

General Government

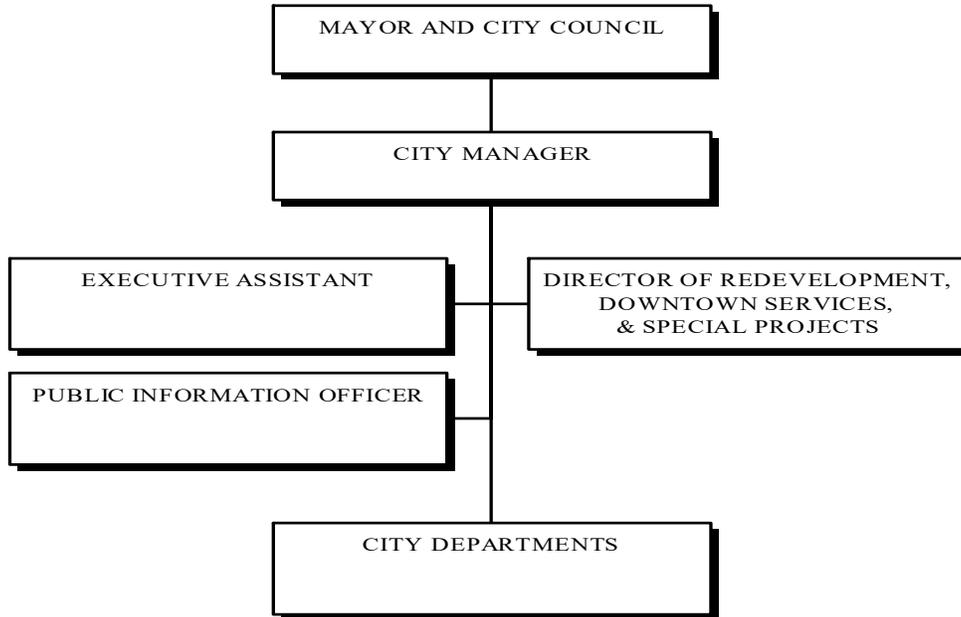
	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
City Manager	\$500	\$0	\$73,416	\$3,415	\$0
Legal	\$76,126	\$76,676	\$76,676	\$76,776	\$78,089
Assessing	\$790,635	\$809,264	\$809,851	\$791,750	\$710,152
Human Resources	\$36,109	\$35,700	\$38,471	\$37,770	\$35,700
Finance	\$54,428,556	\$55,699,659	\$56,917,942	\$54,893,657	\$56,948,388
Information Technology	\$9,997	\$0	\$20,498	\$20,495	\$0
City Clerk	\$100,528	\$91,720	\$197,239	\$203,535	\$88,720
General Overhead	\$4,412,994	\$4,163,045	\$4,180,495	\$4,231,845	\$4,351,082
Total Revenue	\$59,855,443	\$60,876,064	\$62,314,588	\$60,259,243	\$62,212,131
Expense					
City Manager	\$716,452	\$716,834	\$810,250	\$704,179	\$824,311
Legal	\$1,311,068	\$1,360,251	\$1,360,251	\$1,373,334	\$1,280,116
Assessing	\$641,907	\$666,683	\$667,215	\$676,896	\$713,860
Human Resources	\$556,430	\$580,015	\$582,786	\$582,525	\$616,727
Finance	\$2,264,834	\$2,300,237	\$2,350,183	\$2,230,067	\$2,432,311
Information Technology	\$957,173	\$1,024,349	\$1,064,547	\$1,024,642	\$1,152,643
City Council	\$35,544	\$39,513	\$39,513	\$39,450	\$42,540
City Clerk	\$437,009	\$510,971	\$616,490	\$578,915	\$500,996
General Overhead	\$14,469,050	\$13,850,229	\$14,773,602	\$14,615,839	\$13,036,048
Total Expense	\$21,389,468	\$21,049,081	\$22,264,836	\$21,825,847	\$20,599,551

City Manager

Mission

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

CITY MANAGER ORGANIZATIONAL CHART



Core Responsibilities

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

City Manager

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Other Revenue	\$500	\$0	\$4,500	\$0	\$0
Other Gov Agencies - State	\$0	\$0	\$3,416	\$3,415	\$0
Transfer In - Trust	\$0	\$0	\$65,500	\$0	\$0
Total Revenue	\$500	\$0	\$73,416	\$3,415	\$0
Expense					
Compensation	\$455,212	\$468,318	\$486,433	\$468,618	\$538,920
Fringe Benefits	\$168,802	\$169,002	\$174,303	\$150,859	\$202,461
Outside Services	\$86,721	\$72,394	\$142,394	\$78,694	\$75,591
Supplies	\$2,637	\$3,800	\$3,800	\$2,700	\$3,800
Insurance	\$3,080	\$3,320	\$3,320	\$3,308	\$3,539
Total Expense	\$716,452	\$716,834	\$810,250	\$704,179	\$824,311

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. CDBG Grant Applications	1	2	3	1
2. CDBG Grant Awards	1	2	3	1
3. Amount of CDBG Funding Requested	\$500,000	\$434,920	\$1,224,841	\$500,000
4. Amount of CDBG Funding Awarded	\$500,000	\$434,920	\$1,224,841	\$500,000

2022 Goals

1. Apply for the maximum amount of funding possible for housing, public facilities, and economic development related projects under the Community Development Block Grant (CDBG) program, as administered by the NH Community Development Finance Authority (NHCDFFA).
2. Complete the LED Street Light Re-Lamping Project.
3. Working with the Human Resources Department, and in coordination with the City Council, facilitate an organization-wide program to enhance diversity, equity, and inclusion in the workplace.
4. Complete construction of the new high lift station at the Water Treatment Plant.
5. Construct improvements associated with the Hoit Road/Whitney Road intersection project.
6. Work with the Fire Department on recruitment and retention programs.
7. Implement varied and detailed COVID-19 reopening strategies for all Department units.
8. Work with the Human Resources Department to update performance evaluation systems and recruiting as part of the new ERP system.

2021 Goal Status

1. Apply for maximum funding possible for housing, public facilities, and economic development related projects under the Community Development Block Grant (CDBG) program, as administered by the NH Community Development Finance Authority (NHCDFFA).
9-Month Status: During FY 2021, the City secured three separate Community Development Block Grants totaling \$1,224,841. This amount was greater than normal due to two circumstances: First, the NHCDFFA recently modified its CDBG program rules so that Housing and Public Facility Grants are now two separate categories. Therefore, the amount of funds that the City is eligible for has increased from \$500,000 to \$1,000,000 annually. Secondly, special COVID-19 Pandemic relief funds from the federal government temporarily increased the amount of CDBG funds available in New Hampshire. CDBG funds secured by the City benefitted the following organizations: the Concord Coalition to End Homelessness, the Friends Program, the Friendly Kitchen, Family Promise, the Concord Human Services Department, and Riverbend Community Mental Health, Inc.

City Manager

2021 Goal Status (continued)

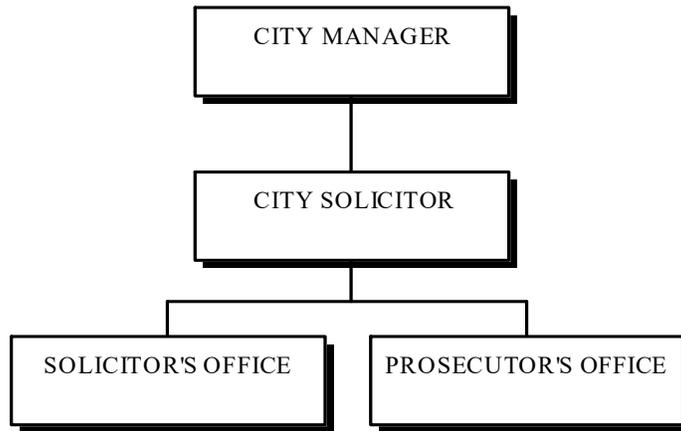
2. Take steps necessary to respond to the COVID-19 pandemic and it's after effects to ensure that the City Council, as well as all departments, boards, committees and commissions, succeed in providing necessary services to the community.
9-Month Status: This year was one of tremendous resilience shown by City Council, staff and the public. Staff committed to strict COVID-19 protocols, including staggered shifts, remote work, plexiglass shields and masks. Thanks to this diligence and the actions of all the boards and committees, there were very few gaps in City services. The use of online services dramatically increased and great flexibility was shown through the implementation of virtual meetings.
3. Work with departments and boards to update, adopt and implement the City's new zoning code.
9-Month Status: Community Development - Planning is working closely with Code Administration and the Legal Department to finalize ordinance formatting and reference cross checking. Phase I and Phase II of the new updated Zoning Code will be presented in the coming year.
4. Implement strategies to increase police officer recruitment results, including use of social media and other methods to create interest from prospective candidates.
9-Month Status: During 2020, the Police Department hired 16 new police officers; and during the first three months of 2021, the Department hired three new police officers. The Department has four officers in field training, and three officers are undertaking training in the Spring 2021 Police Academy. One additional officer, with past law enforcement experience, began field training as well in April. All of these candidates were the result of targeted recruitments. Overall, the Department has hired 22 new employees since the beginning of 2020, which includes 16 police officers, four dispatchers, one records technician and one fleet mechanic.
5. Develop, in coordination with the Fire Department and all other city departments, a new Continuity of Operations Plan for the City
9-Month Status: Completed in September 2020.
6. Work with the Parks & Recreation Department to expand the use of City facilities for the community.
9-Month Status: The Citywide Community Center and the Merrimack Lodge were locations for Parks & Recreation Department summer camps during the summer of 2020. Due to COVID-19, the Merrimack Lodge was closed to the public until outdoor ice skating started, at which time it opened with limited hours. The new community center remained open for programming and limited rentals throughout the year. Over the winter, the new community center was open seven days a week. The Parks & Recreation Department increased rentals for the Green Street Community Center while following all COVID-19 guidelines.
7. Implement sustainability initiatives to include LED street light re-lamping city-wide and installation of a solar field at the Hall Street Waste Water Treatment Plant.
9-Month Status: It is anticipated that the project will be completed this coming fiscal year. Unitil received approval from the Public Utilities Commission to expand their on-bill financing program to accommodate a higher amount than currently allowed for the City of Concord. The City Council held a public hearing and approved the project at its January 2021 meeting. The City received two proposals for this project, neither of which fully complied with the RFP. As a result, a revised RFP was issued in March 2021.
8. Complete priority infrastructure projects as approved by City Council.
9-Month Status: Hooksett Turnpike bridge construction is underway. Birchdale Road bridge construction is programmed to proceed next. The Washington Street Canal Inlet bridge work has begun. Phase I of the North Main Street Drainage Improvement Project was completed, as well as design of Phase II. Construction of the Whitney Road/Hoit Road project is scheduled to commence this summer. Phase I of the Merrimack River Greenway Trail at Terrill Park was completed. Terrill Park Phase I was completed in the fall of 2020. The Neighborhood Street Paving Program is proceeding as planned. The School Street Garage Improvement Project is at the final punch list phase and will be completed at the end of the fiscal year. The irrigation pond at the Beaver Meadow Golf Course has been dredged and successfully restored to its 1993 capacity.

