

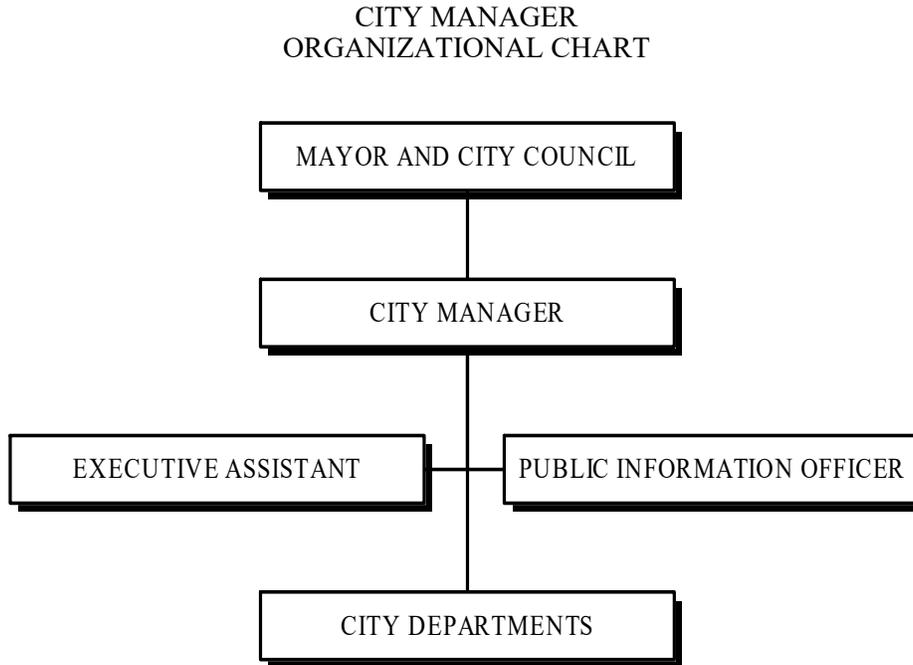
General Government

	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
City Manager	\$209,842	\$0	\$24,960	\$25,000	\$0
Legal	\$82,303	\$74,850	\$74,850	\$76,850	\$78,550
Assessing	\$790,485	\$737,779	\$737,772	\$953,783	\$787,356
Human Resources	\$35,781	\$35,880	\$35,880	\$35,930	\$37,400
Finance	\$63,786,469	\$63,427,348	\$68,164,713	\$66,172,296	\$67,911,692
City Clerk	\$131,527	\$97,750	\$97,750	\$105,150	\$103,400
General Overhead	\$5,824,999	\$5,848,403	\$6,087,724	\$5,873,963	\$4,955,637
Total Revenue	\$70,861,404	\$70,222,010	\$75,223,650	\$73,242,972	\$73,874,035
Expense					
City Manager	\$642,405	\$739,615	\$744,115	\$783,074	\$803,833
Legal	\$1,374,619	\$1,575,028	\$1,579,028	\$1,638,195	\$1,733,881
Assessing	\$733,830	\$806,387	\$806,387	\$798,900	\$863,249
Human Resources	\$690,068	\$872,858	\$889,358	\$866,020	\$847,305
Finance	\$2,535,580	\$2,649,192	\$2,675,692	\$2,673,302	\$2,813,558
Information Technology	\$1,210,402	\$1,397,471	\$1,397,471	\$1,374,540	\$1,502,518
City Council	\$37,024	\$183,520	\$183,520	\$183,220	\$42,601
City Clerk	\$545,785	\$660,003	\$663,303	\$634,415	\$664,071
General Overhead	\$17,127,550	\$14,238,616	\$18,179,289	\$17,730,811	\$15,520,546
Total Expense	\$24,897,263	\$23,122,690	\$27,118,163	\$26,682,478	\$24,791,561

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.



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.

City Manager

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Other Revenue	\$205,567	\$0	\$24,960	\$25,000	\$0
Transfer In - Trust	\$4,275	\$0	\$0	\$0	\$0
Total Revenue	\$209,842	\$0	\$24,960	\$25,000	\$0
Expense					
Full Time	\$409,359	\$381,158	\$381,158	\$395,110	\$398,611
Allowance	\$1,600	\$1,200	\$1,200	\$1,200	\$1,200
Retirement	\$57,146	\$48,865	\$48,865	\$52,590	\$51,118
FICA	\$27,419	\$24,687	\$24,687	\$25,770	\$26,583
Beneflex	\$68,837	\$49,130	\$49,130	\$48,800	\$45,644
Worker's Compensation	\$624	\$770	\$770	\$760	\$630
Unemployment Insurance	\$102	\$105	\$105	\$110	\$107
Professional Development	\$6,425	\$2,160	\$7,260	\$8,000	\$5,200
Business Expense	\$1,352	\$2,500	\$2,500	\$1,000	\$2,500
Dues & Memberships	\$57,179	\$57,400	\$57,400	\$59,360	\$59,350
Professional Services	\$6,968	\$162,800	\$162,200	\$183,440	\$205,800
Communications	\$358	\$350	\$350	\$390	\$210
Postage	\$102	\$550	\$550	\$300	\$550
Office Supplies	\$704	\$1,600	\$1,600	\$800	\$1,600
Departmental Supplies	\$212	\$1,700	\$1,700	\$800	\$1,200
Liability Insurance	\$4,019	\$4,640	\$4,640	\$4,644	\$3,530
Total Expense	\$642,405	\$739,615	\$744,115	\$783,074	\$803,833

2025 Goals

1. Continue efforts to work collaboratively with community partners and build new partnerships for important initiatives.
2. Seek to fully staff all funded positions within the organization, with a particular focus on public safety, community development and direct service delivery.
3. Work with Human Resources on the Class and Compensation Study and find achievable outcomes.
4. Work with the City Solicitor and the Legal Department regarding new staffing and case management software.
5. Work with Core Team and Employee Resource Groups to develop internal equity plans and employee development.
6. Advance capital projects, as approved by the City Council, in all areas.

City Manager

2024 Goals Status

1. Work with Departments to ensure essential organizational positions are staffed.
9-Month Status: The results of the year long work of the Retention and Recruitment Committee resulted in mid-year adjustments to employee benefits, which has improved retention results. The Police Department has hired a Police Social Worker, which will improve community caretaking of those in most need. The Fire Department has reinforced the Lieutenant mentorship program by dedicating additional resources and time to the training process. Both the Assistant Community Development Director and the Director of Special Projects and Strategic Initiatives positions have been filled. General Services Department staff have participated in 20 different types of training and continuing education opportunities. A great example is the new General Services' innovative PROPEL Program, which is a leadership development program with representation from each of the six divisions of the Department. Human Services Department staff have participated in a very wide range of training relevant to working effectively with low income families and individuals and have continually updated and expanded their knowledge of local resources.
2. Advance capital projects, as approved by the City Council, in all areas.
9-Month Status: Notable capital projects completed to date in FY 2024 include: General Services' Enhanced Neighborhood Street Paving Program; Finance Department's final phase of the Enterprise Resource Planning (ERP) implementation; Information Technology Department's replacement of networking infrastructure (to be completed in June); Fire Department's computer-aided dispatch system, as well as the newly deployed Fire Records Management System; and Equipment Replacement within Fire, Police, General Services and other departments are underway. Cybersecurity efforts funded by the U.S. Environmental Protection Agency to improve security around water and wastewater systems are to be completed by mid-year 2025.
3. Ensure staff continues to participate in all needed training, improve technical proficiencies and sustain professional certifications relevant to their responsibilities and the needs of the community.
9-Month Status: Training has increased significantly and has been primarily focused in Assessing, Elections, Legal, Community Development and Public Safety, where increased rates in turnover of staffing throughout all levels of departments have occurred. Staff is working with a consultant to conduct a process audit and to create a professional development plan based on equity. This will be a multi-year development program and then an on-going initiative.
4. Continue to work collaboratively with existing community partners and build new partnerships for important initiatives.
9-Month Status: A few specific initiatives include collaborative relationships and programs that have been established through the Police Department with partners such as Riverbend, the Concord Homeless Resource Center, the Friendly Kitchen, the Concord Coalition to End Homelessness, the Salvation Army, the McKenna House and the Community Action Program, as one example to help address issues in the community related to individuals in mental health crisis, addiction and homelessness. Various departments work directly with the two school districts, the Refugee Advisory Council, and the NH Food Bank on important initiatives throughout the year. The City's 2024 Hazard Mitigation Plan was adopted by the City Council after a two-year update process that included significant community outreach.
5. Apply and secure grants and outside resources to achieve organizational goals.
9-Month Status: Notable grants received to date in FY 2024 include: \$496,112 from the Federal Aviation Authority and the State of NH for the Airport Terminal Project; \$400,000 from the Land & Water Conservation Fund for the White Park Inclusionary Playground Project; \$18,000 from the NH Council on the Arts for the Eastman Clock Tower Restoration; \$240,000 from the NH Department of Transportation in matching funds for the Manchester Street Project; \$275,000 from the Land & Water Conservation Fund for the Merrimack River Greenway Trail; and \$68,000 from the NH Drinking Water & Ground Water Trust Fund for the Source Development Charge Study.

City Manager

2024 Goals Status

6. Work with staff to maintain and improve recreational and park infrastructure, programming and accessibility.
9-Month Status: The Parks & Recreation Department continued to provide excellent programming and facilities to all age groups, while at the same time expanding services. For example, this past winter a free CommUNITY Activities Program was offered in partnership with the Friends of Keach Park. Construction is currently underway for the new Canal Street Riverfront Park; an RFP for the construction of the new White Park inclusionary playground will go out in early summer; construction is well underway for the new Penacook Library & Activity Center; master planning for Memorial Field is underway in concert with the Concord School District; Lights at Keach Park planning and design is ongoing; and construction of the Merrimack River Greenway Trail section through the Sunflower Fields is underway.

7. Prepare to transition to newly approved solid waste contract.
9-Month Status: Planning efforts for the transition to automated collection, which will occur in the term of the new contract, is underway.

