	Follow Up
OTHER	2014.	INITIAL	3/26/2014	Y	7/31/2014	N
CEM OPACITY AUDIT	2014	Q1	5/1/2014	N	5/16/2014	Y
RELATIVE ACCURACY AUDIT (RAA)	2014	Q1	5/1/2014	N	5/30/2014	Y
CEM EXCESS EMISSIONS REPORT	2014	Q1	5/1/2014	N	5/14/2014	Y
OTHER	2014	Q1	5/1/2014	Y	5/12/2014	N
CEM CYLINDER GAS AUDIT	2014	Q1	5/1/2014	N	6/2/2014	N
CEM OPACITY AUDIT	2014	Q2	7/31/2014	N	8/29/2014	N

CEM EXCESS EMISSIONS REPORT	2014	Q2	7/31/2014	N	9/15/2014	Y
RELATIVE ACCURACY AUDIT (RAA)	2014	Q2	7/31/2014	N	8/29/2014	
CEM CYLINDER GAS AUDIT	2014	Q2	7/31/2014	N	9/3/2014	
RELATIVE ACCURACY AUDIT (RAA)	2014	Q3	11/18/2014	N	12/2/2014	
CEM OPACITY AUDIT	2014	Q3	11/18/2014	N	12/2/2014	
CEM EXCESS EMISSIONS REPORT	2014	Q3	11/18/2014	N	12/15/2014	N
CEM CYLINDER GAS AUDIT	2014	Q3	11/18/2014	N	12/2/2014	
OPACITY 7-DAY DRIFT TEST	2014	Q4	1/30/2015	N	2/4/2015	
CEM OPACITY AUDIT	2014	Q4	1/30/2015	Y	2/4/2015	
CEM EXCESS EMISSIONS REPORT	2014	Q4	1/30/2015	Y	2/9/2015	
TITLE V SEMIANNUAL PERMIT DEVIATION/MONITORING REPORT	2014	S1	7/31/2014	Y	9/12/2014	N
TITLE V SEMIANNUAL PERMIT DEVIATION/MONITORING REPORT	2014	S2	2/10/2015	N	2/11/2015	N
EMISSIONS STATEMENT	2013	ANNUAL	4/15/2014	Y		
OTHER	2013	ANNUAL	4/15/2014			
CEM QA/QC PLAN	2013	ANNUAL	1/31/2014	Y	2/6/2014	Y
TITLE V ANNUAL COMPLIANCE CERTIFICATION	2013	ANNUAL	4/15/2014	Y	6/11/2014	N
NOX STATEMENT/REPORT	2013	ANNUAL	4/15/2014	Y		
OTHER	2013	OTHER	1/3/2013	Y	1/3/2013	N
CEM OPACITY AUDIT	2013	Q1	4/30/2013	Y		
CEM CYLINDER GAS AUDIT	2013	Q1	4/30/2013	Y		
RELATIVE ACCURACY AUDIT (RAA)	2013	Q1	4/30/2013	Y		
CEM EXCESS EMISSIONS REPORT	2013	Q1	4/30/2013	Y		
CEM OPACITY AUDIT	2013	Q2	7/25/2013	Y		
CEM CYLINDER GAS AUDIT	2013	Q2	7/25/2013	Y		
RELATIVE ACCURACY AUDIT (RAA)	2013	Q2	7/25/2013	Y		
CEM EXCESS EMISSIONS REPORT	2013	Q2	7/25/2013	Y		
CEM CYLINDER GAS AUDIT	2013	Q3	10/31/2013	N		
OPACITY 7-DAY DRIFT TEST	2013	Q3	10/31/2013	N		
RELATIVE ACCURACY AUDIT (RAA)	2013	Q3	10/31/2013	N		
CEM EXCESS EMISSIONS REPORT	2013	Q3	10/31/2013	N	1/6/2014	Y
CEM OPACITY AUDIT	2013	Q3	10/31/2013	N		
RELATIVE ACCURACY AUDIT (RAA)	2013	Q4	1/31/2014	N	2/13/2014	
OTHER	2013	Q4	1/30/2013			
CEM OPACITY AUDIT	2013	Q4	1/31/2014	N		