Legal

Mission

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

LEGAL DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Legal

<u>Budget Detail</u>	2020	2021	2021	2021	2022
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Fines for Code Prosecution	\$5,046	\$5,000	\$5,000	\$5,000	\$5,000
Court Ordered Payments	\$790	\$1,000	\$1,000	\$1,000	\$1,000
Reports, Prints, and Copies	\$95	\$0	\$0	\$100	\$0
Other Gov Agencies - State	\$905	\$0	\$0	\$0	\$0
Other Gov Agencies - Local	\$69,290	\$70,676	\$70,676	\$70,676	\$72,089
Total Revenue	\$76,126	\$76,676	\$76,676	\$76,776	\$78,089
Expense					
Compensation	\$833,078	\$862,925	\$862,925	\$862,925	\$777,054
Fringe Benefits	\$337,309	\$340,003	\$340,003	\$352,919	\$337,632
Outside Services	\$131,928	\$147,163	\$147,163	\$147,330	\$154,954
Supplies	\$2,574	\$4,000	\$4,000	\$4,000	\$4,000
Insurance	\$6,180	\$6,160	\$6,160	\$6,160	\$6,476
Total Expense	\$1,311,068	\$1,360,251	\$1,360,251	\$1,373,334	\$1,280,116

<u>Service Indicators</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Civil Litigation Cases	*17	*21	*15	*17
2. Tax Abatement Cases	*22	*20	*18	*20
3. Tax Lien Mortgages (Research at Registry)	324	329	375	400
4. Tax Deed Mortgages (Research at Registry)	22	45	77	75
5. Tax Title Searched for Properties to be Deeded	346	374	452	475
6. Ordinances, Reports and Resolutions	152	155	140	150
7. Negotiated Union Contracts (out of 6)	1	4	1	1
8. Licenses, Agreements and MOUs	53	49	73	73
9. Bankruptcy Matters (Claims Filed)	18	4	4	5
10. City Department/Public Body Westlaw Legal Research	2,764	2,074	1,500	1,500
11. Financial Guarantees for City Projects/Developments	59	53	50	50
12. Right-to-Know Requests	68	116	117	120
13. Complaints Filed/Reviewed	3,900	3,652	3,300	3,400
14. Criminal Dispositions, Hearings, Proceedings	13,900	12,635	16,100	16,000
15. Juvenile Dispositions and Hearings	725	546	694	550
16. Administrative License Suspensions	260	206	215	220
17. Concord Code Enforcement	5	6	10	10

* Includes pending cases from prior years.

Legal

2022 Goals

1. The City Solicitor's Office will continue to provide legal guidance to all City Departments, the City Council, Boards, Commissions and Committees relative to operation during the Covid-19 pandemic and as we expect to emerge out of this pandemic.
2. The City Solicitor's Office will provide Right-to-Know Law training to all City Departments, the City Council, Boards, Commissions and Committees.
3. The City Solicitor's Office will archive remaining paper files to electronic format.
4. The Prosecutor's Office will continue to work with the Court and Police Departments to manage the large back log of cases as a result of the COVID-19 pandemic.
5. The Prosecutor's Office will conduct training for the Concord Police Department and contract police departments.
6. The Prosecutor's Office will research appropriate software to move toward a more efficient system that will involve less paper files and will work more effectively with the police departments.

2021 Goals Status

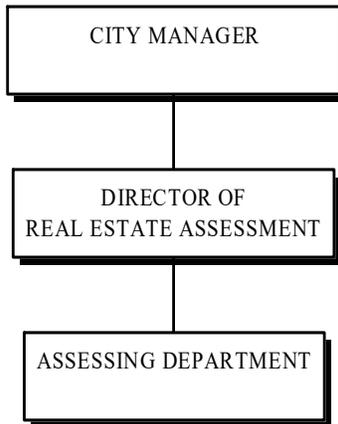
- 1 The City Solicitor's Office will continue to take steps to respond to the COVID-19 pandemic and its aftereffects to ensure that the City Council, as well as all City departments, boards, committees and commissions succeed in providing necessary services to Concord's citizens in compliance with the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

Assessing

Mission

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

ASSESSING DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Assessing

<u>Budget Detail</u>	2020	2021	2021	2021	2022
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Timber Tax	\$17,274	\$15,000	\$15,000	\$20,000	\$15,000
Payment-In-Lieu-of-Tax (PILOT)	\$771,766	\$793,379	\$793,379	\$770,540	\$694,472
Excavation Activity Tax	\$402	\$100	\$100	\$100	\$100
Forest Loss Reimbursement	\$515	\$460	\$515	\$460	\$460
Other Revenue	\$309	\$325	\$325	\$120	\$120
Other Gov Agencies - State	\$369	\$0	\$532	\$530	\$0
Total Revenue	\$790,635	\$809,264	\$809,851	\$791,750	\$710,152
Expense					
Compensation	\$402,963	\$420,635	\$420,914	\$424,460	\$440,393
Fringe Benefits	\$184,895	\$188,439	\$188,492	\$196,550	\$215,015
Outside Services	\$48,056	\$50,779	\$50,779	\$49,056	\$51,619
Supplies	\$2,844	\$3,700	\$3,900	\$3,700	\$3,700
Insurance	\$3,150	\$3,130	\$3,130	\$3,130	\$3,133
Total Expense	\$641,907	\$666,683	\$667,215	\$676,896	\$713,860

<u>Service Indicators</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Building Permits Processed	559	557	530	530
2. Building Permits Inspected	183	452	300	300
3. New Homes Added	42	66	35	30
4. New Parcels Added	86	37	40	50
5. Deed Changes Processed	852	825	850	850
6. Sales Reviews Conducted	325	146	130	150
7. Appeals: BTLA & Superior Court	14	15	20	25

2022 Goals

1. Complete a statistical update for all property for market value as of April 1, 2021.
2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.

2021 Goals Status

1. Complete a statistical update for all property for market value as of April 1, 2020.
9-Month Status: Statistical update completed.
2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
9-Month Status: Phase VI is in final review by Assessing and GIS staff. Preliminary work and contract review are underway for Phase VII, the final phase.

Assessing

2021 Goals Status (continued)

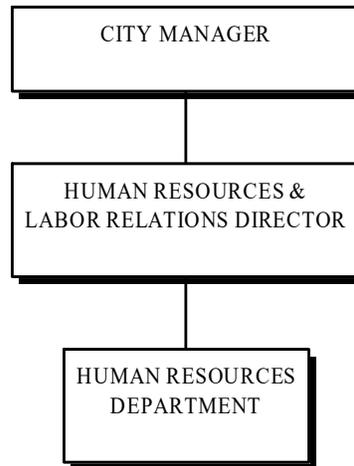
3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.
9-Month Status: The Capital Regional Development Council, 20 Montgomery Street, was determined to be partially exempt and partially taxable. The NH Home for Christian Scientists, 23 Rundlett Street; Capital Region Health Care Development, 116 Langley Parkway; and Dartmouth Hitchcock, 253 Pleasant Street were denied exempt status.

Human Resources

Mission

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

HUMAN RESOURCES DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Human Resources

<u>Budget Detail</u>	2020	2021	2021	2021	2022
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Donations	\$35,000	\$35,700	\$35,700	\$35,000	\$35,700
Other Gov Agencies - Federal	\$662	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$447	\$0	\$2,771	\$2,770	\$0
Total Revenue	\$36,109	\$35,700	\$38,471	\$37,770	\$35,700
Expense					
Compensation	\$333,827	\$341,449	\$343,668	\$342,240	\$358,381
Fringe Benefits	\$158,075	\$148,260	\$148,678	\$149,784	\$167,575
Outside Services	\$58,732	\$83,356	\$83,356	\$83,551	\$83,676
Supplies	\$3,356	\$4,500	\$4,634	\$4,500	\$4,500
Insurance	\$2,440	\$2,450	\$2,450	\$2,450	\$2,595
Total Expense	\$556,430	\$580,015	\$582,786	\$582,525	\$616,727

<u>Service Indicators</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Recruitments Conducted	99	92	75	90
2. Wellflex Enrollments	362	261	324	325
3. Wellflex Completions	79	81	80	80
4. New Hire Orientations	13	13	13	13
5. Retirements Processed	23	15	15	17
6. Lost Time Injury Frequency	14	*19	**36	14

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

**6 Lost Time Claims COVID-19 Related; 10 Lost Time Claims unrelated to COVID-19.

2022 Goals

1. Research and implement alternative resources for wellness programs for both in-person and virtual classes.
2. Develop educational videos and how-to's for making life event changes for benefits, changing demographic information, viewing paycheck information, total compensation, etc. in the Munis Employee Self Service module.
3. Develop an updated Performance Evaluation System utilizing the Munis ERP system.
4. Implement the Recruiting Module of the Munis ERP system.
5. Facilitate an organization-wide program to enhance diversity, equity and inclusion in the workplace.