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>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Fines for Code Prosecution	\$0	\$0	\$0	\$2,000	\$0
Court Ordered Payments	\$8,772	\$0	\$0	\$0	\$0
Other Gov Agencies - Local	\$73,531	\$74,850	\$74,850	\$74,850	\$78,550
Total Revenue	\$82,303	\$74,850	\$74,850	\$76,850	\$78,550
Expense					
Full Time	\$776,587	\$886,623	\$886,623	\$964,480	\$954,428
Part Time	\$39,733	\$96,625	\$96,625	\$44,010	\$112,430
Temporary	\$61,136	\$0	\$0	\$23,570	\$0
Overtime	\$253	\$920	\$920	\$7,470	\$970
Allowance	\$2,400	\$3,000	\$3,000	\$3,000	\$4,200
Retirement	\$110,095	\$120,084	\$120,084	\$129,400	\$129,264
FICA	\$64,853	\$74,089	\$74,089	\$78,380	\$80,657
Beneflex	\$184,596	\$225,101	\$225,101	\$215,970	\$283,643
Worker's Compensation	\$1,108	\$1,180	\$1,180	\$1,180	\$920
Unemployment Insurance	\$405	\$384	\$384	\$380	\$391
Professional Development	\$16,167	\$21,877	\$21,877	\$21,900	\$22,241
Business Expense	\$1,945	\$4,500	\$4,500	\$4,500	\$4,500
Professional Services	\$40,940	\$55,575	\$55,575	\$55,575	\$55,575
Software/Hardware Maintenance	\$8,721	\$8,588	\$8,588	\$9,650	\$3,972
Rent	\$54,039	\$63,143	\$63,143	\$63,450	\$66,200
Communications	\$1,601	\$1,350	\$1,350	\$1,590	\$1,940
Postage	\$449	\$1,000	\$1,000	\$700	\$1,000
Office Supplies	\$2,500	\$4,000	\$4,000	\$3,500	\$4,000
Liability Insurance	\$7,090	\$6,990	\$6,990	\$6,990	\$7,550
Capital Outlay - GL	\$0	\$0	\$4,000	\$2,500	\$0
Total Expense	\$1,374,619	\$1,575,028	\$1,579,028	\$1,638,195	\$1,733,881

Legal

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Civil Litigation Cases	*14	*19	*21	*20
2. Tax Abatement Cases	*20	*19	*19	*19
3. Tax Lien Mortgages (Research at Registry)	345	350	300	300
4. Tax Deed Mortgages (Research at Registry)	39	75	76	70
5. Tax Title Searched for Properties to be Deeded	384	425	376	370
6. Ordinances, Reports and Resolutions	149	138	80	130
7. Negotiated Union Contracts (out of 6)	4	1	1	4
8. Licenses, Agreements and MOUs	79	65	80	70
9. Bankruptcy Matters (Claims Filed)	2	3	0	3
10. City Department/Public Body Westlaw Legal Research	1,825	1,155	1,300	1,100
11. Financial Guarantees for City Projects/Developments	68	40	85	60
12. Right-to-Know Requests	107	79	**100	100
13. Complaints Filed/Reviewed	4,369	3,881	4,200	4,400
14. Criminal Dispositions, Hearings, Proceedings	14,663	15,869	16,000	16,000
15. Juvenile Dispositions and Hearings	752	460	600	600
16. Administrative License Suspensions	321	240	200	220
17. Concord Code Enforcement	7	7	10	10
18. Probable Cause Hearings	N/A	N/A	***125	250

* Includes pending cases from prior years.

** Excludes requests handled exclusively by the Police and Fire Departments.

*** Beginning January 1, 2024, felony cases are now initiated in the Concord District Court, which has led to the necessity of Probable Cause Hearings.

2025 Goals

1. The City Solicitor’s Office will continue to monitor legislation and case law related to New Hampshire’s Right-to-Know Law.
2. The City Solicitor’s Office will provide Right-to-Know Law training, as needed, for all City Departments, the City Council, Boards, Commissions and Committees.
3. The City Solicitor’s Office will continue to archive remaining paper files to electronic format.
4. The City Prosecutor’s Office will work to implement new case management software to transition to an electronic filing system.
5. The City Prosecutor’s Office will work to fill vacancies that occurred in attorney positions during FY 2024. The Prosecutor’s Office will work on adding legal training for the new attorneys in the office.
6. The City Prosecutor’s Office will continue to work with the police departments and provide training as needed.

2024 Goals Status

1. The City Solicitor’s Office will continue to monitor legislation and case law related to New Hampshire’s Right-to-Know Law.
9-Month Status: Ongoing.
2. The City Solicitor’s Office will continue to provide Right-to-Know Law training, as needed, for all City Departments, the City Council, Boards, Commissions and Committees.
9-Month Status: A Right-to-Know Law training was provided to the City Council during its orientation; and training is provided on an ongoing basis to staff in City Departments, as well as to Boards, Commissions and Committees.

Legal

2024 Goals Status

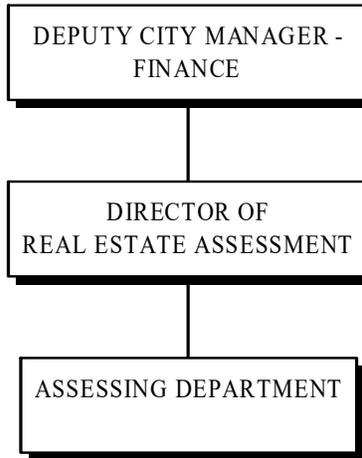
3. The City Solicitor's Office will archive remaining paper files to electronic format.
9-Month Status: The office continues to scan paper files to an electronic format to help reduce storage needs.
4. The City Prosecutor's Office will review the impact of pending State legislation relative to the staffing levels at the Prosecutor's Office.
9-Month Status: Since January 1, 2024, the City Prosecutor's Office has been handling probable cause hearings due to the elimination of "Felonies First." The City Prosecutor's Office will continue to review the impact on staffing levels, as these cases are both time-sensitive and time-intensive, and involve reviewing search warrants, case documents, reviewing for felony charges, and handling hearings.
5. The City Prosecutor's Office will work on adding legal training for its new attorneys and will continue to work with the police departments, providing training on a case by case basis.
9-Month Status: The City Prosecutor has been working to train the new attorneys, which includes training on plea bargains and providing resources for motion practice. Training resources have been provided for the Concord and Loudon Police Departments.
6. The City Prosecutor's Office will work on covering the additional hearings that are being scheduled by the Court now that they have additional judges and more trials are being scheduled on a daily basis.
9-Month Status: Although the additional hearings that are being scheduled have increased the demands on the attorneys and other staff in the City Prosecutor's Office; the City Prosecutor's Office has been managing to cover all hearings.

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 on-going property valuation services in compliance with the New Hampshire constitution and statutes governing assessments using 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>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Timber Tax	\$20,101	\$15,000	\$15,000	\$15,000	\$15,000
Payment-In-Lieu-of-Tax (PILOT)	\$769,836	\$722,139	\$722,139	\$937,000	\$771,696
Excavation Activity Tax	\$0	\$100	\$100	\$100	\$100
Forest Loss Reimbursement	\$483	\$490	\$483	\$483	\$490
Other Revenue	\$65	\$50	\$50	\$1,200	\$70
Total Revenue	\$790,485	\$737,779	\$737,772	\$953,783	\$787,356
Expense					
Full Time	\$444,912	\$474,367	\$474,367	\$478,120	\$516,664
Part Time	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Temporary	\$0	\$1,550	\$1,550	\$1,550	\$1,610
Overtime	\$78	\$400	\$400	\$400	\$400
Allowance	\$450	\$600	\$600	\$600	\$600
Retirement	\$63,179	\$64,317	\$64,317	\$64,910	\$70,105
FICA	\$31,898	\$34,909	\$34,909	\$35,990	\$38,251
Beneflex	\$118,455	\$145,824	\$145,824	\$132,890	\$149,133
Worker's Compensation	\$8,980	\$9,970	\$9,970	\$9,970	\$7,660
Unemployment Insurance	\$196	\$210	\$210	\$210	\$216
Professional Development	\$14,044	\$18,050	\$18,050	\$18,050	\$20,850
Business Expense	\$2,745	\$5,450	\$5,450	\$5,450	\$5,450
Professional Services	\$35,649	\$36,260	\$36,260	\$36,260	\$38,480
Software/Hardware Maintenance	\$378	\$1,260	\$1,260	\$1,260	\$370
Communications	\$476	\$490	\$490	\$510	\$560
Postage	\$1,188	\$2,000	\$2,000	\$2,000	\$2,000
Office Supplies	\$4,642	\$3,900	\$3,900	\$3,900	\$4,050
Liability Insurance	\$3,560	\$3,830	\$3,830	\$3,830	\$3,850
Total Expense	\$733,830	\$806,387	\$806,387	\$798,900	\$863,249

Assessing

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Building Permits Processed	621	705	600	600
2. Building Permits Inspected	529	544	700	600
3. New Homes Added	44	42	53	50
4. New Parcels Added	49	57	95	80
5. Deed Changes Processed	915	851	635	600
6. Sales Reviews Conducted	734	515	539	500
7. Appeals: BTLA & Superior Court	10	17	20	20

2025 Goals

1. Continue to encourage and sponsor Department staff to enhance professional growth through new education opportunities and continued education for our certified/licensed appraisers/assessors.
2. Conduct an ongoing review of exempt properties (2-4 properties per year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.
3. Execute a contract with Vision Government Solutions, Inc., to conduct a full measure and list revaluation to begin in the spring of 2024 and be completed in the fall of 2026 with a full statistical revaluation.
4. Provide oversight, training, and quality control to Vision staff in support of their measure and list field inspections during which 45% of the City parcels will be inspected.

2024 Goals Status

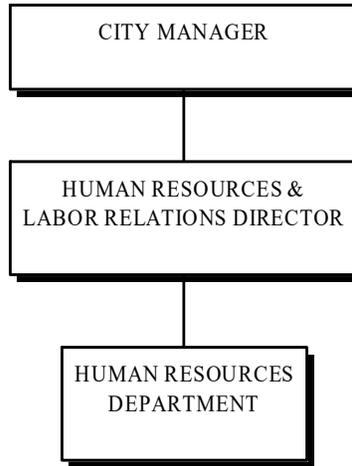
1. Conduct interviews, hire, and train a qualified candidate for the Department’s vacant Appraiser position.
9-Month Status: A new appraiser was hired in September, trained on internal and professional procedures, and obtained her Certified Assessor Assistant credential in December 2023.
2. Continue to encourage and sponsor department staff to enhance professional growth through new education opportunities and continued education for our certified/licensed Appraisers/Assessors.
9-Month Status: Ongoing. Staff have taken advantage of local and regional opportunities for professional growth and have taken required course work to obtain and maintain certifications.
3. Coordinate and cooperate with the NH Department of Revenue on scheduling and completing the required assessment review scheduled for calendar year 2023.
9-Month Status: Ongoing. Staff have worked with the NH Department of Revenue complying with requests for information and documentation. Staff continues to review internal procedures to confirm that we are following State guidelines.
4. Conduct an ongoing review of exempt properties (2-4 properties per year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.
9-Month Status: NH Home for Christian Scientists, 23 Rundlett Street, review of RSA; taxable; appealed to BTLA; dismissed by BTLA; taxable. Historical Society, 6 Eagle Square, no longer leased; exempt. Religious Order of Jehovah’s Witnesses, 5 Great Falls Drive, review of RSA and occupancy; exempt. Carmelite Monastery, 275 Pleasant Street, unoccupied and did not comply with RSA; taxable. Pope Memorial SPCA of Concord-Merrimack County, 92-94 Silk Farm Road and 95 Silk Farm Road, did not timely file; taxable but appealed to BOA/BTLA; BOA accepted late documents; exempt. Concord Hospital, Inc., 246 Pleasant Street, Units F1-A, F2-A, and G-1, leased; taxable. Dartmouth Hitchcock/Dartmouth Hitchcock, 253 and 247-249 Pleasant Street; taxable. Additional Late Statutory deadlines not met by IQRA Islamic Society of Greater Concord, Kimball Jenkins, and Office of Public Guardian; taxable.

