

2018 OPERATING BUDGET

GENERAL GOVERNMENT

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Revenue</b>					
City Manager	\$14,093	\$75,000	\$20,000	\$0	\$0
Legal	\$93,140	\$87,813	\$86,940	\$76,340	\$87,620
Assessing	\$735,526	\$719,313	\$703,179	\$714,298	\$716,546
Human Resources	\$103,119	\$146,644	\$35,000	\$35,000	\$35,000
Finance	\$45,208,389	\$46,517,403	\$48,675,719	\$48,251,583	\$49,488,673
City Clerk	\$98,473	\$90,491	\$81,800	\$86,540	\$83,340
General Overhead	\$4,458,199	\$4,942,610	\$4,325,145	\$4,245,145	\$4,750,960
<b>Total Revenue</b>	<b>\$50,710,939</b>	<b>\$52,579,274</b>	<b>\$53,927,783</b>	<b>\$53,408,906</b>	<b>\$55,162,139</b>
<b>Expense</b>					
City Manager	\$545,408	\$635,258	\$587,276	\$560,555	\$585,135
Legal	\$1,109,928	\$1,145,551	\$1,206,448	\$1,195,327	\$1,258,368
Assessing	\$699,209	\$629,279	\$638,027	\$668,955	\$657,979
Human Resources	\$397,024	\$497,589	\$507,397	\$508,278	\$530,939
Finance	\$1,931,997	\$2,071,454	\$2,180,641	\$2,114,021	\$2,169,585
Information Technology	\$633,284	\$775,303	\$914,308	\$860,690	\$891,435
City Council	\$26,003	\$31,075	\$42,664	\$36,383	\$40,654
City Clerk	\$356,948	\$424,551	\$445,337	\$428,662	\$411,217
General Overhead	\$10,548,050	\$11,705,082	\$11,252,675	\$10,681,646	\$11,509,832
<b>Total Expense</b>	<b>\$16,247,851</b>	<b>\$17,915,143</b>	<b>\$17,774,773</b>	<b>\$17,054,517</b>	<b>\$18,055,144</b>

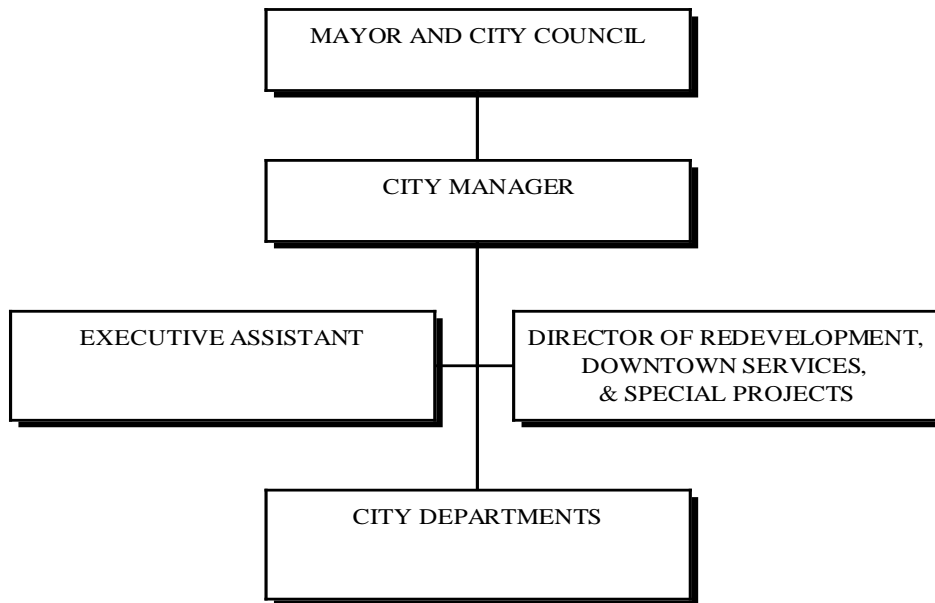
# CITY MANAGER

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## MISSION

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

## CITY MANAGER ORGANIZATIONAL CHART



## CORE RESPONSIBILITIES

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

2018 OPERATING BUDGET

CITY MANAGER

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Revenue</b>					
Miscellaneous	\$1	\$0	\$0	\$0	\$0
Transfer In-Trust/Capital Reserve	\$14,092	\$0	\$20,000	\$0	\$0
Transfer In-Trust/Economic Dev	\$0	\$75,000	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$14,093</b>	<b>\$75,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Expense</b>					
Compensation	\$335,865	\$353,604	\$355,487	\$363,870	\$364,939
Fringe Benefits	\$131,183	\$135,272	\$129,809	\$117,552	\$137,260
Outside Services	\$71,624	\$65,995	\$95,620	\$72,793	\$76,556
Supplies	\$3,865	\$2,358	\$3,200	\$3,180	\$3,180
Insurance	\$2,870	\$3,030	\$3,160	\$3,160	\$3,200
Capital Outlay	\$0	\$75,000	\$0	\$0	\$0
<b>Total Expense</b>	<b>\$545,408</b>	<b>\$635,258</b>	<b>\$587,276</b>	<b>\$560,555</b>	<b>\$585,135</b>

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. CDBG Grant Applications	1	1	1	1
2. CDBG Grant Awards	1	1	1	1
3. Amount of CDBG Funding Requested	\$345,000	\$200,000	\$500,000	\$500,000
4. Amount of CDBG Funding Awarded	*\$345,000	\$200,000	\$500,000	\$500,000

\*Project was subsequently cancelled by Independent Living Concord and the grant was returned.