2021 Goals Status

1. Help with post-pandemic recovery and procedural modifications based on lessons learned.
9-Month Status: Human Resources has been a key player in post pandemic recovery, participating in the Return to Work from Pandemic, a multi-level, cross departmental committee focused on ensuring general government operations, leisure activities, and field work operations continued, while also focusing on the safety of employees and customers, logistics and purchasing, and wellbeing. Our current focus has to been to facilitate the vaccination of employees through supportive measures like access to Families First Coronavirus Response Act (FFCRA) leave, flexible scheduling, a wellness incentive for full vaccination, and communication as set forth by the CDC on vaccination. We also continue to keep City employees apprised of changing quarantine protocols and self-isolation requirements for COVID-19.

Human Resources

2021 Goals Status (continued)

2. Develop on-line open enrollment and orientation protocol.
9-Month Status: Due to the delay of the ERP implementation, we are just beginning to develop the employee self service protocol, which lays the foundation for online benefits enrollment. This will be available for the July 1, 2021 go live date with Munis. Our team has developed an online orientation that was utilized during the pandemic. We conducted 12 orientations this year using the online format. We have also revamped our in-person orientation to include a tour of the City for new hires, an introduction by the Deputy City Manager-Finance, and more time for team building with new hires.

3. Provide four training opportunities on bullying, prevention of harassment, and removing the stigma for SUD and mental health in the workplace.
9-Month Status: The City provided three City Government Performance Through Diversity, Equity and Inclusion (DEI) programs. DEI training helps prevent harassment and bullying by creating an inclusive work environment for all employees, including those traditionally underrepresented. We also provided a training program entitled “Stopping the Blame Game – Moving Beyond Gender Diversity to Inclusion,” which focused on the inclusion of all genders in the work environment and thus preventing harassment and bullying.

In a year where COVID-19 restrictions have continued and exacerbated mental health conditions for many individuals, and caused new mental health concerns in others, we provided two training programs on COVID Stress and Fatigue. Finally, as a Recovery Friendly Workplace, we were able to provide training on Opioids and the Workplace for Supervisors, helping to identify strategies for assisting City employees in managing themselves and family members with Substance Use Disorder (SUD), as well as how to affect change as a Supervisor in the workplace when dealing with an employee with a SUD.

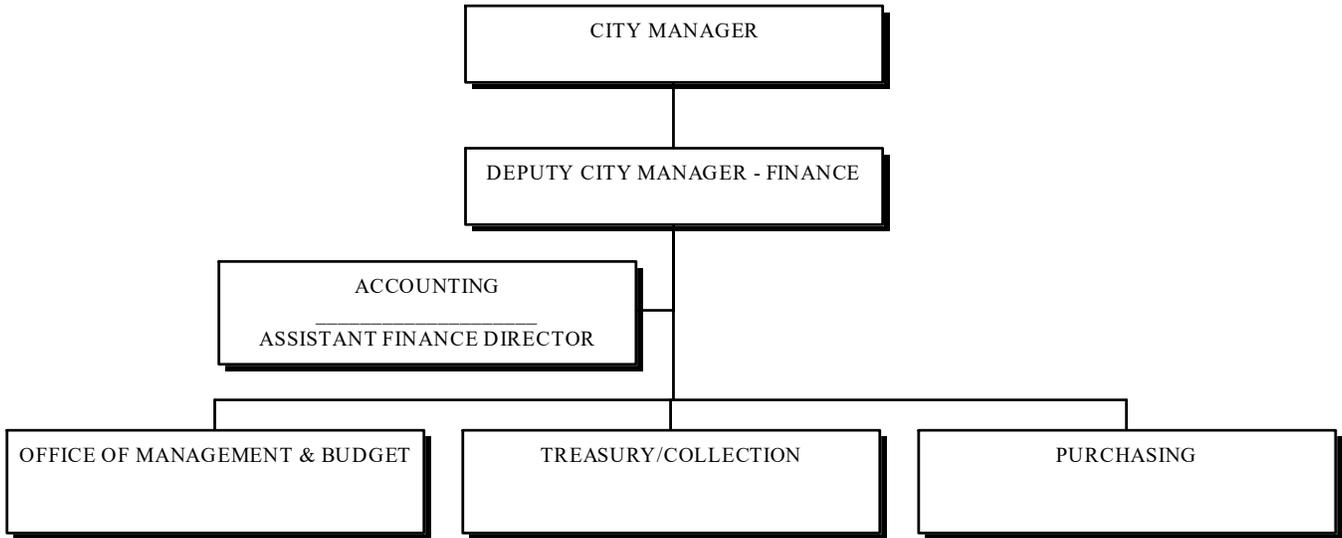
4. Implement Munis for Payroll and Human Resources.
9-Month Status: Significant progress has been made since January 1, 2021. After COVID-19 setbacks, we are back on track and looking at a go live date of July 1, 2021. We are working to ensure that the workflow is set up to allow for employee self service and supervisory approval of time and attendance electronically.

Finance

Mission

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

FINANCE DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Finance

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Property Taxes	\$41,872,607	\$42,194,952	\$42,608,575	\$43,082,514	\$44,157,853
Fines and Penalties	\$443,726	\$400,000	\$400,000	\$450,000	\$450,000
Motor Vehicle Registrations	\$7,104,853	\$7,000,000	\$7,000,000	\$7,000,000	\$7,100,000
MV Transportation Surcharge	\$179,708	\$175,050	\$175,050	\$179,000	\$180,000
MV Transportation Admin	\$20,273	\$19,300	\$19,300	\$20,000	\$21,000
MV Waste Disposal	\$20,216	\$19,300	\$19,300	\$20,000	\$21,000
MV State Agent Admin	\$128,145	\$122,100	\$122,100	\$127,000	\$125,000
Investment Income	\$613,031	\$390,000	\$140,000	\$48,000	\$45,000
Sale of Assets	\$95,103	\$30,000	\$30,000	\$30,000	\$30,000
Finance Charges	\$4,615	\$2,500	\$2,500	\$2,500	\$2,500
Use of Fund Balance	\$0	\$1,500,000	\$2,501,692	\$0	\$1,750,000
Other Revenue	\$2,954	\$500	\$75,500	\$160,000	\$500
Other Gov Agencies - Federal	\$1,020	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$755,915	\$749,727	\$738,192	\$738,200	\$0
Rooms and Meals Tax	\$2,185,141	\$2,185,000	\$2,175,005	\$2,175,006	\$2,205,005
Highway Block Grant	\$909,634	\$909,730	\$859,528	\$859,530	\$859,530
Railroad Tax	\$1,614	\$1,500	\$1,500	\$1,908	\$1,000
Transfer In - Trust	\$90,000	\$0	\$49,700	\$0	\$0
Total Revenue	\$54,428,556	\$55,699,659	\$56,917,942	\$54,893,657	\$56,948,388
Expense					
Compensation	\$1,347,121	\$1,402,854	\$1,417,309	\$1,428,440	\$1,442,685
Fringe Benefits	\$594,635	\$605,253	\$607,566	\$631,836	\$686,494
Outside Services	\$235,119	\$239,175	\$242,353	\$141,721	\$248,989
Supplies	\$52,453	\$42,685	\$42,685	\$17,800	\$43,670
Insurance	\$10,760	\$10,270	\$10,270	\$10,270	\$10,473
Capital Outlay	\$24,722	\$0	\$30,000	\$0	\$0
Miscellaneous	\$25	\$0	\$0	\$0	\$0
Total Expense	\$2,264,834	\$2,300,237	\$2,350,183	\$2,230,067	\$2,432,311

Finance

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Collection Rate as a % of Current Levy	98.7%	98.2%	98.5%	98.2%
2. Total Number of Motor Vehicle Registrations	46,200	45,900	45,900	45,900
3. Bond Rating – Moody’s/S&P	AA+	AA+	AA+	AA+
4. Number of Purchasing Transactions	7,609	6,432	5,957	6,500
5. Dollar Value of All Purchasing Transactions	\$46,777,161	\$43,744,578	\$46,024,785	\$45,000,000
6. Direct Deposit Participation Rate	80%			

2022 Goals

1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
2. Continue to maintain or improve the City’s current bond rating.
3. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.
4. Go live in April 2022 for the Utility Billing Module of the new Enterprise Resource Planning (ERP) software.

