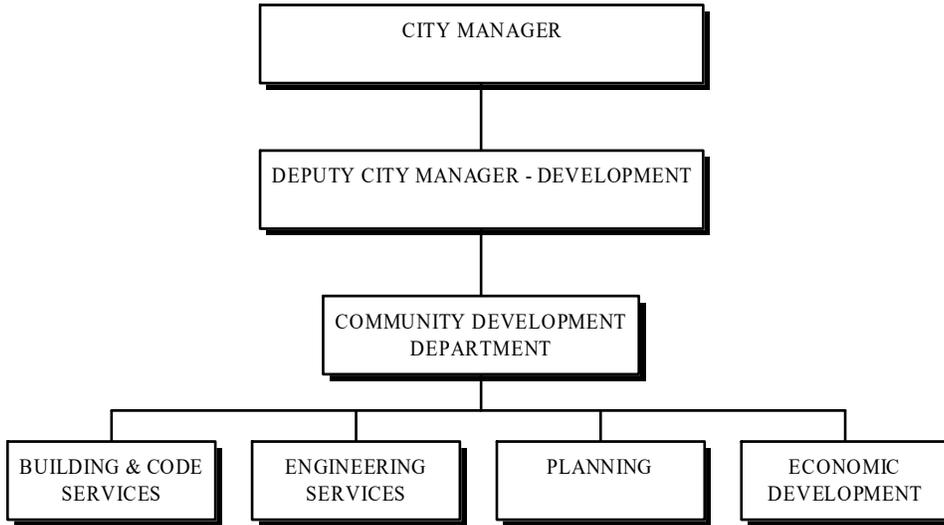


Community Development

Mission

To enhance the quality of life and economic vitality of the City.

COMMUNITY DEVELOPMENT DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

1. Administration: Coordinates the multiple divisions to ensure quality customer service is rendered and City Council priorities are met. Liaison to the business and development community and various ad hoc committees. Manages key development projects. Oversees the Concord Municipal Airport.
2. Building & Code Services: Seeks project compliance with pertinent codes and regulations. Inspects applicable businesses to ensure safe and sanitary conditions for the general public. Administers and enforces the zoning code. Liaison to the Zoning Board of Adjustment.
3. Engineering Services: Designs and manages roadway, water distribution, sewer, and storm water infrastructure improvements. Manages dam, bridge network, and airport improvement projects. Provides review and oversight of private development projects. Liaison to the Transportation Policy Advisory Committee.
4. Planning: Reviews and coordinates development applications for the Planning Board. Manages community planning projects. Liaison to the Conservation and Heritage Commissions and the Recreation Policy Advisory Committee.
5. Economic Development: Leads and coordinates the City's business retention and recruitment efforts. Oversees/ implements efforts to strategically plan for economic development. Works to implement and maintain a marketing/branding message for the City.

Community Development

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Construction Permits	\$926,245	\$623,000	\$583,000	\$703,000	\$818,910
Other Permits	\$13,858	\$15,700	\$15,700	\$15,000	\$15,200
Licenses	\$131,831	\$135,480	\$135,480	\$120,000	\$135,130
Street Damage Fees	\$336,145	\$100,000	\$100,000	\$20,000	\$75,000
Reports, Prints, and Copies	\$1,773	\$1,650	\$1,650	\$1,250	\$1,200
Application Fees	\$19,095	\$18,000	\$18,000	\$18,000	\$18,000
Review Fees	\$32,491	\$38,000	\$38,000	\$165,000	\$80,000
Inspection Fees	\$38,293	\$28,000	\$28,000	\$17,000	\$22,000
Timber Sales	\$14,400	\$7,000	\$7,000	\$20,000	\$5,000
Other Service Charges	\$2,925	\$4,000	\$4,000	\$4,000	\$4,000
Rental Income	\$466	\$2,650	\$2,650	\$500	\$2,640
Donations	\$112	\$0	\$0	\$0	\$0
Other Revenue	\$6,157	\$820	\$820	\$5,365	\$820
Other Gov Agencies - Federal	\$228	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$1,835	\$0	\$39,732	\$39,725	\$0
Transfer In - Trust	\$22,600	\$43,139	\$43,139	\$27,212	\$67,766
Transfer In - Water	\$124,350	\$154,883	\$154,883	\$148,493	\$13,380
Transfer In - Wastewater	\$134,610	\$154,883	\$154,883	\$148,493	\$13,380
Total Revenue	\$1,807,412	\$1,327,205	\$1,326,937	\$1,453,038	\$1,272,426
Expense					
Compensation	\$2,164,103	\$2,318,220	\$2,353,183	\$2,291,132	\$2,150,316
Fringe Benefits	\$931,149	\$940,334	\$944,886	\$1,007,885	\$962,501
Outside Services	\$178,028	\$251,951	\$252,026	\$224,929	\$208,756
Supplies	\$20,028	\$35,005	\$35,147	\$34,480	\$36,115
Insurance	\$17,440	\$17,050	\$17,050	\$17,050	\$17,094
Transfer Out	\$339,895	\$100,000	\$100,000	\$20,000	\$75,000
Total Expense	\$3,650,644	\$3,662,560	\$3,702,291	\$3,595,476	\$3,449,783
<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>	
1. Development and Design Review Applications	75	37	60	70	
2. Total Building and Zoning Permits Issued	2,354	2,315	2,186	2,150	
3. Capital Projects Designed/Managed by Engineering	30	24	25	25	
4. Acres of Protected Open Space	7,151	7,193	7,226	7,286	
5. Acres of Harvested Forest Land	0	20	10	20	
6. Economic Development Director business visits completed	85	165	180	N/A	