CEM CYLINDER GAS AUDIT	2013	Q4	1/31/2014	N	2/13/2014	
CEM EXCESS EMISSIONS REPORT	2013	Q4	1/31/2014	N	2/6/2014	
TITLE V SEMIANNUAL PERMIT DEVIATION/MONITORING REPORT	2013	Q4	1/31/2014	N	9/15/2014	Y
TITLE V SEMIANNUAL PERMIT DEVIATION/MONITORING REPORT	2013	S1	7/25/2013	Y	8/22/2013	N
OTHER	2013	S2	1/31/2014	Y	2/6/2014	Y
TITLE V ANNUAL COMPLIANCE CERTIFICATION	2012	ANNUAL	4/24/2013			
NOX STATEMENT/REPORT	2012	ANNUAL	4/24/2013	N	5/20/2013	Y
	2012	ANNUAL	4/24/2013	Y		

EMISSIONS STATEMENT	2012	ANNUAL	4/24/2013	Y	
CEM OPACITY AUDIT	2012	ANNUAL	4/24/2013	Y	
RELATIVE ACCURACY AUDIT (RAA)	2012	Q1	4/12/2012	Y	4/12/2012
CEM EXCESS EMISSIONS REPORT	2012	Q1	4/12/2012	Y	4/12/2012
CEM CYLINDER GAS AUDIT	2012	Q1	4/12/2012	Y	4/13/2012
CEM OPACITY AUDIT	2012	Q1	4/12/2012	Y	4/12/2012
CEM CYLINDER GAS AUDIT	2012	Q2	7/27/2012	Y	
CEM EXCESS EMISSIONS REPORT	2012	Q2	7/27/2012	Y	
RELATIVE ACCURACY AUDIT (RAA)	2012	Q2	7/27/2012	Y	
CEM CYLINDER GAS AUDIT	2012	Q2	7/27/2012	Y	
OPACITY 7-DAY DRIFT TEST	2012	Q3	10/29/2012	Y	
CEM EXCESS EMISSIONS REPORT	2012	Q3	10/29/2012	Y	
RELATIVE ACCURACY AUDIT (RAA)	2012	Q3	10/29/2012	Y	
CEM OPACITY AUDIT	2012	Q3	10/29/2012	Y	
CEM EXCESS EMISSIONS REPORT	2012	Q3	10/29/2012	Y	
CEM OPACITY AUDIT	2012	Q4	1/30/2013	Y	
TITLE V SEMI ANNUAL PERMIT DEVIATION/MONITORING REPORT	2012	Q4	1/30/2013	Y	
TITLE V SEMI ANNUAL PERMIT DEVIATION/MONITORING REPORT	2012	S1	7/27/2012	Y	8/6/2012
CEM QA/QC PLAN	2012	S2	1/30/2013	Y	
CEM QA/QC PLAN	2011	ANNUAL	4/13/2011	Y	4/4/2012
EMISSIONS STATEMENT	2011	ANNUAL	1/25/2011	Y	12/16/2011
NOX STATEMENT/REPORT	2011	ANNUAL	4/12/2012	Y	
OTHER	2011	ANNUAL	4/12/2012	Y	
TITLE V ANNUAL COMPLIANCE CERTIFICATION	2011	ANNUAL	4/12/2012	Y	
INITIAL NOTIFICATION	2011	INITIAL	4/12/2012	Y	8/6/2012
CEM OPACITY AUDIT	2011	INITIAL	9/14/2011	Y	9/14/2011
CEM EXCESS EMISSIONS REPORT	2011	Q1	4/13/2011	Y	12/16/2011
RELATIVE ACCURACY AUDIT (RAA)	2011	Q1	4/13/2011	Y	12/6/2011
CEM CYLINDER GAS AUDIT	2011	Q1	4/13/2011	Y	12/16/2011
RELATIVE ACCURACY AUDIT (RAA)	2011	Q1	4/13/2011	Y	12/16/2011
CEM OPACITY AUDIT	2011	Q2	7/21/2011	Y	12/16/2011
CEM EXCESS EMISSIONS REPORT	2011	Q2	7/21/2011	Y	12/16/2011
CEM CYLINDER GAS AUDIT	2011	Q2	7/21/2011	Y	12/6/2011