2021 Goals Status

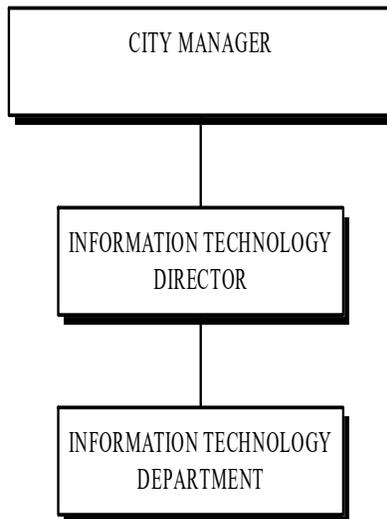
1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
9-Month Status: The collection rate continues to be favorable despite the economic strain of the pandemic. The collection rate for March 31, 2021 was 97.3%. The Collections Office has continued to mail the friendly reminder notices in February and April to past due tax accounts. These notices with the later lien execution date have decrease the number of parcels liened each year.
2. Continue to maintain or improve the City’s current bond ratings.
9-Month Status: The City has a strong bond rating and continues to stay in contact with the rating agencies to maintain the current rating. Standard and Poor’s has commented on the City’s “strong financial management policies and procedures.”
3. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.
9-Month Status: Fixed price contracts were signed for natural gas. The contract term for Natural Gas is through November 30, 2024.
4. Complete the setup and testing of the Human Capital Management (HCM) module in anticipation of a go live date in FY 2021.
9-Month Status: The HCM module is expected to go live on July 1, 2021 for the effective pay date of July 9, 2021. Staff has been working tirelessly on this transition.

Information Technology

Mission

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

INFORMATION TECHNOLOGY DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Information Technology

<u>Budget Detail</u>	2020	2021	2021	2021	2022
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Other Gov Agencies - State	\$9,997	\$0	\$20,498	\$20,495	\$0
Total Revenue	\$9,997	\$0	\$20,498	\$20,495	\$0
Expense					
Compensation	\$567,247	\$597,276	\$597,276	\$599,080	\$662,925
Fringe Benefits	\$231,500	\$246,990	\$246,990	\$245,760	\$300,050
Outside Services	\$152,806	\$174,033	\$214,142	\$173,752	\$183,458
Supplies	\$1,420	\$1,800	\$1,889	\$1,800	\$1,800
Insurance	\$4,200	\$4,250	\$4,250	\$4,250	\$4,410
Total Expense	\$957,173	\$1,024,349	\$1,064,547	\$1,024,642	\$1,152,643

<u>Service Indicators</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Number of Support Calls	3,200	4,200	4,500	5,000
2. Network Availability - Estimated Percentage	99.7%	99.6%	99.7%	99.5%
3. Average Website Visitors per Month	45,000	48,000	52,000	55,000
4. Number of Employee Systems Supported	503	510	530	530
5. Average Age of Hardware Systems	2.9	3.3	2.8	3.4

2022 Goals:

1. Refresh 150 desktops and notebooks, as well as mobile devices in the General Services Department.
2. Replace 16 mobile hardened notebook computers in the Police Department and 10 in the Fire Department.
3. Replace 30% of network switches and implement improved security protocols and network access.
4. Convert, manage, and implement Utility Billing module in the Munis ERP system.
5. Finish converting the Legacy permitting system and migration to Energov permitting ERP integration.
6. Complete 911 audit of all City physical telephone lines.

2021 Goals Status

1. Continued support of Legacy ERP System and implementation of new ERP System. New modules for FY 2021 are tentatively the HR and payroll modules, including a self-serve portal for employees.
9-Month Status: Incomplete. Several delays in software configuration have caused delays in implementing the HR and Payroll modules. Tentative go-live target is July 1, 2021.
2. Implement a new ERP integrated permitting system with Energov from Munis software. This will be implemented across Engineering, Code Administration, and Planning Divisions of the Community Development Department. Targeted go-live dates are November and December of 2020.
9-Month Status: Incomplete. Due to a lack of resources, work on the Legacy permitting system was delayed until February 2021. New go live targets are summer/fall 2021.
3. Refresh 220 desktops and notebooks across the Enterprise.
9-Month Status: Incomplete. Roughly 100 plus computers were deployed before the rise of Covid had IT pause the rollout to reduce the risk of transmission in November. Deployment has begun again in March and continues.

Information Technology

2021 Goals Status (continued)

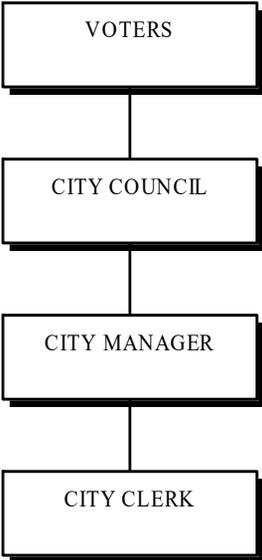
4. Replace and upgrade Fire Department mobile terminals. This will include analysis on the portability of the units on site of incidents, and the secure nature of their data transmissions.
9-Month Status: Due to the delay in the Fire department administration transition, this has been delayed to Spring 2022.
5. Replace legacy Citizen Request Tracker online citizen response tool. This will affect all departments who take citizen requests, but primarily General Services.
9-Month Status: Completed in January 2021. This replacement software of SeeClickFix has gone live and is working well, with support from and promotion by the Public Information Officer.
6. Upgrade 20% of network infrastructure switches to replace out of manufacture supported hardware. This will improve our internal security and performance.
9-Month Status: Incomplete. Due to aging firewall, the Department was forced to upgrade out of lifecycle and is being designed and implemented during the spring of 2021. Once complete, the switch replacement project will progress as time and resources allow.

City Council

Mission

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

CITY COUNCIL
ORGANIZATIONAL CHART



City Council

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Expense					
Compensation	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Fringe Benefits	\$1,247	\$1,248	\$1,248	\$1,250	\$1,231
Outside Services	\$17,360	\$20,895	\$20,895	\$20,830	\$23,935
Supplies	\$807	\$1,250	\$1,250	\$1,250	\$1,250
Insurance	\$130	\$120	\$120	\$120	\$124
 Total Expense	\$35,544	\$39,513	\$39,513	\$39,450	\$42,540

CY 2020-2021 Priorities

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

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

CY 2020-2021 Ongoing Initiatives

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

CY 2020-2021 Goals Status

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

- a) Collective Bargaining/Contract Negotiations: The City is currently under a collective bargaining agreement with all of its unions. In November 2020, the City began negotiations with CFOA for their contract, which expires on June 30, 2021. In March 2021, the City and CFOA ratified the terms of a collective bargaining successor agreement resulting in all of the City’s six unions now featuring high deductible health insurance plans as the premium driver.
- b) Health Insurance Costs: The City has received an effective rate increase of 3% from Harvard Pilgrim for FY 2022.
- c) Capital Financing Alternatives/Storm Water Utility: The Engineering Division, with consultants from Tighe & Bond, gave a presentation to the Fiscal Policy Advisory Committee on their evaluation of the City's potential creation of a storm water utility fund. The committee recommended staff return in the fall of 2020 after conducting public outreach and meetings with stakeholders in the community. Due to the COVID-19 pandemic, this project has been put on hold until such time as in-person community meetings can occur safely.

City Council

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

- a) Employment Security: The City continues to market the site of the former NH Employment Security building and discussions with interested parties are ongoing.
- b) Opportunity Corridor: Storrs Street North Extension (CIP #18): Discussions are ongoing with Pan Am railways and the NH Department of Transportation (NHDOT) concerning this project. The project was included in the FY 2021 Capital Improvement Program (CIP) as an “asterisked” project, meaning that it was not appropriated as part of the FY 2021 budget adoption process. City Administration will bring forward the required resolutions to advance this project once negotiations with Pan Am and NHDOT are concluded.

The South End Marsh property (former planned site for Concord Steam) continues to be on the market. No formal plans have been submitted, but development ideas for the site presented to City staff by various parties have included residential, mixed-use, and a bus station.

- c) Exit 17/Whitney Road: On July 13, 2020, the City Council passed Resolution #9302, which appropriated the sum of \$465,000 of General Fund supported bonds and notes to design and permit a roundabout as part of CIP #30, Hoit Road (US Route 4)/Whitney Road Intersection Improvement Project. The City Council subsequently directed City Administration to enter into negotiations with Interchange Development, LLC, concerning a public-private partnership to facilitate development of a proposed regional shopping center and associated improvements to the Hoit Road/Whitney Road intersection. Phase I of the proposed development will include a 13,500 square foot NH Liquor and Wine Outlet and an 80,000 square foot Market Basket supermarket, with potential for a 20,000 square foot attached retail tenant.

On December 16, 2020, Interchange Development, LLC, secured conditional Planning Board condominium subdivision and site plan approvals for their proposed development.

On February 8, 2021, the proposed Development Agreement between the City and Interchange Development was submitted to the City Council, together with proposed amendments to the Penacook Village Tax Increment Finance District and a \$4.78 million appropriation resolution to construct CIP #30, Hoit Road (US Route 4)/Whitney Road Intersection Improvement Project. A public hearing on these items was held on March 8, 2021. The City Council is scheduled to hold final votes for these items on April 12, 2021. Should City Council approve these items, it is anticipated that construction for CIP #30 will commence around June 1, 2021.

- d) Exit 13: The developer has not formally submitted any plans to date but has been in contact with City staff. The changing dynamics of the economy due to COVID-19 have already impacted this project with retailers/restauranters withdrawing due to broader impacts on their businesses. The housing piece of this multi-phase development may move forward first.
- e) Housing: Prior to the economic impact of COVID-19, new market rate housing construction was proceeding at a steady pace. New single family homes in Concord were selling for \$350,000-\$400,000 in the active developments in the north Concord and Penacook areas. Since the state’s gradual re-opening, the City has not observed any significant drop-off in terms of housing transaction volume or price point.