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>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Donations	\$35,781	\$35,880	\$35,880	\$35,930	\$36,200
Other Revenue	\$0	\$0	\$0	\$0	\$1,200
Total Revenue	\$35,781	\$35,880	\$35,880	\$35,930	\$37,400
Expense					
Full Time	\$382,991	\$394,804	\$394,804	\$401,223	\$413,026
Allowance	\$600	\$600	\$600	\$600	\$600
Retirement	\$53,812	\$53,416	\$53,416	\$54,291	\$55,882
FICA	\$29,259	\$30,349	\$30,349	\$31,911	\$32,117
Beneflex	\$92,884	\$97,902	\$97,902	\$95,421	\$111,632
Worker's Compensation	\$435	\$580	\$580	\$580	\$480
Unemployment Insurance	\$134	\$140	\$140	\$144	\$142
Professional Development	\$32,342	\$17,450	\$17,450	\$27,050	\$27,238
Business Expense	\$321	\$400	\$400	\$400	\$400
Professional Services	\$85,357	\$262,365	\$278,865	\$239,500	\$187,905
Software/Hardware Maintenance	\$6,290	\$6,600	\$6,600	\$6,600	\$6,930
Communications	\$357	\$420	\$420	\$420	\$420
Postage	\$162	\$392	\$392	\$407	\$1,443
Office Supplies	\$805	\$1,900	\$1,900	\$1,900	\$1,900
Departmental Supplies	\$1,409	\$2,380	\$2,380	\$2,413	\$3,900
Liability Insurance	\$2,910	\$3,160	\$3,160	\$3,160	\$3,290
Total Expense	\$690,068	\$872,858	\$889,358	\$866,020	\$847,305

Human Resources

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Recruitments Conducted	111	117	120	115
2. Wellflex Enrollments	313	220	250	275
3. Wellflex Completions	102	115	150	175
4. New Hire Orientations	12	12	38	25
5. Retirements Processed	18	10	12	15
6. Lost Time Injury Frequency	*30	18	10	10

* 25 of Lost Time Claims in 2022 were COVID-19 related.

2025 Goals

1. Implement Class and Compensation Study outcomes, as approved by City Council.
2. Participate in labor negotiations for five unions.
3. Crosstrain on MUNIS functions and Benefit Administration functions to prepare for succession planning.
4. Streamline the new employee orientation process.

2024 Goals Status

1. Review and prepare for the potential of the NH Department of Labor (NHDOL) adopting OSHA standards.
9-Month Status: This legislative bill, if passed, would adopt section 1910 OSHA standards for public sector employees in New Hampshire. This bill is concerning because of the substantial impact adopting OSHA standards could have on the City’s Safety Program with little, if any, actual improvement in employee safety.

The Safety and Training Coordinator provided regular updates regarding the status of the bill, and also provided information regarding the considerable number of items which the NHDOL does not have specific requirements for, and a number of items the NHDOL has requirements for which are not the same as the OSHA requirements.

The City’s Joint Loss Management Committee (JLMC) was not alone in this concern. The NH Municipal Association (NHMA) also opposed the legislation on the premise that it detracts from existing local authority. The City’s Safety and Training Coordinator assisted the NHMA with written testimony and the Human Resources Director provided verbal testimony in opposition to the bill as it posed limited to no improvement on actual employee safety and would be an unfunded liability.

House Bill 232, which had been held in committee for all of 2023, and underwent several amendments, was finally tabled on January 4, 2024. However, the bill was pulled of the table and is scheduled to go back into committee on March 21, 2024 with an additional amendment.

2. Continue work on implementing the MUNIS Performance Evaluation module.
9-Month Status: This goal continues to be a challenge. The Safety and Training Coordinator has contacted several municipalities utilizing the MUNIS system with only two indicating they use the performance evaluation module, and not in the way originally envisioned. The City of Sioux Falls, South Dakota, indicated they had used this MUNIS module for approximately a year when a MUNIS 2021 update no longer allowed mid-level managers to make comments on the evaluation. With this recent information, we are discussing how to best utilize the module.
3. Implement Employee Self Service (ESS) notification functionality for new hires and employee messaging.
9-Month Status: Completed. New hires enroll in benefits through ESS. Citywide messaging has occurred in ESS as well.

Human Resources

2024 Goals Status

4. Work with Core Team to develop Equity plans.
9-Month Status: The City hired a consultant to conduct a process audit and to create a professional development plan along with the Core Leadership Team. Work is scheduled to begin in the last quarter of FY 2024.

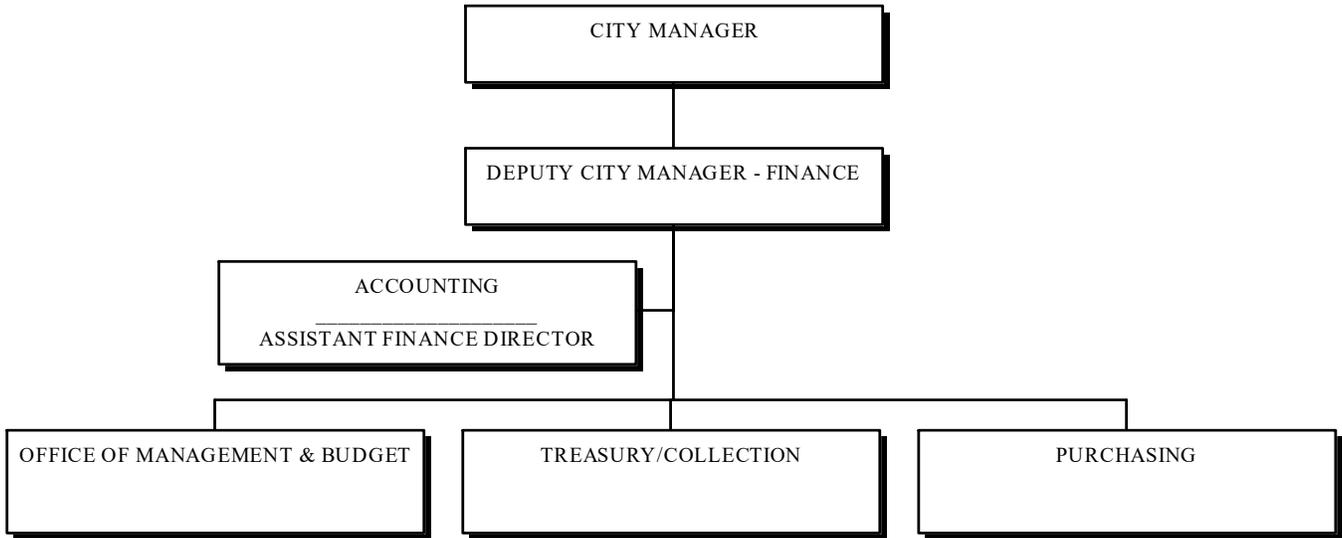
5. Work with Retention and Recruitment Committee to assess and recommend improvements.
9-Month Status: The Retention and Recruitment Committee met biweekly throughout FY 2024. They conducted an employee climate survey, which informed the recommendations that the committee created to improve retention and recruitment. Those six recommendations were presented to the Fiscal Policy Advisory Committee in January and February, and a modified report and recommendations were presented to City Council in April. The topics addressed were non-monetary employee benefits to include a family pool pass for non-resident employees, a library card for non-resident employees, and extending the member guest rate to employees who wish to play golf at Beaver Meadow, as well as enhanced paid time off. The City Council approved an enhanced temporary paid time off program for contractual employees and approved the non-monetary employee benefits at the April City Council meeting. Further, other recommendations were placed in the Human Resources' budget for FY 2025 consideration, to include a retention bonus for employees and budgeting for an employee gift.

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>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Property Taxes	\$46,475,977	\$48,686,053	\$48,885,088	\$49,621,000	\$51,287,100
Fines and Penalties	\$339,138	\$405,000	\$405,000	\$350,000	\$350,000
Motor Vehicle Registrations	\$7,432,125	\$7,600,000	\$7,600,000	\$7,686,200	\$7,889,000
MV Transportation Surcharge	\$184,574	\$185,000	\$185,000	\$185,000	\$185,000
MV Transportation Admin	\$20,461	\$20,500	\$20,500	\$20,500	\$20,500
MV Waste Disposal	\$20,739	\$20,500	\$20,500	\$20,500	\$20,600
MV State Agent Admin	\$133,419	\$130,500	\$130,500	\$136,000	\$131,000
Investment Income	\$1,592,339	\$1,310,000	\$1,310,000	\$2,250,000	\$2,355,975
Sale of Assets	\$87,619	\$30,000	\$30,000	\$30,000	\$30,000
Finance Charges	\$2,938	\$2,500	\$2,500	\$4,100	\$3,000
Use of Fund Balance	\$0	\$295,150	\$3,735,640	\$0	\$560,760
Other Revenue	\$85,617	\$30,500	\$30,500	\$59,560	\$61,070
Other Gov Agencies - State	\$1,959,114	\$0	\$544,319	\$544,319	\$0
Rooms and Meals Tax	\$3,824,985	\$3,824,985	\$4,138,799	\$4,138,799	\$4,138,797
Highway Block Grant	\$1,625,555	\$884,660	\$1,124,440	\$1,124,440	\$876,890
Railroad Tax	\$1,869	\$2,000	\$1,928	\$1,877	\$2,000
Total Revenue	\$63,786,469	\$63,427,348	\$68,164,713	\$66,172,296	\$67,911,692