Community Development

2022 Goals

Code Administration:

1. Continue implementation of the Energov Permitting System.
2. Continue digital archiving of Zoning/Health/Structural documents.
3. Develop community outreach for education and training of Energov program for residents and contractors.

Engineering Services:

1. Transition permitting to online capability.
2. Complete the construction and/or repair of the Birchdale Road, Hooksett Turnpike, North Pembroke Road, and Washington Street bridges.
3. Advance to final design for the rehabilitation of the Loudon Road bridge over the Merrimack River.
4. Construct improvements to Hoit/Whitney Road intersection.
5. Hold public meetings relative to a possible stormwater utility.

Planning:

1. Complete Phase 1 and Phase 2 of the new Form-based Code. Present the City Council with the full updated code for adoption.
2. If funded, implement the Trail Ranger position to improve open space monitoring and trail management.
3. Continue to spread awareness of and encourage alternative transportation by organizing an annual bike/pedestrian demonstration project.

2021 Goals Status

Code Administration:

1. Continue digital archiving of Zoning/Health/Structure documents.
9-Month Status: Being done on a limited basis as existing staff time and equipment will allow.
2. Implement Form-Based Code.
9-Month Status: Progressing with internal staff/legal review. Anticipated adoption of Phase 1 within calendar year 2021.
3. Implement EnerGov permitting software.
9-Month Status: Forms, workflows, and online custom fields have been completed. Testing of permits and creation of intelligent objects is ongoing. Working with the Information Technology Department on data conversion and data mapping.
4. Update Code Administration web pages.
9-Month Status: Completed.

Engineering:

1. Construct new bridges on Hooksett Turnpike, Birchdale Road, and North Pembroke Road.
9-Month Status: Hooksett Turnpike bridge construction is underway. Birchdale Road construction will proceed upon conclusion of Birchdale Road. The bid for the North Pembroke Road bridge came in higher than estimated, therefore, additional funding for the City's limited portion will be sought from City Council.
2. Implement repairs to the Washington Street Canal Inlet Bridge in Penacook.
9-Month Status: The contractor has been retained and work has begun.

Community Development

2021 Goals Status (continued)

Engineering (cont'd):

3. Advance design to rehabilitate the Loudon Road bridge over the Merrimack River towards final design.
9-Month Status: Preliminary engineering study has been completed.
4. Develop community support for implementation of a stormwater utility.
9-Month Status: Due to COVID-19, this portion of the project has been delayed.
5. Advance the design of Storrs Street Extension north of Loudon Road and coordinate with NHDOT on the I-93 widening project.
9-Month Status: Negotiations are pending with PanAm and the NH Department of Transportation regarding rail line relocation.
6. Complete the construction of Phase I of the North Main Street Drainage Improvements Project and begin the design of Phase II.
9-Month Status: Phase 1 completed.
7. Advance the development of a computerized stormwater flow model of the City's drainage system.
9-Month Status: Due to COVID-19, this has been delayed.

Planning:

1. Complete Phase 1 and Phase 2 of the new Form-Based Code, adopt the full updated code.
9-Month Status: Planning staff are working closely with Code Administration and Legal Department staff on ordinance formatting and cross-checking.
2. Complete a Trails Master Plan and develop strategies to implement the community vision for trails.
9-Month Status: Planning staff are collaborating with the Central NH Regional Planning Commission. A draft was received in late March.
3. Encourage alternative transportation by organizing an annual bike and pedestrian demonstration project, expanding on the previous demonstration project.
9-Month Status: Due to COVID-19, this has been postponed until FY 2022.

Economic Development:

1. Proactively work with the local business community to retain and grow investment
9-Month Status: Ongoing.
2. Proactively target potential companies to invest in the City of Concord.
9-Month Status: This has been hampered by the COVID-19 pandemic.
3. Work with partners to address workforce and talent attraction.
9-Month Status: Collaborating with the NH Technical Institute and the State on possible solutions.