In terms of multifamily housing, construction, Phase 1 of the Penacook Landing project (34 units) located at 33 Canal Street was completed in October and is fully occupied. On December 17, 2020, Caleb was awarded \$324,837 in tax credits from the NH Housing Finance Authority for Phase 2 of Penacook Landing, which will feature 20 units of affordable housing at 35 Canal Street. Said tax credits are awarded annually on a competitive basis. This particular application round was especially competitive and resulted in only a partial award for Penacook Landing Phase 2. As such, the project has been delayed pending the upcoming 2022 tax credit application process, which begins in August 2021. If successful, construction would likely begin in spring/summer 2022.

In December 2020, the City closed with CATCH Neighborhood Housing on the sale of the Village Street property, which, in conjunction with other adjacent properties, will be developed into a 42-unit housing development featuring affordable and market rate rental units. Construction is currently underway.

City Council

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

The City has also had significant interest from multiple developers for larger multifamily housing developments, including a project for 70 Pembroke Road that was recently conditionally approved by the Planning Board.

GOAL 3. PUBLIC SAFETY WORK

- a) Opioid/Substance Abuse: The Police Department continues to take an aggressive stance in combatting illegal drug issues facing the City. The Department works closely in this effort with stakeholders in the community and throughout the State to include other police agencies, service providers, City Departments and the court system. The Police Department continues its involvement with the Merrimack County Drug Court Initiative. As part of this initiative, the Department has a member assigned to the Drug Court Team. The Team meets weekly to discuss the progress of individuals that have been assigned to participate in the Drug Court process. The Team regularly evaluates the status of each individual in the program and makes recommendations based upon the individual's performance. The Department conducts curfew checks on each participant that resides in the City of Concord.

During the fall of 2019, the Police Department received a grant award in the amount of \$50,000 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Shield). These funds were utilized by the Department to cover overtime costs associated with conducting illegal drug investigations in the City and surrounding towns. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city. During 2020, the Department arrested 195 individuals on illegal drug related charges. Additionally, during the first three months of 2021, another 45 individuals were arrested on illegal drug related charges.

The Department also maintains a prescription drug drop box in the lobby of the police station. This drug drop box allows people to drop off their unused or unwanted prescription medications that otherwise could be available for abuse or unauthorized consumption. During 2020, over 189 pounds of prescription drugs were turned in by members of the community. The Department also continues to participate in the U.S. Drug Enforcement Administration's National Drug Take Back Days. It should be noted that, due to the COVID-19 pandemic, the Department restricted access to the lobby in mid-March 2020 and, thus, prescription drugs have only infrequently been disposed of in the drop box since that time.

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

The Fire Department, working within Project FIRST grant guidelines, continues with its goals to:

- Educate both first responders and the public about Substance Use Disorders - specifically Opioid Use Disorder;
- Reduce opioid overdoses and opioid overdose deaths by training people on the use of Naloxone and providing opioid overdose response kits; and
- Collaborate with other entities to enhance the "Hub and Spoke" model to facilitate and assist people in seeking treatment for Opioid Use Disorder.

Grant funding for this program expires in September 2021. The Fire Department is exploring other potential grants and opportunities to sustain opioid/substance abuse intervention/prevention programs.

- b) Community Policing: Prior to the restrictions put in place due to the COVID-19 pandemic, the Police Department was involved in a number of initiatives designed to further its relationship with the community. As part of these initiatives, the Department has hosted and participated in several community meetings with multiple organizations throughout the City. The Department also actively stayed involved with the New American community. When the restrictions were put in place due to the COVID-19 pandemic, the Department shifted to virtual meetings with these community groups.

City Council

GOAL 3. PUBLIC SAFETY WORK (continued)

The Police Department participated in several other programs to help promote community interaction with both children and adults. During 2020, with the assistance of several local businesses, the Department hosted two “Coffee with a Cop” events in the City. These highly successful events offer an opportunity for community members to interact with the City’s police officers in a relaxed atmosphere. Officers are available to answer any questions that residents may have and are able to foster a positive collaborative relationship between the Department and the community. The Department also participated in a Family Winter Fun Day held at Keach Park. This event was sponsored by Waypoint, which promoted families to get out and get together as a community. The Department also participated in several honor parades throughout the community to recognize birthdays, veterans, and other special events that were hindered due to the pandemic. The Department continues to participate with the Concord Safe Communities Coalition of the National Safety Council of New England. This organization monitors issues and concerns facing the Concord community.

The Police Department continues to participate in Rape Aggression Defense (RAD) classes, but due to the COVID-19 pandemic, in-person classes had to be suspended. RAD is a comprehensive self-defense course for women and includes situational awareness, prevention, risk reduction and avoidance, and progresses to the basics of hands-on defense training. The RAD system is dedicated to teaching women defensive concepts and techniques against various types of assault by utilizing easy, effective, and proven self-defense tactics. The system of realistic defense provides women with the knowledge to make an educated decision about resistance.

Due to the unfortunate trend of mass shootings occurring in businesses and schools throughout the country, the Police Department has been offering active shooter training seminars. Since the start of 2020, the Department has participated in five active shooter trainings with over 165 attendees. Four of these trainings were conducted on a virtual platform. The Department also conducted eight safety presentations for local businesses and the New Hampshire Technical Institute, as well as two fraud educational presentations for seniors.

The Police Department continues to successfully utilize its comfort dog, Liberty, a two-year old female Labrador retriever. Liberty has been instrumental in interacting with community members and members of the Police Department. She has been deployed to numerous scenes and locations where violent or traumatic events have occurred to help lend relief to those suffering or affected by the incident. Liberty has also engaged those suffering from mental health issues, and she has also made appearances at schools, hospitals and other venues. She has participated in many social and community events throughout the City and has a large following of supporters. Liberty has also assisted during interviews of traumatized children at the Merrimack County Advocacy Center. Unfortunately, due to COVID-19, Liberty has had to curtail many appearances. However, we are anxious to have her back in the community in the near future.

In December 2019, the Police Department was very fortunate to receive a donation of \$50,000 from an anonymous community member. The donor requested that members of the Police Department identify persons and families in need and make monetary disbursements or use the funds to obtain goods and services for the recipients as appropriate. This mission has been known as *Operation Blue Elf*. *Operation Blue Elf* was a community policing success and continued through 2020.

The Department’s Adverse Childhood Experience Response Team (ACERT) launched in October of 2019. This team is made up of a member of the Concord Police Department, a member from Riverbend Community Mental Health, and a member from Merrimack County Human Services. The team deploys to residences where children have been exposed to violence. At the residences, the team meets with the families and assesses the situation to determine next steps that can be taken for the child, such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy. ACERT made 285 home visits during 2020. However, home visits were put on hold due to the COVID-19 pandemic. The team continued to follow up with families by phone. The team was able to reinstitute home visits in August 2020, but had to suspend them in December once again. During 2020, the team contacted over 505 families, either by phone or in person, to assist with services that may be needed. Since the beginning of 2021, ACERT has conducted 175 follow-up calls to families in need of assistance.

City Council

GOAL 3. PUBLIC SAFETY WORK (continued)

The Police Department continued to assist citizens with installing child safety seats into their vehicles. Safety checks were also conducted to ensure that previously installed seats were properly and safely installed.

Police Department staff presented at the IMPACCT (Mastery of Post-Secondary Achievement in College, Careers and Training) Academy. This group is made up of at-risk kids with disabilities. Presentations covered roles of the police, good decision making, and alcohol and drug prevention.

Due to the COVID-19 pandemic, the Police Department has been limited in participating in many of its community-based programs. In an attempt to stay active with the community, numerous officers have participated in birthday and honor parades throughout the city. The Department also participated in a Veteran's Day parade at the Abbot-Downing School.

The Police Department has been working with the Concord Coalition to End Homelessness to assist those that are homeless and trying to find a permanent home. The Department has been actively involved in assisting in cleaning up homeless sites that have been left in disrepair.

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

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

During 2020 and the beginning of 2021, the Department was extremely active in all of the schools throughout the City, to include both public and private schools. The Department currently has six officers trained in D.A.R.E. The D.A.R.E. Program is designed to teach students at an early age the dangers of drug and alcohol use. This program has been widely successful and appreciated throughout the schools. Due to the COVID-19 pandemic shutting down the schools, several of our D.A.R.E. officers video recorded their lesson plans, with the help of Concord TV. Some of these lesson plans were played by the schools through their on-line learning platforms. While distance learning is still in place at both school districts, arrangements have been made to carry on with the D.A.R.E. Program remotely when possible.

Since the beginning of 2020, officers participated in "Police Readers" throughout the schools in the Concord and Merrimack Valley School Districts. Officers went into first and second grade classes where they read the class a book and answer any questions the children might have. Due to the COVID-19 pandemic, officers made video recordings of themselves reading books. These videos were then shared with the schools where the videos were played over their on-line learning platforms.

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

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

City Council

GOAL 4. PUBLIC SAFETY WORK (continued)

The Fire Department continues its relationship with the Concord High School CRTS Emergency Services Program. Operations are slowly returning to pre-COVID status. This continues to be the largest of the six programs being run in the state, with 26 students currently enrolled. The program is on schedule to have six students achieve Emergency Medical Technician credentials, and six students to achieve Firefighter I certification. The Concord Fire Department maintains a close relationship with the students in the program, with several staff members providing mentorship and serving as instructors. The program periodically utilizes the Fire Department training grounds for realistic training opportunities. Three of the current students are pursuing degrees in Fire Science at Lakes Region Community College, with one of the students being accepted into a live-in program at a Lakes Region fire department.