Finance

	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Expense					
Full Time	\$1,426,237	\$1,515,465	\$1,515,465	\$1,536,128	\$1,582,319
Part Time	\$25,402	\$31,139	\$31,139	\$31,139	\$30,372
Overtime	\$20,273	\$14,180	\$14,180	\$10,010	\$14,810
Allowance	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400
Retirement	\$201,286	\$206,962	\$206,962	\$209,527	\$216,093
FICA	\$108,246	\$116,238	\$116,238	\$118,951	\$121,486
Beneflex	\$356,771	\$415,721	\$415,721	\$412,117	\$491,039
Worker's Compensation	\$1,731	\$2,220	\$2,220	\$2,220	\$1,800
Unemployment Insurance	\$704	\$665	\$665	\$660	\$675
Professional Development	\$4,062	\$6,380	\$8,880	\$6,785	\$7,420
Business Expense	\$1,700	\$1,550	\$1,550	\$1,250	\$1,550
Professional Services	\$91,707	\$88,835	\$88,835	\$96,835	\$83,085
Software/Hardware Maintenance	\$125,769	\$135,098	\$135,098	\$132,025	\$138,020
Advertising	\$854	\$50	\$50	\$50	\$50
Rent	\$3,030	\$4,044	\$4,044	\$4,041	\$4,041
Communications	\$1,555	\$1,750	\$1,750	\$1,830	\$1,890
Postage	\$60,062	\$54,435	\$54,435	\$55,435	\$53,575
Office Supplies	\$44,852	\$39,660	\$39,660	\$39,500	\$50,283
Liability Insurance	\$11,930	\$12,400	\$12,400	\$12,400	\$12,650
Capital Outlay - GL	\$47,012	\$0	\$24,000	\$0	\$0
Total Expense	\$2,535,580	\$2,649,192	\$2,675,692	\$2,673,302	\$2,813,558

Finance

<u>Service Indicators</u>	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Estimated</u>	<u>2025</u> <u>Projected</u>
1. Collection Rate as a % of Current Levy	99.3%	99.15%	99%	99%
2. Total Number of Motor Vehicle Registrations	47,606	48,178	49,000	49,000
3. Bond Rating – Moody’s/S&P	AA+	AA+	AA+	AA+
4. Number of Purchasing Transactions	6,066	6,603	7,000	7,000
5. Dollar Value of All Purchasing Transactions	\$49,423,610	\$50,197,498	\$55,000,000	\$55,000,000

2025 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.

2024 Goals Status

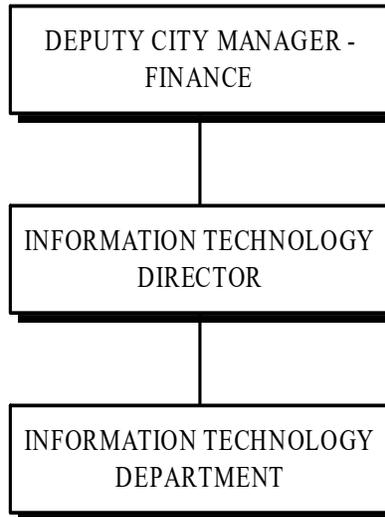
1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
9-Month Status: The continued strong housing market contributes to a favorable tax collections rate for the City. Delinquent taxes are paid at time of ownership change. The strong housing market, mailing of “friendly” reminder notices, and the late summer lien date continue to contribute to the decreased number of properties lienied each year. Customer education of the collection process, as well as the available exemptions and credits, promotes a better customer service experience.
2. Continue to maintain or improve the City’s current bond rating.
9-Month Status: The City continues communication with the rating agency to maintain the current bond rating. The City’s ongoing economic development, strong financial management policies and procedures, and strong financial stability continue to be a driving force for the favorable bond rating, year over year.
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 electricity and natural gas supply contracts were signed in April 2023 and February 2024, respectively. Each contract is a two-year term through December 1, 2026. Two term contracts are also in place for gasoline and diesel (July 1, 2023—June 30, 2025), FY 2024 fixed-price (90% of volumes); FY 2025 fixed-price (50% of volumes). Cooperative contracts are in place for the purchase of multi-function copiers (Sourcewell); fleet vehicles, including fire and police (State of NH & HGAC); equipment (State of MA), and Information Technology (State of NH & Equalis Group).

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>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Expense					
Full Time	\$689,458	\$792,898	\$792,898	\$789,670	\$833,207
Overtime	\$649	\$4,806	\$4,806	\$4,810	\$5,050
Allowance	\$3,400	\$4,200	\$4,200	\$4,200	\$4,200
Retirement	\$96,959	\$107,926	\$107,926	\$107,490	\$113,417
FICA	\$51,228	\$60,201	\$60,201	\$60,040	\$63,208
Beneflex	\$154,200	\$189,725	\$189,725	\$170,250	\$192,455
Worker's Compensation	\$767	\$1,020	\$1,020	\$1,020	\$900
Unemployment Insurance	\$279	\$315	\$315	\$320	\$320
Professional Development	\$6,232	\$7,200	\$7,200	\$7,200	\$16,200
Business Expense	\$146	\$1,000	\$1,000	\$1,000	\$1,000
Professional Services	\$161	\$0	\$0	\$0	\$0
Software/Hardware Maintenance	\$190,374	\$217,600	\$217,600	\$217,600	\$261,750
Communications	\$2,156	\$2,140	\$2,140	\$2,500	\$2,662
Postage	\$104	\$200	\$200	\$200	\$200
Office Supplies	\$9,269	\$2,000	\$2,000	\$2,000	\$2,000
Liability Insurance	\$5,020	\$6,240	\$6,240	\$6,240	\$5,950
Total Expense	\$1,210,402	\$1,397,471	\$1,397,471	\$1,374,540	\$1,502,518

Information Technology

<u>Service Indicators</u>	2022 <u>Actual</u>	2023 <u>Actual</u>	2024 <u>Estimated</u>	2025 <u>Projected</u>
1. Number of Support Calls	3,800	3,716	3,800	3,900
2. Network Availability - Estimated Percentage	99.5%	99.2%	99.4%	99.5%
3. Average Website Visitors per Month	83,000	*39,000	*40,000	*41,000
4. Number of Employee Systems Supported	535	540	545	550
5. Average Age of Hardware Systems	3.8	4	4	4

* Website only.

2025 Goals

1. Implementation of new phone system.
2. Replace remaining 40% of department access network switches.
3. Replace 40% of wireless access points.
4. Implement EPA recommendations and improved security to our Water and Wastewater infrastructure.
5. Implement Two-Factor Authentication for First Responders.
6. Upgrade computers from Windows 10 to Windows 11.
7. Implement a patch management system.

2024 Goals Status

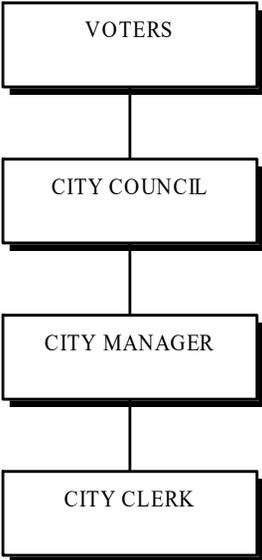
1. Complete Fire mobile computer replacement.
9-Month Status: Completed.
2. Replace Central Network Core, and upgrade high speed access to Data Repository Center.
9-Month Status: Completed.
3. Replace 60% of department access network switches and implement improved security protocols and network access.
9-Month Status: 90% complete. On track for completion.
4. Replace Legacy Human Services Benefit tracking system.
9-Month Status: This project was delayed due to contract negotiations. The contract was signed in late January 2024 and is estimated to be fully implemented by the end of July.
5. Implement EPA recommendations and improved security to our Water and Wastewater infrastructure.
9-Month Status: This project was delayed waiting on the vendor. It is still proceeding on the vendor's timeline. Currently estimated to be completed in the fall of 2024.
6. Implement Two-Factor authentication for First Responders.
9-Month Status: Delayed due to resource contention. New estimated start date summer/fall 2024.
7. Replace and upgrade Virtual server environment.
9-Month Status: Completed.

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>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Expense					
Part Time	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
FICA	\$1,224	\$1,231	\$1,231	\$1,231	\$1,231
Worker's Compensation	\$19	\$30	\$30	\$30	\$20
Unemployment Insurance	\$0	\$9	\$9	\$9	\$0
Professional Development	\$2,801	\$146,900	\$146,900	\$145,600	\$4,400
Software/Hardware Maintenance	\$13,290	\$14,000	\$14,000	\$15,300	\$15,600
Advertising	\$3,210	\$3,900	\$3,900	\$3,600	\$3,900
Postage	\$41	\$60	\$60	\$60	\$60
Office Supplies	\$308	\$1,250	\$1,250	\$1,250	\$1,250
Liability Insurance	\$130	\$140	\$140	\$140	\$140
Total Expense	\$37,024	\$183,520	\$183,520	\$183,220	\$42,601

CY 2024-2025 Priorities

Members of City Council met on March 4, 2024, to discuss and set priorities for the remainder of CY 2024, as well as CY 2025. The following items are the top priorities that members of Council chose to focus on for 2024-2025.

1. Finance & Technology

- Balance the Budget Minimizing Tax Rate Impact
- Maintain AA+ Bond Rating
- Maintain Compliance with Fiscal Policy Goals (Debt Ratio)
- Enterprise Resource Planning (ERP) Implementation
- Assessing Full Measure & List
- Pursue Federal/State Funding
- Cost Containment - Health Insurance Costs
- Technology Infrastructure Projects

2. Organizational

- Recruitment & Retention
- Class & Compensation Study
- Diversity, Equity, Inclusion, Justice and Belonging Implementation
- Solid Waste Contract Implementation
- Community Communication

3. Housing/Homelessness

- RSA 79-E Community Tax Relief Incentives
- Community Development Block Grants
- Revolving Loan Fund Program
- Sale of City-Owned Development Sites/Surplus Real Estate
- Zoning Amendments
- High Functioning, Coordinated, Quantified Approach to Homelessness with Public Updates
- Pursue City/County/State Partnerships

City Council

4. Transportation & Utility Infrastructure
 - Fully Fund Street Paving and Sidewalk Program
 - New Airport Terminal
 - Loudon Road Bridge
 - Heights Sewer Improvement Project
 - Broken Ground Water Booster Pump Station
 - McKee Square
 - I-93 Project with or without Bridge Deck (including Storrs Street Extension)
 - State Parking Garages
 - Public Transportation

5. Community & Economic Development
 - Interim Zoning Amendments/Initiate Master Plan Update/Concord Next 2.0
 - Implement Economic Development Advisory Committee
 - Economic Development Website Overhaul/Digital Marketing Update
 - Destination Marketing
 - New Airport Terminal
 - Heights Sewer Improvement Project
 - Pursue Public/Private Partnerships
 - Placemaking/Gateways/Community Art/Murals (Food Trucks)
 - Regulatory Amendments - Review Charitable Gaming
 - Mayor's Business Visitation Program
 - Historic Preservation Initiatives