CEM CYLINDER GAS AUDIT	2011	Q2	7/21/2011	Y	12/16/2011
RELATIVE ACCURACY AUDIT (RAA)	2011	Q3	10/20/2011	Y	12/16/2011
CEM EXCESS EMISSIONS REPORT	2011	Q3	10/20/2011	Y	12/16/2011
CEM OPACITY AUDIT	2011	Q3	10/20/2011	Y	12/6/2011
OPACITY 7-DAY DRIFT TEST	2011	Q3	10/20/2011	Y	12/16/2011
CEM OPACITY AUDIT	2011	Q3	10/20/2011	Y	12/16/2011
CEM EXCESS EMISSIONS REPORT	2011	Q4	1/26/2012	Y	1/27/2012
OTHER	2011	Q4	1/26/2012	Y	1/30/2012
	2011	Q4	1/26/2012	Y	1/27/2012

TITLE V SEMIANNUAL PERMIT DEVIATION/MONITORING REPORT  
 TITLE V SEMIANNUAL PERMIT DEVIATION/MONITORING REPORT  
 EMISSIONS STATEMENT  
 TITLE V ANNUAL COMPLIANCE CERTIFICATION  
 OTHER  
 NOX STATEMENT/REPORT  
 CEM CYLINDER GAS AUDIT  
 CEM EXCESS EMISSIONS REPORT  
 RELATIVE ACCURACY AUDIT (RAA)  
 CEM OPACITY AUDIT  
 CEM EXCESS EMISSIONS REPORT  
 RELATIVE ACCURACY AUDIT (RAA)  
 CEM CYLINDER GAS AUDIT  
 CEM OPACITY AUDIT  
 CEM CYLINDER GAS AUDIT  
 OPACITY 7-DAY DRIFT TEST  
 CEM OPACITY AUDIT  
 RELATIVE ACCURACY AUDIT (RAA)  
 CEM EXCESS EMISSIONS REPORT  
 CEM OPACITY AUDIT  
 CEM EXCESS EMISSIONS REPORT  
 FLOW MONITOR TRANSDUCER CHECK  
 TITLE V SEMIANNUAL PERMIT DEVIATION/MONITORING REPORT  
 TITLE V SEMIANNUAL PERMIT DEVIATION/MONITORING REPORT  
 TITLE V ANNUAL COMPLIANCE CERTIFICATION  
 OTHER  
 EMISSIONS STATEMENT  
 NOX STATEMENT/REPORT

2011	SI	7/21/2011	Y	1/30/2012
2011	S2	1/26/2012	Y	4/2/2012
2010	ANNUAL	4/15/2011	Y	
2010	ANNUAL	4/15/2011	Y	4/21/2011
2010	ANNUAL	4/15/2011	Y	
2010	ANNUAL	4/15/2011	Y	
2010	Q1	4/21/2010	Y	9/17/2010
2010	Q1	4/21/2010	Y	9/17/2010
2010	Q1	4/21/2010	Y	9/17/2010
2010	Q1	4/21/2010	Y	9/17/2010
2010	Q2	7/21/2010	Y	9/17/2010
2010	Q2	7/21/2010	Y	9/17/2010
2010	Q2	7/21/2010	Y	9/17/2010
2010	Q2	7/21/2010	Y	9/17/2010
2010	Q3	10/26/2010	Y	12/9/2010
2010	Q3	10/26/2010	Y	12/9/2010
2010	Q3	10/26/2010	Y	12/9/2010
2010	Q3	10/26/2010	Y	12/9/2010
2010	Q3	10/26/2010	Y	12/9/2010
2010	Q4	1/25/2011	Y	12/15/2011
2010	Q4	1/25/2011	Y	12/6/2011
2010	Q4	1/25/2011	Y	
2010	SI	7/21/2010	Y	12/16/2011
2010	S2	1/25/2011	Y	12/16/2011
2009	ANNUAL	4/15/2010	Y	5/21/2010
2009	ANNUAL	4/15/2010	Y	
2009	ANNUAL	4/15/2010	Y	
2009	ANNUAL	4/15/2010	Y	