In coordination with the Capital Area Public Health Network, Concord Fire Department personnel supported the vaccination of area School District personnel.

- d) Recruitment: During calendar year 2020 and through the beginning of 2021, the Police Department has aggressively worked to recruit staff. Staffing and training continues to be one of the Department's main priorities and will remain so until our agency stabilizes our work force.

During 2020, the Police Department hired 16 new police officers; and during the first three months of 2021, the Department hired three new police officers. Currently, the Department has four officers in field training, and three officers awaiting the start of the next Police Academy in April 2021. One additional new officer, with past law enforcement experience, will begin field training in April 2021 as well. The remaining new officers hired since the beginning of 2020 have completed their training and are now working in the Patrol Division.

All of the above-mentioned police officer candidates were the result of targeted recruitments. Department staff put in countless hours to identify, meet, and recruit these candidates one on one. We worked to educate them on our hiring process and the transition to become a police officer.

The Department currently has three vacant police officer positions, and is continuing its recruitment efforts to fill the remaining vacancies.

At the beginning of 2020, the Police Department had three vacancies for police dispatchers. A recruitment process took place during the first quarter of 2020 and we were able to hire two new dispatchers on May 17, 2020. One of those dispatchers resigned shortly after taking the position. The Department hired one new dispatcher who began working at the end of August 2020 and an additional dispatcher began employment with the City at the beginning of November 2020. This new dispatcher also resigned shortly after taking the position. The Department will be hiring a new dispatcher at the beginning of April 2021, which will fully staff all dispatch positions.

It is critically important to understand that in light of the COVID-19 pandemic, many of our fellow police agencies have postponed their hiring and recruitments. The Concord Police Department has not stopped efforts with regards to recruitment or hiring. We have found creative ways to connect with applicants and conduct interviews in a responsible and safe manner. We have continued to push forward despite these challenging times. Overall, the Department has hired 22 new employees since the beginning of 2020, which includes 16 police officers, four dispatchers, one records technician, and one fleet mechanic.

The Fire Department is experiencing challenges with the recruitment of Firefighter/Paramedics. There were no qualified applicants during the most recent recruitment process.

GOAL 4. PUBLIC INFORMATION, MARKETING, AND COMMUNICATIONS

- a) Overall Economic Development: The City's Economic Development Director continues to follow up with potential leads. Concord, like much of the country, is facing a significant labor shortage and the Economic Development Director has worked with community partners to attempt to tackle this challenge for our local businesses.

City Council

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

In 2020, the City worked with the community's restauranters to allow for flexibility during the COVID-19 re-opening. Efforts included temporarily waiving requirements for site plan compliance for parking spaces used for outdoor dining in private parking lots, and expanded permitting for outdoor dining on public sidewalks and in public parking spaces. At its October 2020 meeting, City Council authorized the expenditure of \$15,000 to provide financial relief for restaurants in Concord as they prepared themselves for the upcoming winter season in the pandemic. It is expected that City Council will be asked to revisit the expanded outdoor dining program in 2021.

The City, via the Revolving Loan Fund Program, partnered with Provident Bank and the Capital Regional Development Council on a \$4.1 million financing package to support the construction of a new corporate headquarters for Eastern Analytical, Inc., a Concord-based environmental testing agency and laboratory, to be relocated to 51 Antrim Avenue in the Airport Industrial Park. This undeveloped property has been vacant since the development of the Henniker Street and Antrim Avenue project, approximately 15 years ago. The City's share of the financing package was \$287,000. The project has tangible economic development and financial benefits for the City. Specifically, it will retain a Concord-based employer which has been located in the City for 25 years. The project also retains 32 full-time jobs and will spur the creation of another 3-4 full-time positions in the near future. Lastly, property tax revenues from the new development will be approximately \$43,000-\$55,000 annually. The project began construction in the fall of 2020.

In February 2021, as part of an overall reorganization of the City's economic development activities, the City Council authorized the creation of a Local Government Management Fellowship, in partnership with the International City/County Management Association, to provide much-needed support for a variety of City and economic development projects, and to assist with staff succession planning. After conducting several interviews with candidates from around the country, the City selected a Fellow in March with a start date in July.

- b) Concord TV: The City of Concord works closely with Concord TV on a variety of initiatives including informational videos, public service announcements, event promotion and coverage, and monthly podcasts. Although the pandemic derailed some plans and events in 2020, Concord TV partnered with City staff to safely produce several informational videos on a variety of topics, including accessing City buildings, online City payments and services, water safety, trail etiquette, and more.

The Fire Department continues to collaborate with Concord TV. Plans are underway to livestream its upcoming promotional ceremony due to limits on in-person attendance due to COVID.

- c) Concord/Merrimack Valley School District: The City is working with the Concord and Merrimack Valley School Districts to enhance their presence on the City website. The City and school districts are also exploring other ways to collaborate.
- d) General City Communications: SeeClickFix: The City transitioned from its current Citizen Request Tracker module to SeeClickFix in late 2020. This new reporting tool launched in January 2021. The City is partnering with SeeClickFix to make it easier than ever for the community to report a concern using either the online request portal or the MyConcordNH app, available on iPhone and Android phones. The MyConcordNH app also features important City services and information, making it easier to stay informed.

GOAL 5. WORKING WITH STATE AND FEDERAL GOVERNMENT

- a) Transportation with NHDOT: Mayor Bouley announced that he was going to empanel a committee of citizens to review the I-93 widening project. Due to COVID-19, this initiative has been delayed.
- b) Department of Justice/Garages: The General Court of New Hampshire, in coordination with the NH Department of Administrative Services, sought proposals for the preliminary study of constructing a new office building to house the NH Department of Justice, certain Legislative space, and a new parking garage. The work was scheduled to be undertaken in the fall of 2019 and deliverables completed by calendar year end. The project has been tabled in light of the anticipated financial impact on the State from the COVID-19 shutdown.

City Council

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

- c) Stickney Avenue: On June 30, 2020, the NH Department of Transportation (NHDOT) informed the City that it was listing the property for sale. In accordance with RSA 4:39-c:1, the City has a right of first refusal to acquire the property.

On October 21, 2020, the NHDOT notified the City that its bid process had concluded and that one offer to purchase the property, in the amount of \$1 million, was received. The sole bidder indicated that it would redevelop the property for “residential” purposes, but provided no specific details to the NHDOT or the City.

In its October 21, 2020 notice, the State also inquired as to whether the City would have interest in matching the bidder’s offer.

On December 14, 2020, the City Council approved Resolution #9336, which authorized the City Manager to enter into negotiations with the NHDOT concerning a Purchase and Sales Agreement to acquire the former NHDOT Maintenance Facility located at 11 Stickney Avenue in accordance with RSA 4:36-c:1. The NHDOT, at their request, took the initial lead on drafting the Purchase and Sales Agreement. The initial draft was received on February 15, 2021. Negotiations are ongoing.

GOAL 6. ENHANCED COMMUNITY EVENTS/ARTS

- a) Promote Community Events with Community Partners: Unfortunately, the COVID-19 state of emergency led to the cancelation or postponement of many special events in our community. However, Winterfest was able to be held in February with ice sculptures, music and dance performances.

The Fire Department continues to partner with the State, the National Guard, and the Capital Area Public Health Network to deliver COVID vaccines. To date, Fire Department personnel have administered or assisted with the administration of over 50,000 vaccinations. They also participated in a closed point of distribution where New Americans and under-represented communities were vaccinated, as well as a closed point of distribution for staff from area school districts.

GOAL 7. SUSTAINABILITY INITIATIVES

- a) Form Based Code: Community Development staff and City legal counsel are meeting regularly to ensure that the document, which will have significant consequences for the future of our community, has the essential fundamentals to ensure compliance and defensibility. Staff hopes to have Phase I before City Council later this year.
- b) Street Light Re-Lamping: It is anticipated that the City’s LED Street Light Re-Lamping Project will be completed in 2021. Until received approval from the Public Utilities Commission to expand their on-bill financing program to accommodate a higher amount than currently allowed for the City of Concord. The City Council held a public hearing and approved the project at its January 2021 meeting. The City received two proposals for this project, neither of which fully complied with the RFP. As a result, a revised RFP was issued on March 23, 2021.
- c) Renewable Energy and Conservation: At its April 13, 2020 meeting, the City Council approved a recommendation from City Administration to award a bid for a small scale, “behind the meter” facility located at the Hall Street Wastewater Treatment Facility, in the front of the parcel. The City is projected to save up to \$100,000 over the life of the project (slightly less if the system has to export some of the generation due to added costs).

ReVision energy provided the City with a refreshed proposal. Review by the Selection Committee and the City’s consultant concluded that the proposal, while it would show support for renewable energy, ultimately was not economically beneficial as presented. Also, there is the risk that electric costs may not escalate as modeled and the City could end up in the red on this project, negatively impacting sewer utility rate payers. The Selection

City Council

GOAL 7. SUSTAINABILITY INITIATIVES (continued)

Committee referred the proposal to the City Council for its direction and decision at the July 2020 Council meeting. ReVision Energy further revised its proposal, which was economically beneficial, and City Council voted to move forward with the contract award. Contract negotiations are ongoing.

- d) Recycling: The General Services Department worked with property management firms and condominium associations to address significant contamination in the multi-family recycling stream, making changes to programs as needed. Some multi-family properties have suspended recycling programs as a means by which to address persistent contamination. Others have opted for dumpster modification that prevent large items from being deposited in the dumpsters.