6. Energy/Environment/Sustainability
 - Community Power Review
 - Complete Solar Arrays at Old Turnpike Road Landfill/Hall Street Wastewater Treatment Plant
 - Convert Remaining Ornamental Street Lights to LED
 - EV Charging Stations (Parking Garages, Surface Lots, Parks)
 - Energy Diversification/Efficiency
 - Street Trees/Open Space

7. Public Safety
 - New Police Station
 - City Hall Campus Master Plan & Schematic Design
 - Fire Gear Replacement
 - Build Out Police Department Social Worker Staffing & Funding Options
 - Continuous Improvement in Public Safety Effectiveness
 - Recruitment & Retention

8. Recreation & Leisure
 - Canal Street Riverfront Park
 - White Park Inclusionary Playground
 - New Penacook Library & Activity Center (Divest 3 Merrimack Street)
 - Memorial Field Design & Partnership Review
 - Keach Park Lights
 - Bicentennial Square "Light Renovation" (Paver Replacement)
 - Merrimack River Greenway Trail
 - Beaver Meadow Golf Course Clubhouse Options
 - Garrison Park Pool
 - Terrill Park
 - Kiwanis Park Design
 - Identify Additional East Side Greenspace

City Council

CY 2024-2025 Goals Status

GOAL 1. FINANCE & TECHNOLOGY

- a) **Balance the Budget Minimizing the Tax Rate Impact:** For FY 2024, the City used \$295,150 as part of the budget adoption with a tax rate increase of 3.95%. As of June 2023, the City's Unassigned Fund Balance was calculated at 22.4% of expenditures. The City's Fund Balance Policy is a minimum of 18.5%.

Subsequent to the FY 2024 budget adoption, the City Council approved the following four additional resolutions utilizing Unassigned Fund Balance as the funding source:

1. \$100,000 on November 13, 2023 to support the construction of the Concord Coach display container;
2. \$385,000 on December 11, 2023 to support General Services retention payments;
3. \$305,000 on March 11, 2024 for Fire Department PFAS-free firefighter gear; and
4. \$66,190 on April 8, 2024 for Earned Leave Overtime Payments.

Total subsequent use of Unassigned Fund Balance is \$856,150, which results in a revised fund balance of 21.2%. These amounts and percentages will change upon the completion of FY 2024.

- b) **Maintain AA+ Bond Rating:** In January 2024, the City was notified by S&P Global Ratings that it issued an AA+ rating for the upcoming bond issue, and affirmed the AA+ rating for the City's outstanding debt.
- c) **Maintain Compliance with Fiscal Policy Goals:** The City General Fund Fiscal Goal E-1 limits debt service to 10-14% of total appropriations. On June 30, 2023, the amount was 9.4%.
- d) **Enterprise Resource Planning (ERP) Implementation:** The City is in the final phase of the original ERP implementation that started in September 2017. This last phase is the Munis Tax Module, which went live on March 6, 2024 for the billing and collection of real estate taxes. The new tax bills in the new format will be sent out to taxpayers at the end of May for tax bills that will be due on July 1, 2024.
- e) **Assessing Full Measure and List and Revaluation:** The City has awarded a contract to Vision Government Solutions, Inc., for the Full Measure and List and Revaluation. Once the agreement is finalized and approved by the NH Department of Revenue, we anticipate field inspections to begin.
- f) **Pursue Federal and State Funding:** Notable grants received to date in FY 2024 include:
1. \$496,112 from the FAA and the State of NH for the Airport Terminal Project;
 2. \$400,000 from the Land & Water Conservation Fund for the White Park Playground Project;
 3. \$18,000 from the NH Council on the Arts for the Eastman Clock Tower Restoration;
 4. \$240,000 from the NH Department of Transportation in matching funds for the Manchester Street Project;
 5. \$275,000 from the Land & Water Conservation Fund for the Merrimack River Greenway Trail; and
 6. \$68,000 from the NH Drinking Water & Ground Water Trust Fund for the Source Development Charge Study.

On January 12, 2024, the Fire Department submitted an application for \$259,062 through the NH Department of Safety, State Homeland Security Competitive Grant Program, to secure funding for a modular vehicle barrier system for the protection of crowds occupying closed roadways at public gatherings. The application has been deemed complete and is still pending.

- g) **Cost Containment—Health Insurance Costs:** The City negotiated with Harvard Pilgrim to bring a not-to-exceed rate of 15.79% down to a 10.5% renewal rate. The City continues to offer a high deductible health plan with a Health Savings Account to driver consumerism, and have piloted an enhanced Reduce My Cost program to encourage employees to pursue lower cost providers for ancillary services like CT scans, MRI's, and lab work. The program pays a percentage of savings directly to the employee for choosing the low-cost provider. The City, along with its benefit consultant, Borislow, continually looks at ways in which to contain costs on health insurance. Moving to a self-insured dental plan is just one of those strategies.

City Council

- h) **Technology Infrastructure Improvements:** The Information Technology Department is working to close out last year's projects, which includes replacement of networking infrastructure (to be completed in June) and cybersecurity efforts funded by the U.S. Environmental Protection Agency to improve security around the water and wastewater systems (to be completed mid-2025).

New infrastructure projects to begin this year include replacement of half of the City's wireless networking infrastructure; expansion of fiber network to the new Penacook Library & Activity Center, the new Police Station, and, potentially, the new terminal building at the Airport; and replacement of Human Services software.

The Fire Department continues to fortify its newly installed computer-aided dispatch (CAD) platform, as well as the newly deployed Fire Records Management System (RMS). Work has been done this quarter to better align the integration between the two systems to allow for increased fire reporting efficiency and more reliable emergency notifications. Also, crew scheduling from the Fire RMS has been interfaced with the City's Munis payroll module, which has reduced the time required for staff to process Fire Department payroll by two hours per week. In other news, the Fire Communications Center has been replaced with a more reliable and robust service. The Center is now working to fortify its secondary fail-over connection by changing to AT&T FirstNet to ensure prioritized communication ability during outages and times of constricted bandwidth.

The Fire Department continues to work with businesses, non-profit organizations, and government buildings in the city to transition them from the wired master box fire alarm system to a wireless mesh network radio box system. The wired infrastructure has fallen into disrepair and all account holders were notified two years ago that they must transition before July 2024. Despite the City making new hardware available to account holders through grant funding, almost half will not meet the July 2024 deadline. The Fire Department has proposed doubling the fees of account holders who remain on the wired system after July 2024 to entice them to perform the required upgrades.

GOAL 2. ORGANIZATIONAL

- a) **Recruitment and Retention:** The Retention and Recruitment Committee continued their efforts through the first quarter of CY 2024 by bringing their recommendations to the Fiscal Policy Advisory Committee, and, ultimately, City Council. An earned leave bonus for CY 2024 was approved for union covered positions, as well as a perks package for all employees, to include a discount rate at Beaver Meadow Golf Course, a non-resident Library Card, and a family pool pass. The Human Resources Department continues to look for trends in turnover by data analysis and exit interviews. Our employee referral bonus has paid out over \$20,000 to current employees. Paid Family Medical Leave has strong utilization and was one of the recommendations of the first report from the committee.
- b) **Class and Compensation Study:** A Request for Proposals for a Class and Compensation Consultant to conduct a class and compensation study for the City of Concord went out in the first quarter of CY 2024. Six firms responded and are under review. The award will be made in the spring, and the study will begin soon after.
- c) **Diversity, Equity, Inclusion, Justice and Belonging (DEIJB):** The City Council DEIJB Committee will report on the status of this goal.
- d) **Solid Waste Contract Implementation:** Having signed a new solid waste contract in November 2022, which will transition curbside collection to a cart-based system and increase disposal costs, the General Services Department has been working with the Solid Waste Advisory Committee to evaluate alternate diversion programs.
- e) **Community Communication:** The City's 2024 Hazard Mitigation Plan was adopted by City Council on April 8, 2024, after a two-year update process. The effort was led by the Fire Department and engaged businesses, non-profit organizations, community groups, and residents throughout the city to identify potential hazards that could impact the community and prioritize efforts to mitigate them. The plan is awaiting final approval from FEMA. A municipality must have an approved Hazard Mitigation Plan in order to qualify for certain federal grants through FEMA.

City Council

GOAL 3. HOUSING/HOMELESSNESS: There are 1,546 housing units in pre-development; 349 units in permitting; 660 units which have received Planning Board approval and are working towards securing building permits; and 501 units presently under construction. The new transitional housing project at 120 Pleasant Street is nearing completion and will open later this spring. Staff is working with the Concord Coalition to End Homelessness to assist with gap financing for its proposed 8-unit transitional housing project located at 6 South State Street.

- a) **High Functioning, Coordinated, Quantified Approach to Homelessness:** During the first nine months of FY 2024, the Police Department has been directly involved in responding to citizen complaints related to homelessness issues throughout the city. The Police Department has responded to complaints related to encampments, trespass issues, welfare checks, illegal dumping, and more serious criminal issues, such as a 2nd degree assault arrest.

The Police Department is committed to working with other community stakeholders to address these problems. The Concord Police Department has forged strong relationships with those impacted by homelessness, as well as groups whose charge it is to support those in need. Officers know members of the homeless community very well and work to ensure that they are connected to services. Officers work with the Concord Coalition to End Homelessness, the Concord Homeless Resource Center, the Friendly Kitchen, the Salvation Army, the McKenna House, and the Community Action Program.

Police Department members have worked collaboratively with other organizations to address encampment cleanups throughout the city. In addition, the Department has participated in a subcommittee of the Public Safety Advisory Board, which is tasked with looking at homelessness specific to how it impacts the City of Concord.

Fire Department command staff regularly attend Public Safety Board Subcommittee on Homelessness meetings. The Fire Chief is also working with the Chair of the City's Steering Committee to End Homelessness, at her request, to explore the idea of applying Emergency Management and Incident Command Systems theories on disaster management to the problem of homelessness.

GOAL 4. TRANSPORTATION & UTILITY INFRASTRUCTURE

- a) **Fully Fund Street Paving and Sidewalk Program:** Through the Purchasing Division, the General Services Department awarded a multi-year paving project to GMI Paving.
- b) **McKee Square:** Traffic studies and preliminary design concepts are underway. A community meeting to review the outcome of these efforts and receive feedback will occur in the coming months. The project is included in the State's 10-Year Plan for construction in 2025. Eighty percent (80%) of the project will be financed with State grants.
- c) **I-93 Project With or Without Bridge Deck (including Storrs Street Ext.):** The I-93 Project has been included in the 2024-2025 State 10-Year Transportation Plan. Design and permitting are scheduled from 2025-2028, with construction commencing in 2029. The project is tentatively scheduled to be completed in the mid to late 2030's. Estimated project cost is approximately \$504 million. The State has agreed to relocate the State's Lincoln Line and portions of the CSX Northern Main Line to facilitate Storrs Street Extension North (CIP #18). Work on the Bridge Park project is underway. The initial public meeting was held on February 20, 2024. Development of preliminary alternatives is underway. The next public meeting is tentatively scheduled to occur this summer.
- d) **State Parking Garages:** Demolition of the former NH Department of Justice Building at 33 Capitol Street is currently underway. Construction of the State's new 409-space Legislative Parking Garage will begin later this year. Once the new garage is finished, the State will demolish the existing Legislative Parking Garage located above the Storrs Street rights-of-way. Demolition will involve termination of the City's 1974 Air Rights Lease to the State for the garage.