GOAL 8. RECREATION AND PARKS

- a) Athletic Fields: The Parks and Recreation Department coordinates the reservations and maintenance of the City's parks and athletic fields. During the course of the year the following fields are maintained and reserved for numerous user groups: four baseball fields, five lacrosse fields, seven softball fields, two flag football fields, three football fields, one field hockey field, and 19 soccer fields. During the spring and fall months (April to early June and late August to end of October), the main users of the fields are the three high schools, youth spring leagues, and our in-house department youth leagues. During the summer months, the main users of the fields are adult softball leagues, Sunset Baseball, adult baseball leagues, Babe Ruth baseball, the NH Wild Baseball Team and various summer camps.

Parks and Recreation staff has begun to work with the three high schools, and youth and adult leagues, to ensure a successful spring 2021 season. As of the end of March 2021, all regular spring sports will be held, following all State COVID guidelines.

- b) Citywide Community Center: The Citywide Community Center has remained open during the pandemic, while following all COVID guidelines. The Parks and Recreation Department offered summer camps during June, July and August 2020, and continued offering programs and classes during the fall and winter of 2020/2021. Department staff managed to rearrange class times to ensure good cleaning of the facility. Starting in early February 2021, the Department has seen a steady increase in participation in all program age groups, from youth to adult programs. Registered participant levels are already at pre-COVID numbers for programs starting in late April and May 2021.
- c) Terrill Park: The new Master Plan for Terrill Park has been approved and is fully permitted. Phase 1 of the project, completed in the fall of 2020, includes a new upper parking lot, a new dog park, the paved Merrimack River Greenway Trail, and related site improvements. Phase 1 was funded in partnership with the Friends of the Merrimack River Greenway Trail, a grant from the Land and Water Conservation Fund, and the City of Concord. The new dog park is maintained by volunteers from the Pope Memorial SPCA.
- d) Merrimack River Greenway Trail (MRGT): The City is engaged in ongoing discussions with property owners, stakeholders, and potential partners concerning the possible acquisition of private property to support future development of the MRGT. The Parks and Recreation Department is working on the next phase of this project, which will bring the trail from Loudon Road south to the wetland north of Phase 1 of Terrill Park.

In March 2021, the City filed an application for TAP grant funds to support the development of a rail trail on a 1.9 mile section of the Northern Line between Sewalls Falls Road and the Town of Boscawen. Pan Am Systems, owner of the rail line, provided a letter of support for the City's application.

- e) City Trail System: As the Governor's State of Emergency was implemented, there was a significant uptick in trail usage leading to some concerns from the general public about parking and lack of social distancing. The Conservation Commission put out messaging to advise the community of the availability of other less popular trails as alternatives. Staff worked with Concord TV to produce a trail etiquette video and a video about outdoor recreation during COVID-19. The Parking Committee also reviewed this matter and recommended the installation of emergency No Parking signs along an impacted section of Long Pond Road adjacent to the Swope trail.

City Council

ONGOING INITIATIVE 1. TANNERY SITE/PARK

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

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

In conjunction with the sale of the portion of the Tannery site located at 35 Canal Street to the Caleb Development Corporation for the Penacook Landing housing project in September 2019, the City retained a 1.53 acre parcel with approximately 500 feet of frontage on the Contoocook River for the future riverfront park.

The current park concept plan was commissioned by the City in 2015 and had an estimated total cost of \$950,000. The concept included full reconstruction and expansion of the Canal Street Public Parking Lot. Adjusting for inflation, the estimated total cost of the project is \$1.35 million. It is anticipated that the total cost of the park will be supported by the Penacook Village Tax Increment Finance (PVTIF) District, recreational impact fees, and grants. The Parking Fund may also support reconstruction and expansion of the Canal Street Municipal Parking Lot, which is included in the project scope. The project was included in the FY 2021 Capital Improvement Program as CIP #567. Specifically, CIP #567 was an “asterisked” project; meaning that it was not appropriated as part of the FY 2021 budget adoption process, as the project requires amendments to the PVTIF District Development Program and Financing Plan. On February 8, 2021, proposed amendments to the PVTIF District were submitted to the City Council for CIP #567, as well as other projects. A public hearing was held on March 8, 2021, and a final vote is scheduled for April 12, 2021. No appropriations are being requested for design or construction of the park at this time. However, requests for design may be brought forward in the FY 2022 Capital Improvement Plan.

ONGOING INITIATIVE 2. ENHANCED NEIGHBORHOOD STREET PROGRAMS

The FY 2021 Paving Project went out to bid on December 18, 2020 and was within budget. GMI Asphalt was the low bidder and will be the contractor for this summer’s project. The tentative start date is April 1, 2021, weather dependent.

City Council

City Boards and Commissions

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

City Council

City Boards and Commissions (continued)

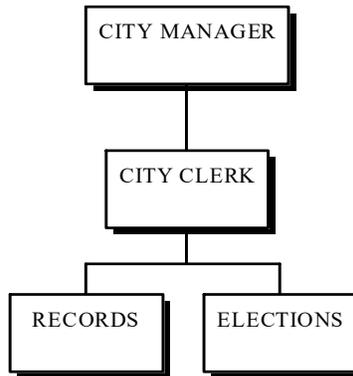
<u>Board/Commission</u>	<u># of Members</u>
Sears Block TIF District Advisory Committee	7
Solid Waste Advisory Committee	14
State-Capitol Region Planning Commission	10
Tax Exemption Policy Committee	5
Taxicab Licensing Board	3
Technical Review Committee	7
TPAC – Bike & Pedestrian Subcommittee	6
TPAC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

City Clerk

Mission

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

CITY CLERK DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

City Clerk

<u>Budget Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Licenses	\$30,686	\$32,800	\$32,800	\$26,700	\$32,800
Recording Fees	\$8,965	\$6,000	\$6,000	\$10,300	\$6,000
Sundry Services	\$54,278	\$46,120	\$46,120	\$50,000	\$46,120
Other Revenue	\$3,257	\$300	\$300	\$300	\$300
Other Gov Agencies - State	\$0	\$0	\$105,519	\$105,515	\$0
School District Payments	\$3,341	\$6,500	\$6,500	\$10,720	\$3,500
Total Revenue	\$100,528	\$91,720	\$197,239	\$203,535	\$88,720
Expense					
Compensation	\$313,782	\$358,082	\$430,621	\$401,553	\$338,864
Fringe Benefits	\$89,636	\$110,473	\$117,784	\$117,246	\$122,675
Outside Services	\$17,176	\$17,646	\$30,742	\$25,646	\$18,168
Supplies	\$14,175	\$22,300	\$34,872	\$32,000	\$18,850
Insurance	\$2,240	\$2,470	\$2,470	\$2,470	\$2,439
Total Expense	\$437,009	\$510,971	\$616,490	\$578,915	\$500,996

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Birth Certificates Issued	2,750	2,462	2,387	2,425
2. Marriage Certificates Issued	1,170	1,156	977	1,067
3. Death Certificates Issued	3,850	4,510	4,415	4,463
4. Divorce Records Issued	224	229	238	234
5. Marriage Licenses Issued	466	313	331	322
6. Marriage Ceremonies Performed	127	35	***0	54
7. Dog Licenses Issued	5,216	4,638	6,097	5,368
8. Notice of Intent to Issue Summons	276	***0	200	200
9. Voter Registrations Processed	2,551	2,008	3,854	1,000
10. Absentee Ballots Cast	1,867	1,128	11,173	350
11. Average Number of Ballots Cast	28,631	20,681	34,693	5,550

***Suspended in FY 2020 & FY 2021 due to COVID-19

2022 Goals

1. Ensure that staff continue to participate in all trainings relevant to the Clerk’s office to ensure efficiencies in customer service and office responsibilities.
2. Advertise, recruit, and train election officials to fill City ward vacancies to ensure that wards are fully staffed during elections.
3. Hold numerous election official trainings to ensure compliance and consistency for future elections.
4. Re-open additional office services that were previously suspended due to COVID-19.
5. Focus on records management efficiencies to maximize storage and staff workflow.

City Clerk

2021 Goals Status

1. Ensure that staff continues to participate in all training relevant to vital records administration and election law to ensure efficiencies in customer service office responsibilities.
9-Month Status: Staff members participated in all available training sessions, many of which were held in electronic formats due to the COVID-19 pandemic. Ongoing training will continue in all areas specific to the services customers receive from the City Clerk's Office.
2. Advertise, recruit, and train new election officials to fill vacancies within the City's wards so that wards are fully staffed for the upcoming elections.
9-Month Status: Elected official vacancies were successfully filled for the 2020 State Primary and State General Elections. New election officials were trained ensuring successful Election Days at polling locations within the City of Concord. Staff remains grateful to all those working at the polls on any given Election Day.
3. In preparation for the upcoming State Primary and the upcoming State General Elections, hold numerous election official trainings and voter registration fairs throughout the city.
9-Month Status: In-person ward official training sessions were replaced by electronic training sessions held by both the City Clerk's Office and the Secretary of State's Office during the COVID-19 pandemic. Sessions were held to educate and advise ward officials on election laws and procedures, election law changes, COVID-19 guidelines and Emergency Order voting procedures ensuring smooth elections in 2020.