City Council

GOAL 5. COMMUNITY & ECONOMIC DEVELOPMENT

- a) **Interim Zoning Amendments / Initiate Master Plan Update / Concord Next 2.0:** Once the Planning Division is fully staffed, the Community Development Department will initiate efforts to prepare interim amendments to the existing Zoning Ordinance to address the most significant, persistent issues therewith. Following the completion of an upcoming City Master Plan, which, subject to future City Council appropriations, would commence in FY 2026 and likely take approximately two years to complete. More comprehensive amendments to the Zoning Ordinance will be initiated in the future to implement the goals and objectives of said forthcoming Master Plan.
- b) **Implement Economic Development Advisory Committee:** During its March 2024 meeting, the City Council adopted Ordinance #3159, which re-established the Economic Development Advisory Committee. Appointments were confirmed by City Council on April 8, 2024.
- c) **Economic Development Website Overhaul / Digital Marketing Package:** In April 2024, the City launched a newly revised and updated website, which included an Economic Development page. The Economic Development page continues to be refined by staff.
- d) **New Airport Terminal:** In February 2024, the Federal Aviation Administration announced \$2.51 million of grant funds to construct a new terminal building. During its March 2024 meeting, the City Council accepted State and Federal grant funds, and appropriated City funds, to proceed with design and permitting for the new terminal building. Design is underway. Subject to receipt and appropriation of these grant funds, construction will commence in FY 2025.
- e) **Heights Sewer Project:** The FY 2024 Budget included \$1.9 million, combined, for CIP #91 and CIP #275, to design a replacement sewer pump station and piping improvements to address sanitary sewer capacity for certain areas of the Heights. Design is underway. Construction funds will be discussed during the FY 2025 Budget proceedings.
- f) **Regulatory Amendments—Review Charitable Gaming:** During its February 12, 2024 meeting, the City Council set for public hearing on July 8, 2024, proposed zoning amendments pertaining to charitable gaming. The Planning Board will hold a public hearing on May 15, 2024 on the proposed ordinance.
- g) **Mayor’s Business Visitation Program:** Staff is working with Mayor Champlin to implement this program. A preliminary list of potential businesses to visit across all sectors of the city has been provided to the Mayor for review.

GOAL 6. ENERGY/ENVIRONMENT/SUSTAINABILITY

- a) **Community Power Review:** On March 11, 2024, City Council approved Resolution #9620 adopting a Community Power Plan and authorizing the City to join the Community Power Coalition of New Hampshire (CPCNH). The CPCNH accepted the City of Concord as a member at their Executive Board Meeting on March 28, 2024. The Draft Community Power Electric Aggregation Plan was submitted to the Public Utilities Commission (PUC) on April 15, 2024. The Energy & Environment Advisory Committee has begun work developing a public information campaign, and additional public information meetings will be planned for early summer. Pending response from the PUC, and ability of the CPCNH to procure power on behalf of the City in a timely manner, the Community Power program is anticipated to launch in fall 2024.
- b) **Complete Solar Arrays at Old Turnpike Landfill / Hall Street Wastewater Treatment Plant:** In May 2023, the City issued an RFP for the lease of the capped landfill for a ground-mounted solar array. Kearsarge Solar, LLC, was selected for the construction of a 5 MW solar array on the landfill. The City will benefit from annual rent payments for a 20-year lease term; annual property tax payments in the form of a Payment in Lieu of Taxes (PILOT); and annual electric cost savings from group net-metering credits.

City Council

In fall 2023, Kearsarge Solar submitted their interconnection plan to Unitil and is currently awaiting final comments prior to finalizing design. City staff is working with the developer on the final terms of the PILOT agreement and group net-metering agreement. Pending response from Unitil, design and permitting will commence in April/May 2024, with an anticipated start of construction in spring 2025.

Through the City's Purchasing Division, the General Services Department procured Kearsarge Solar to install a solar array at the Hall Street Wastewater Treatment Plant, funded through a grant received from the NH Department of Environmental Services.

- c) **Convert Remaining Ornamental Street Lights to LED:** A citywide street light conversion project in 2021-2022 resulted in the installation of 2,005 LED cobra head lights and 20 LED flood lights. Not included in this program were 72 ornamental lights (referred to as the "Bishop Crook" lights) located between Exit 13 and the southern limits of the Main Street Project, and between Exit 14 and the northern limits of the Main Street Project.

In January 2024, City staff worked with a lighting designer to select fixture options that are similar in design to the existing, but meet the Energy Star specifications for energy efficiency. A quote for the fixtures, including installation, was submitted in February 2024. Staff is currently researching grant opportunities.

GOAL 7. PUBLIC SAFETY

- a) **New Police Station:** On April 8, 2024, the City Council received a comprehensive staff report and presentation concerning acquisition of 4 Bouton Street for a new Police Station (CIP #643), as well as projected costs and a schedule for a new station if the City Council elected to move forward with said initiative. Following said report, the City Council unanimously voted to proceed with acquisition of 4 Bouton Street. Closing is scheduled for late May 2024. Funds to secure and weatherize the existing structure at 4 Bouton Street, as well as to proceed with design of the new facility, will be addressed in the upcoming FY 2025 Budget.
- b) **City Hall Campus Master Plan & Schematic Design:** On April 8, 2024, City Council was briefed on City Administration's proposed strategy to proceed with a City Hall Campus Master Plan presuming relocation of the Police Station to 4 Bouton Street. Funds to advance the Campus Master Plan will be addressed in the upcoming FY 2025 Budget.
- c) **Fire Gear Replacement:** The Fire Department has received funding to order up to 92 sets of PFAS-free structural firefighting gear. The initial order has been placed and is expected to arrive in the fall of 2024. Less than the total allotment has been ordered, as members who are planning to retire in the interim have requested that a new set not be ordered for them, so their successor will be able to receive a correctly-fitted set of PFAS-free gear. According to an article published by Bloomberg Law on April 10, 2024, the Director of Science and Research with the International Association of Firefighters (IAFF) indicated that Concord, New Hampshire, was the first city in the United States to commit public funds to purchase PFAS-free gear.
- d) **Build Out Police Department Social Worker Staffing & Funding Options:** After an exhaustive recruitment effort, on February 4, 2024, the Police Department hired a lead Police Social Worker. Over the last month and a half, the new Police Social Worker has worked hard to establish her role within the Department and has done a great job at reviewing calls for service and identifying individuals in need of service. She has networked with other key community groups to open the lines of communication to help improve services; has worked directly with homelessness issues throughout the city; and she is a member of the Merrimack County Drug Court team. Soon, the Police Department will move forward with the recruitment for an Outreach Social Worker.
- e) **Community Policing:** The Concord Police Department has continued to work very hard to foster positive engagements with the community. The Department is fortunate to have a dedicated Community Services Division; however, the entire Department is dedicated to community policing.

The Concord Police Department logged 96 self-initiated calls for service during the first quarter of CY 2024 for community policing. This included engagements with several community organizations, like the Friends of Forgotten Children, the Boy Scouts of America, the Friendly Kitchen, the Concord Homeless Resource Center, the NH Coalition Against Violence, the Fellowship House, the Concord Boys & Girls Club, Community Bridges, the Community Action Program, and the Merrimack Valley County Child Abuse Advocacy Center.

City Council

Officers routinely visited schools throughout the City of Concord, including the Christa McAuliffe School, Beaver Meadow School, Concord High School, Merrimack Valley Middle and High Schools, Mill Brook School, Penacook Elementary School, St. John's School, and St. Paul's School. Additionally, 38 D.A.R.E. classes were taught throughout the city. Officers also participated in Police Readers, where officers go into the elementary schools across the city and read books to students.

Officers are actively involved at Concord High School, Merrimack Valley High School, and Merrimack Valley Middle School. The Community Services Officers stay in contact with Bishop Brady High School, Trinity Christian School, and St. John's School as well. Liberty, the Department's comfort dog, also makes frequent visits to the schools in the city. Safety assessments continue to be conducted at several of the public and private schools. Recommendations have been made to the schools to help officers in accessing the schools during threatening events.

During the first quarter of CY 2024, police officers met with several members of the business community to discuss public safety issues, such as how to identify organized retail crime at Target and Best Buy stores, as well as fraud education at several area banks. Members of the Police Department have conducted active shooter trainings, as well as safety presentations to businesses, schools, and community groups.

The Police Department hosted several community events in the first quarter of CY 2024. In February, the Department hosted Skate with a Cop, which was held at the Everett Arena and allowed for children and other community members to ice skate with members of the Police Department for several hours. In March, the Department hosted Coffee with a Cop at the Bean and Bakery. This event provided a great opportunity for community members to have conversations, ask questions, and get to know members of the Concord Police Department.

Also in March, the Police Department organized the Egg My Yard fundraiser through which several Department members volunteered to help facilitate Easter Egg hunts across the city.

The Police Department works closely with the New American communities throughout the city in an attempt to open communication and to plan for informational events with the Department. The Department also participates with the Refugee Advisory Council (RAC), which meets monthly. The RAC helps ensure the coordination of services for refugees and immigrants, and raises awareness of issues that affect refugee and immigrant communities throughout New Hampshire.

- f) **Fire Department Equipment Replacement:** The Fire Department is still waiting for the arrival of several vehicles that have been ordered with FY 2023 and FY 2024 CIP funds, comprising two ambulances (one ordered on February 5, 2023 and the other ordered on July 19, 2023); a tanker (ordered on June 15, 2023); and a tower truck (ordered on August 9, 2023). The tower truck is expected to arrive in April 2025, and the remainder of the vehicles are expected to arrive in August 2025. The Fire Department has been told by its vendor that, moving forward, newly ordered apparatus may take up to 48 months to arrive from the date of order. This is concerning, as steadily increasing call volumes and training requirements have accelerated wear and tear on first line apparatus. The Fire Department will work with City Administration and the Equipment Services Division to craft a plan to address this issue.
- g) **Continuous Improvement in Public Safety Effectiveness:** During the first quarter of CY 2024, the Police Department has continued to make forward progress with departmental policy improvement. The Department is gearing up for State accreditation, and part of that process is meeting or exceeding gold standard policies for the profession. Accreditation ensures accountability and transparency in police operations and promotes trust and confidence within the community.

The Fire Department has made initial connections between the new Fire RMS and ArcGIS in an effort to support continuous quality improvement with data heat maps. This will also support using geospatial time cube analysis tools to identify and predict trends and assist with future planning. A project is underway to create a common dataset that incorporates both the old and new Fire RMS platforms, as well as three generations of Emergency Medical Services (EMS) data. This will eventually allow mapping and analysis tools to combine Fire and EMS data over the past 15+ years.

City Council

- h) Recruitment and Retention:** During the first quarter of CY 2024, the Police Department has continued to lead the way in response to its significant staffing crisis. In response to massive vacancies and employee burnout, the Police Chief worked with the City Manager to extend the vacant patrol shift overtime incentives from January 1, 2024 until February 17, 2024. This overtime pay incentive increased officer overtime engagement and worked to spread the work out among a larger pool of officers. Overall morale within the Department improved, as officers felt that the Command Staff and the City Administration recognized their extra work.

In addition, retention bonuses were paid on April 12, 2024, to further incentivize employees to resist job-hopping, as our police officers are heavily recruited. The Concord Police Department has developed an innovative staffing strategy where the retention of our employees is paramount, followed closely by new recruitment.

The Police Department has worked with its staff members and made necessary changes so that staff feels supported and valued. Through a combination of equipment upgrades, training opportunities, and compensation, the Command Staff has worked hard to stabilize the Department's staffing crisis.

During the first quarter of CY 2024, the Police Department hired three new police officers, which is the same number of officers hired during the same time period in 2023. A promising recruitment factor is that two of the three newly hired officers are individuals with prior experience. This is significant because it is the first time in several years that we have hired a certified police officer from another police department within Merrimack County. A benefit of being able to attract and hire previously certified police officers is that it shortens their training period by at least 16 weeks. This not only translates into officers being released on patrol sooner, but it also represents a savings of over \$42,000 in training costs.

The Professional Development Unit of the Police Department is actively recruiting using both in-person and online approaches. The Department attends college job fairs, hosts internships, works with military groups, and uses referral bonuses to find quality applicants. These efforts will need to continue as the Police Department still has 13 police officer vacancies, and eight employees who are eligible to retire. This includes the Chief of Police and the entire Command Staff.

The Fire Department signed a Memorandum of Understanding with the International Association of Firefighters (IAFF), Local 1045, adjusting language in their contract to change from mandatory overtime to allow for voluntary overtime prior to an employee being hired on overtime by mandatory assignment. This came after an exhaustive two-year overtime trial in which Fire Administration worked with both unions to find a more employee-friendly method of hiring overtime that still met the operational needs of the Department. This effort is expected to improve morale, and, therefore, assist with employee retention and recruitment. This new system has increased the administrative burden of overtime hiring on the Battalion Chiefs. Fire Administration is working with the vendor of the new Fire RMS to incorporate software changes to streamline these processes.

GOAL 8. RECREATION & LEISURE

- a) Complete Construction of a New Canal Street Riverfront Park:** On April 3, 2024, a ribbon cutting was held for the new park. Construction is scheduled to begin in late April/early May. The project will take approximately one year to complete. The total City investment is approximately \$3.4 million.
- b) White Park Inclusionary Playground:** An RFP for construction of the new playground will go out by early summer. The City was awarded \$400,000 in Land and Water Conservation Grant funds; received \$50,000 in donations; and appropriated \$350,000 of GO bonds for the construction.
- c) Complete New Penacook Library & Activity Center (Divest of 3 Merrimack Street):** Construction is well underway. The project is scheduled to be completed in summer 2024. Once construction is finished, and condominium subdivision for the project is complete, the City will acquire the new Penacook Library and Activity Center from the Boys & Girls Club. Occupancy is projected to occur in September 2024. Once occupancy is achieved, City Administration will initiate efforts to divest of the existing Penacook Library, located at 3 Merrimack Street, for redevelopment. Divestment shall include the requirements to preserve and adaptively reuse the existing building.

City Council

- d) **Memorial Field Design & Partnership Review:** The City has held two public meetings to help develop a new Master Plan for the concept. At the last meeting, the residents present were in favor of a full renovation of the entire complex. Staff will present information to both the City Council and the School Board later this summer.
- e) **Keach Park Lights:** The first public meeting was held last fall. City staff are meeting with the H.L. Turner Group on final design and permitting. City staff have reviewed the project with the Airport Advisory Committee and are in the process of reviewing with NH Fish & Game to make sure there is no impact to wildlife. A second public meeting will be scheduled later this summer to review facility use and maintenance needs of the project.
- f) **Merrimack River Greenway Trail (MRGT):** Work to construct a 4,000' section of the trail through the City's Gully Hill Sunflower Fields is underway. Construction will commence in June. Total budget is \$705,000. Efforts to acquire the portion of the Northern Main Railroad between Horseshoe Pond Lane and the Contoocook River are ongoing. Boundary surveys, real estate appraisals, and title review are underway. Once completed, a Purchase and Sales Agreement will be negotiated by the City and the NH Department of Transportation with CSX for this section of rail.
- g) **Garrison Park Pool:** The City held a community meeting with the neighbors of Garrison Park to discuss the opportunity to convert the pool to a splash pad or keep it as a pool. Everyone present wanted to keep it as a pool, as the City can offer swim lessons there and a pool can be used by all ages of the community, while a splash pad is geared towards the younger population. As the Garrison Park Pool has not been open for the past four years, due to lack of lifeguards, residents present requested that the City keep Garrison Park Pool open this year, even if the City is unable to hire enough lifeguards. Since COVID, the White Park, Kimball Park, Merrill Park, and Garrison Park pools have not been fully open each summer. In the event the City is unable to hire enough lifeguards to open all pools, the Parks & Recreation Department may need to look at rotating closings of Rollins, Heights, and Rolfe Park pools. The Parks & Recreation Department is actively hiring lifeguards and will most likely not know staffing levels until early June.
- h) **Terrill Park:** Terrill Park remains fully designed and permitted. Over the past year, City staff have renewed all required permits for the project and they are in place until 2027. Phase 1 of the park was finished and opened in October 2020. This phase included the construction of the first section of the Merrimack River Greenway Trail, moving the existing dog park, and building a new parking lot to support the trail and dog park. Phase 1 was funded by a Land and Water Conservation Grant, private donations, and City funds.
- i) **Kiwanis Park Design:** Funds were appropriated in the FY 2024 Capital Improvement budget for final design and permitting of the park. The City has been working with VHB, who was involved with the master planning process for the final design and permitting of the renovated park. The City is now working on a traffic study and permitting for the project. In addition, the City has brought on a skateboard park designer, Gridline, to help design the new skateboard park.
- j) **Identify Additional East Side Greenspace:** The Recreation and Parks Advisory Committee has discussed, at several meetings, the need for new parks and safe access to them. The City's Master Plan calls for ten acres of park land per 1,000 residents, and with almost 3,000 new housing units in the approval or planning stages, there is a need to work with developers and the community to identify and plan new community parks. Areas east of Keach Park and areas around Thirty Pines have been discussed.

City Boards and Commissions

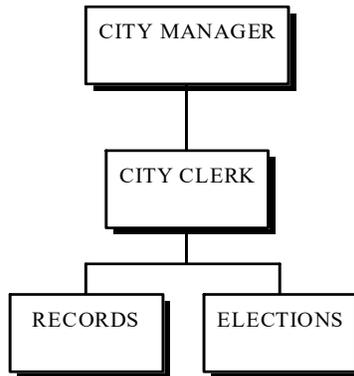
A complete listing of the City's Boards and Commissions, including agendas and minutes, authority and responsibilities, names of members, vacancies, and contact information can be found on the City website.

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>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Licenses	\$34,484	\$33,300	\$33,300	\$32,600	\$33,800
Recording Fees	\$11,070	\$10,000	\$10,000	\$10,000	\$10,000
Sundry Services	\$73,457	\$49,300	\$49,300	\$55,600	\$51,450
Other Revenue	\$0	\$150	\$150	\$150	\$150
Other Gov Agencies - State	\$3,546	\$0	\$0	\$4,000	\$3,000
School District Payments	\$8,971	\$5,000	\$5,000	\$2,800	\$5,000
Total Revenue	\$131,527	\$97,750	\$97,750	\$105,150	\$103,400
Expense					
Full Time	\$305,908	\$328,274	\$328,274	\$325,500	\$344,594
Part Time	\$34,700	\$65,700	\$65,700	\$48,000	\$51,200
Temporary	\$12,210	\$43,520	\$43,520	\$30,630	\$27,200
Overtime	\$8,382	\$12,630	\$12,630	\$10,030	\$11,900
Allowance	\$950	\$1,200	\$1,200	\$1,200	\$1,200
Retirement	\$43,614	\$46,126	\$46,126	\$45,400	\$48,234
FICA	\$23,660	\$29,024	\$29,024	\$29,590	\$28,799
Beneflex	\$62,774	\$70,325	\$70,325	\$74,860	\$86,245
Worker's Compensation	\$354	\$470	\$470	\$470	\$380
Unemployment Insurance	\$204	\$140	\$140	\$140	\$199
Professional Development	\$510	\$4,540	\$4,540	\$4,540	\$3,445
Business Expense	\$0	\$200	\$200	\$0	\$200
Software/Hardware Maintenance	\$6,046	\$9,850	\$9,850	\$9,850	\$7,300
Advertising	\$318	\$700	\$700	\$700	\$700
Rent	\$10,521	\$7,680	\$7,680	\$13,300	\$13,300
Communications	\$417	\$420	\$420	\$450	\$490
Postage	\$9,991	\$10,975	\$10,975	\$8,225	\$11,175
Office Supplies	\$22,117	\$25,650	\$28,950	\$28,950	\$24,400
Liability Insurance	\$3,110	\$2,580	\$2,580	\$2,580	\$3,110
Total Expense	\$545,785	\$660,003	\$663,303	\$634,415	\$664,071

City Clerk

<u>Service Indicators</u>	2022 <u>Actual</u>	2023 <u>Actual</u>	2024 <u>Estimated</u>	2025 <u>Projected</u>
1. Birth Certificates Issued	2,958	3,380	2,878	3,072
2. Marriage Certificates Issued	1,403	1,530	1,168	1,367
3. Death Certificates Issued	5,346	5,762	5,071	5,393
4. Divorce Records Issued	263	251	289	268
5. Marriage Licenses Issued	417	456	407	427
6. Marriage Ceremonies Performed **	32	112	0	0
7. Dog Licenses Issued	5,223	5,822	5,805	5,812
8. Notice of Intent to Issue Summons	31	291	150	150
9. Voter Registrations Processed	338	2,380	3,112	2,746
10. Absentee Ballots Cast	145	2,211	1,333	2,803
11. Average Number of Ballots Cast	4,021	26,285	20,667	29,696

** Ceremonies are no longer performed in the Clerk’s Office due to staffing constraints.

2025 Goals

1. Hold numerous voter registration fairs within the City.
2. Hold numerous election official training sessions prior to the September and November 2024 Elections.
3. Improve existing records management processes to increase document accessibility.