General Overhead

<u>Revenue</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Transfers					
Transfer In - Trust	\$28,208	\$15,000	\$15,000	\$0	\$15,000
Transfer In - Inspection	\$1,700	\$1,900	\$1,900	\$1,900	\$1,890
Transfer In - Parking	\$97,650	\$97,650	\$97,650	\$97,650	\$97,940
Transfer In - Airport	\$33,858	\$33,800	\$33,800	\$33,800	\$35,221
Transfer In - Conserv Prop	\$20,000	\$25,000	\$25,000	\$25,000	\$34,000
Transfer In - Impact Fee	\$95,000	\$0	\$0	\$0	\$98,890
Transfer In - Arena	\$47,723	\$46,667	\$46,667	\$46,667	\$53,024
Transfer In - NEOCTIF	\$42,226	\$44,335	\$44,335	\$44,335	\$44,780
Transfer In - Sears Block TIF	\$422,579	\$414,185	\$414,185	\$414,185	\$404,360
Transfer In - Penacook TIF	\$1,670	\$1,750	\$1,750	\$1,750	\$1,770
Transfer In - Water	\$520,259	\$520,459	\$520,459	\$520,459	\$537,137
Transfer In - Wastewater	\$655,309	\$655,509	\$655,509	\$655,509	\$671,370
Subtotal	\$1,966,182	\$1,856,255	\$1,856,255	\$1,841,255	\$1,995,382
Special Programs					
Cable TV Franchise	\$841,396	\$833,110	\$833,110	\$830,000	\$845,750
Transfer In - Trust	\$135,500	\$125,000	\$125,000	\$125,000	\$165,000
Subtotal	\$976,896	\$958,110	\$958,110	\$955,000	\$1,010,750
Risk and Insurance					
Retiree Health Insurance	\$1,356,856	\$1,338,680	\$1,338,680	\$1,317,500	\$1,334,950
Insurance Dist and Credits	\$99,935	\$0	\$17,450	\$108,090	\$0
Subtotal	\$1,456,790	\$1,338,680	\$1,356,130	\$1,425,590	\$1,334,950
Social Service Agencies					
Donations	\$13,125	\$10,000	\$10,000	\$10,000	\$10,000
Subtotal	\$13,125	\$10,000	\$10,000	\$10,000	\$10,000
Total Revenue	\$4,412,994	\$4,163,045	\$4,180,495	\$4,231,845	\$4,351,082

General Overhead

<u>Expense</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Transfers					
Transfer Out - Trust	\$3,008,941	\$1,758,322	\$2,830,772	\$2,830,772	\$1,145,932
Transfer Out - Parking	\$38,099	\$48,932	\$48,932	\$48,932	\$51,221
Transfer Out -Grts & Donations	\$10,000	\$0	\$0	\$0	\$0
Transfer Out - Golf	\$57,351	\$40,596	\$40,596	\$40,596	\$0
Transfer Out - Gen Cap Proj	\$465,988	\$412,500	\$414,192	\$412,500	\$268,790
Subtotal	\$3,580,379	\$2,260,350	\$3,334,492	\$3,332,800	\$1,465,943
Special Programs					
Special Programs	\$375,080	\$379,800	\$379,800	\$369,800	\$377,310
Subtotal	\$375,080	\$379,800	\$379,800	\$369,800	\$377,310
Debt Service					
Bond Costs	\$61,490	\$49,200	\$49,200	\$11,200	\$52,720
Principal	\$5,412,485	\$5,836,390	\$5,836,390	\$5,836,390	\$5,731,180
Interest	\$1,920,855	\$1,851,849	\$1,851,849	\$1,851,849	\$1,859,070
Subtotal	\$7,394,830	\$7,737,439	\$7,737,439	\$7,699,439	\$7,642,970
Risk and Insurance					
Retiree Health	\$2,238,046	\$2,279,880	\$2,279,880	\$2,334,450	\$2,249,190
Professional Services	\$0	\$5,000	\$5,000	\$5,000	\$5,000
Insurance Deductible	\$13,266	\$15,000	\$15,000	\$2,000	\$15,000
Subtotal	\$2,251,311	\$2,299,880	\$2,299,880	\$2,341,450	\$2,269,190
Contingency					
Contingency	\$0	\$140,000	\$140,000	\$0	\$100,000
Subtotal	\$0	\$140,000	\$140,000	\$0	\$100,000
Comp Adjustment					
Full Time	\$0	\$172,980	\$22,210	\$0	\$323,975
Subtotal	\$0	\$172,980	\$22,210	\$0	\$323,975
Street Lighting					
Electricity	\$520,670	\$518,000	\$518,000	\$530,570	\$522,880
Subtotal	\$520,670	\$518,000	\$518,000	\$530,570	\$522,880
Social Service Agencies					
Special Programs	\$346,780	\$341,780	\$341,780	\$341,780	\$333,780
Subtotal	\$346,780	\$341,780	\$341,780	\$341,780	\$333,780
Total Expense	\$14,469,050	\$13,850,229	\$14,773,602	\$14,615,839	\$13,036,048

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

General Overhead

Supplemental Budget Information

Special Programs	2020	2021	2021	2021	2022
	Actual	Adopted	Revised	Projected	Budget
Expense					
Concord Community Television	\$313,800	\$313,800	\$313,800	\$313,800	\$321,310
League of NH Craftsmen	\$280	\$5,000	\$5,000	\$5,000	\$5,000
Holiday Celebrations	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Intown Concord	\$30,000	\$30,000	\$30,000	\$20,000	\$20,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Expense	\$375,080	\$379,800	\$379,800	\$369,800	\$377,310

Social Service Agencies	2020	2021	2021	2021	2022
	Actual	Adopted	Revised	Projected	Budget
Expense					
Community Action Program	\$17,710	\$17,710	\$17,710	\$17,710	\$17,710
Capital Area Transit (CAT)	\$165,350	\$165,350	\$165,350	\$165,350	\$165,350
Crisis Center of Central NH	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
C.C to End Homelessness	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Edna McKenna House	\$31,220	\$31,220	\$31,220	\$31,220	\$31,220
Friends Program	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000
New American Africans	\$5,000	\$0	\$0	\$0	\$0
Penacook Community Center	\$28,000	\$28,000	\$28,000	\$28,000	\$20,000
Total Expense	\$346,780	\$341,780	\$341,780	\$341,780	\$333,780

General Overhead

General Overhead Descriptions

Transfers

Transfers (Revenue)

Reflects the transfer of funds from enterprise and special revenue funds for municipal overhead charges and other related costs between those funds and the General Fund. Also includes transfers from trusts to cover selected General Fund expenditures.

Transfers (Expense)

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

Special Programs

Intown Concord

Intown Concord manages a variety of downtown events (such as Market Days), provides grant funds to property owners for façade improvements, works with the City to maintain and grow businesses within the City's central business district, and advocates for a number of issues which are critical for the future vitality of Downtown Concord. A budgetary reduction in funding to \$20,000 is recommended for FY 2022, the same as the final City Council allocation in FY 2021.

League of NH Craftsmen

Level funding is recommended for the League of NH Craftsmen for FY 2022.

Cable TV Franchise/System

Funding for Concord TV for FY 2022 is level funded and includes funding for the capital portion of the agreement.

Holiday Celebrations/Concord Veterans Council

This account provides for the cost of holiday decorations for Memorial Day and Veteran's Day observances in Concord and Penacook. The recommended funding amount for FY 2022 remains the same.

Pope Memorial SPCA

Funding for the Pope Memorial Society for the Prevention of Cruelty to Animals (SPCA) is recommended to be level for FY 2022. The Pope Memorial SPCA is a private organization that provides a variety of programs and services in Concord, one of which would need to be funded as animal control in the Police Department budget at a higher cost than what is paid to the SPCA.

Debt Service

Debt Service

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

Risk and Insurance

Insurance Distributions and Credits (Revenue)

Represents premium holidays from Primex for worker's compensation insurance. Credits are for premiums paid in prior years. No revenue is anticipated to be received in FY 2022.

Retiree Health Insurance

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

General Overhead

Insurance Deductible & Reserve

Represents deductible amounts for auto and property/liability claims.

Prof & Tech Services

The self-insurance reserve will be used in part for consulting services to assist in managing insurance exposures, contracts and other risks. In addition, funding is provided for deductibles and small uninsured claims that arise during the year. A transfer-in from the Self Insurance Trust offsets both of these expenses. The Self Insurance Trust will be depleted at the end of FY 2022.

Contingency

Contingency

This account is used to allocate funds for unexpected occurrences including City Council use, over-expenditures for winter operations, Welfare, or other extraordinary expenses not included in the adopted budget. This account has a proposed reduction of \$40,000 for FY 2022.

Compensation Adjustment

Compensation Adjustment

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

Street Lighting

Electricity

This expense reflects the cost of operating street lighting on city streets.

Social Service Agencies

Community Action Program – Belknap/Merrimack County Area Center

Agency requested \$17,710 for FY 2022. Level funding in the amount of \$17,710 is recommended for FY 2022.

Concord Area Transit (CAT)/Public Transportation

Agency requested \$171,000 for this fiscal year; \$19,000 for senior transportation, \$20,000 for special transportation (door to door service for disabled individuals), and \$132,000 for public transportation. This budget recommends total funding of \$165,350 for FY 2022; \$16,000 for senior transportation, \$19,000 for special transportation and \$130,350 for public transportation. Level funding in the amount of \$165,350 is recommended for FY 2022.

Penacook Community Center

Agency requested \$28,000 for FY 2022. A reduction in funding to \$20,000 is recommended for FY 2022.

Friends Program

Agency requested \$57,000 for FY 2022. The Council adopted a budget of \$57,000 for FY 2022.

Salvation Army/McKenna House

Agency requested \$31,220 for FY 2022. The Council adopted a budget of \$31,220 for FY 2022.

Crisis Center of Central NH

Agency requested \$12,500 for FY 2022. Level funding in the amount of \$12,500 is recommended for FY 2022.

Concord Coalition to End Homelessness

Agency requested \$30,000 for FY 2022. Level funding in the amount of \$30,000 is recommended for FY 2022.

New American Africans

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