2024 Goals Status

1. Relocate Ward One and Ward Three polling locations within the City. Notify all residents within the City, via a postcard mailing, inserts in water bills, and social media posts of their new polling locations.
9-Month Status: Staff successfully relocated Ward One and Ward Three polling locations prior to the November 2023 Municipal Election. Residents were notified via a post card mailing; inserts within municipal water bills; and multiple social media postings.

2. Hold numerous voter registration fairs within the City.
9-Month Status: Staff held multiple voter registration fairs at various nursing homes, as well as at the New Hampshire State Hospital, prior to the November 2023 Municipal Election and the January 2024 Presidential Primary Election.

3. Hold numerous election official training sessions prior to the November 2023 Municipal Election and the Presidential Primary Election.
9-Month Status: Multiple election official training sessions were held prior to the November 2023 Municipal Election and the January 2024 Presidential Primary Election. The City Clerk’s Office remains grateful to the many ward officials and City employees who assist with election-related tasks to ensure smooth elections within the City of Concord.

General Overhead

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Donations	\$14,000	\$14,000	\$14,000	\$0	\$0
Cable TV Franchise	\$821,911	\$834,500	\$947,021	\$753,500	\$738,160
Retiree Health Insurance	\$1,440,456	\$1,461,890	\$1,461,890	\$1,455,650	\$1,504,560
Insurance Dist and Credits	\$111,792	\$0	\$0	\$0	\$0
Transfer In - Trust	\$259,000	\$409,190	\$535,990	\$535,990	\$409,190
Transfer In - Parking	\$157,940	\$157,940	\$157,940	\$157,940	\$157,940
Transfer In - Airport	\$37,120	\$35,589	\$35,589	\$35,589	\$39,299
Transfer In - Conserv Prop	\$26,000	\$55,000	\$55,000	\$55,000	\$63,000
Transfer In - Impact Fee	\$138,323	\$0	\$0	\$0	\$0
Transfer In - Grts & Donations	\$945,300	\$899,990	\$899,990	\$899,990	\$0
Transfer In - Golf	\$111,360	\$120,398	\$120,398	\$120,398	\$132,334
Transfer In - Arena	\$56,186	\$61,448	\$61,448	\$61,448	\$63,360
Transfer In - NEOCTIF	\$45,228	\$45,680	\$45,680	\$45,680	\$46,140
Transfer In - Sears Block TIF	\$394,575	\$385,830	\$385,830	\$385,830	\$372,160
Transfer In - Penacook TIF	\$5,000	\$5,050	\$5,050	\$5,050	\$5,100
Transfer In - Water	\$549,613	\$576,074	\$576,074	\$576,074	\$577,457
Transfer In - Wastewater	\$711,195	\$785,824	\$785,824	\$785,824	\$846,937
Total Revenue	\$5,824,999	\$5,848,403	\$6,087,724	\$5,873,963	\$4,955,637

General Overhead

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Expense					
Full Time	\$0	\$734,600	\$734,600	\$0	\$996,000
Retiree Health	\$2,419,822	\$2,491,660	\$2,491,660	\$2,943,840	\$2,638,700
Professional Services	\$0	\$5,000	\$5,000	\$0	\$0
Bond Costs	\$41,080	\$63,700	\$63,700	\$60,000	\$60,000
Electricity	\$450,998	\$564,284	\$564,284	\$533,790	\$612,900
Insurance Deductible	-\$5,368	\$15,000	\$15,000	\$10,000	\$15,000
Special Programs	\$703,796	\$686,568	\$686,568	\$686,568	\$717,068
Contingency	\$0	\$100,000	\$100,000	\$0	\$100,000
Principal	\$5,726,772	\$5,819,770	\$5,819,770	\$5,819,770	\$6,266,000
Interest	\$1,711,243	\$1,743,200	\$1,743,200	\$1,743,200	\$1,895,000
Transfer Out - Trust	\$4,754,160	\$1,372,191	\$4,907,864	\$4,886,000	\$1,576,735
Transfer Out - Parking	\$54,295	\$56,643	\$56,643	\$56,643	\$56,643
Transfer Out - Gen Cap Proj	\$1,270,752	\$586,000	\$991,000	\$991,000	\$586,500
Total Expense	\$17,127,550	\$14,238,616	\$18,179,289	\$17,730,811	\$15,520,546

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	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Cable TV Franchise	\$821,911	\$834,500	\$947,021	\$753,500	\$738,160
Transfer In - Trust	\$175,000	\$325,000	\$325,000	\$325,000	\$325,000
Total Revenue	\$996,911	\$1,159,500	\$1,272,021	\$1,078,500	\$1,063,160
Expense					
Concord Community Television	\$312,830	\$314,638	\$314,638	\$314,638	\$334,638
Arts	\$536	\$0	\$0	\$0	\$0
Holiday Celebrations	\$6,000	\$10,000	\$10,000	\$10,000	\$8,000
Intown Concord	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Expense	\$374,366	\$379,638	\$379,638	\$379,638	\$397,638
Social Service Agencies	2022	2023	2023	2023	2024
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Donations	\$14,000	\$14,000	\$14,000	\$0	\$0
Total Revenue	\$14,000	\$14,000	\$14,000	\$0	\$0
Expense					
Community Action Program	\$17,710	\$17,710	\$17,710	\$17,710	\$17,710
Concord Area Transit (CAT)	\$171,000	\$171,000	\$171,000	\$171,000	\$171,000
Crisis Center of Central NH	\$12,500	\$0	\$0	\$0	\$12,500
C.C to End Homelessness	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Edna McKenna House	\$31,220	\$31,220	\$31,220	\$31,220	\$31,220
Friendly Kitchen	\$10,000	\$0	\$0	\$0	\$0
Friends Program	\$47,000	\$47,000	\$47,000	\$47,000	\$47,000
Total Expense	\$329,430	\$306,930	\$306,930	\$306,930	\$319,430

General Overhead

General Overhead Descriptions - Revenue

Donations

General donations to support work with social service agencies.

Cable TV Franchise

Franchise fee paid to the City by cable television providers.

Retiree Health Insurance

Payments made by retirees for their portion of their health insurance costs.

Insurance Distributions and Credits

Represents premium holidays from Primex for worker's compensation insurance. Credits are for premiums paid in prior years. No revenue is budgeted to be received in Fiscal Year 2025.

Transfers

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.

General Overhead Descriptions - Expense

Full Time (Compensation Adjustment)

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

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).

Professional Services

Funding provided for deductibles and small uninsured claims that arise during the year.

Bond Costs

Bond costs are expenses associated with bond issuance.

Electricity

This expense reflects the cost of operating street lighting on city streets and an includes on-bill financing repayment to Unitil.

Insurance Deductible

Represents deductible amounts for auto and property/liability claims.

General Overhead

Special Programs

Funding to support community television, arts, celebrations, and social service agencies.

Concord Community Television

Funding for Concord TV is based on a percentage of projected revenues plus the capital portion of the franchise agreement revenue.

Fiscal Year 2024 Budget: \$314,638
Fiscal Year 2025 Budget: \$334,638

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.

Fiscal Year 2024 Budget: \$10,000
Fiscal Year 2025 Budget: \$8,000

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.

Fiscal Year 2024 Budget: \$30,000
Fiscal Year 2025 Budget: \$30,000

Pope Memorial SPCA

The Pope Memorial SPCA is a full service animal welfare 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.

Fiscal Year 2024 Budget: \$25,000
Fiscal Year 2025 Budget: \$25,000

Community Action Program – Belknap/Merrimack County Area Center

The Community Action Program is a multi-service social service agency whose primary mission is to work with low-income individuals, families, and the elderly to assist them in their efforts to become or remain both financially and socially independent.

Fiscal Year 2024 Budget: \$17,710
Fiscal Year 2025 Request: \$25,000
Fiscal Year 2025 Budget: \$17,710

General Overhead

Concord Area Transit (CAT) Public Transportation

Concord Area Transit's mission is to provide safe, accessible, affordable, customer-centered public transportation that responds to and serves the transit and economic development needs of the City of Concord, its residents, visitors, and non-profit organizations and businesses.

Fiscal Year 2024 Budget: \$171,000
Fiscal Year 2025 Request: \$174,000
Fiscal Year 2025 Budget: \$171,000

Crisis Center of Central New Hampshire

The Crisis Center of Central New Hampshire provides services to victim/survivors of domestic violence, sexual violence, elder abuse, stalking, human trafficking, and child abuse.

Fiscal Year 2024 Budget: \$0
Fiscal Year 2025 Request: \$12,500
Fiscal Year 2025 Budget: \$12,500

Concord Coalition to End Homelessness (CCEH)

The mission of CCEH is to work with our community to eliminate chronic homelessness, support and quickly re-house people who have recently become homeless, and build a system that effectively responds to the diverse needs of people experiencing homelessness.

Fiscal Year 2024 Budget: \$40,000
Fiscal Year 2025 Request: \$42,000
Fiscal Year 2025 Budget: \$40,000

Salvation Army McKenna House

The Salvation Army McKenna House is a 42-bed homeless shelter for single men and women providing a comprehensive program of services, based on the Housing First Model, designed to help its residents find affordable, permanent housing.

Fiscal Year 2024 Budget: \$31,220
Fiscal Year 2025 Request: \$31,220
Fiscal Year 2025 Budget: \$31,220

Friendly Kitchen

Funding for the Friendly Kitchen in Fiscal Year 2023 was for only one year.

Friends Program

The Friends Program is a nonprofit social service organization that builds connections and solutions for at-risk youth, families, and seniors.

Fiscal Year 2024 Budget: \$47,000
Fiscal Year 2025 Request: \$47,000
Fiscal Year 2025 Budget: \$47,000

NOTE: The City received two new requests for funding. One from Court Appointed Special Advocates (CASA) of New Hampshire in the amount of \$5,000; and one from Granite VNA in the amount of \$50,000. No funding is recommended for Fiscal Year 2025.

General Overhead

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 is level funded for Fiscal Year 2025.

Principal and Interest

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

Transfers

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.