2018 GOALS

1. Maintain or improve the City's financial position and bond ratings while managing a balanced budget.
2. Complete priority infrastructure projects including, but not limited to, the City Wide Multi-Generational Community Center and Facility Improvements, City Hall Complex Heating System, and Hooksett Turnpike and Birchdale Road Bridge Replacements.
3. Work with the Community Development Department to implement new economic development initiatives.
4. Begin implementation of a new financial Enterprise Resource Planning system for the organization, if funded by City Council.
5. Work with Parks & Recreation Department staff, fully implement the planned reorganization, if approved by City Council.
6. Enhance public information accessibility, increase marketing outreach, and improve communications abilities throughout the organization.
7. Apply for the maximum funding possible for housing and economic development related projects under the Community Development Block Grant (CDBG) Program as administered by the NH Community Development Finance Authority.
8. Work with local, state, and federal authorities and organizations regarding the future planning of improvements to Interstate 93.

## CITY MANAGER

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### 2017 GOALS STATUS

1. Maintain or improve the City's financial position and bond ratings while managing a balanced budget.  
9-Month Status: The City maintains an AA+ rating with Standard & Poor's, and continues to monitor and discuss with Standard & Poor's on how we can become an AAA rated community.
2. Complete priority infrastructure projects including, but not limited to: the Sewalls Falls Bridge, the Downtown Complete Streets Project, the Horseshoe Pond Watershed Study, and the Exit 16 Roundabout.  
9-Month Status: The Sewalls Falls Bridge was substantively completed in November 2016. Final wearing course and the Heritage Park exhibit is anticipated to be completed in 2017. The Downtown Complete Streets Project (aka Main Street Project) was substantively finished in 2016. Although overhead wires were removed along South Main Street, some poles remain which will be removed in the spring of 2017. The various stakeholders in the Horseshoe Pond Watershed Study (relating to drainage concerns at the intersection of I-393 and North Main Street) met in late 2016 and are reviewing a proposed Memorandum of Understanding. The construction of the Exit 16 Roundabout began in the spring of 2017.
3. Work with Community Development to implement new economic development initiatives.  
9-Month Status: Suzanne Pegg has been selected as the City's new Economic Development Director. Ms. Pegg will start with the City on May 1, 2017.
4. Begin implementation of a new financial Enterprise Resource Planning system for the organization, if funded by City Council.  
9-Month Status: The City is currently in negotiations with a new ERP software vendor and plans to have a contract in place by early FY 2018.
5. Enhance public information accessibility, increase marketing outreach, and improve communications abilities throughout the organization.  
9-Month Status: : A "Communications Collaborative" has been created, which consists of public information specialists from Parks & Recreation, the Library, Police, Fire, General Services, and City Administration. The "Collaborative" meets regularly to discuss initiatives and ideas for increasing/improving communications. City Administration is also, with an economic development focus, looking to improve citywide communications and marketing to more effectively present the City and its assets and services to residents, visitors, businesses, and site selectors. The City will work with the new Economic Development Director, Suzanne Pegg, to leverage her global marketing experience.
6. Working with Fire Department staff, fully implement the planned reorganization, if approved by City Council.  
9-Month Status: This goal is complete. A permanent Deputy Chief of Operations was appointed in July 2016; an EMS Officer was appointed in October 2016; and the promotions of the Fire Marshal and Training Captain were finalized in December 2016.
7. Undertake the implementation of the Heights Community Center plan.  
9-Month Status: A Request for Qualifications and Experience (RFQ&E) was prepared for the purpose of selecting a Construction Manager (i.e., General Contractor) for the project. A total of 11 responses to the RFQ&E were received on November 18, 2016. Five firms were short listed and interviewed on December 20th. Milestone Engineering and Construction was selected to be the Construction Manager for the project on January 5, 2017.

Since January, the Construction Manager has prepared budget estimates for the project and the design team has made minor refinements to the project. A "guaranteed maximum price" for the project is scheduled to be submitted by the Construction Manager in early April. Pending final pricing and available budget, construction is scheduled to begin in May 2017, and the facility is scheduled to be substantially completed on June 1, 2018.

## CITY MANAGER

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8. Implement the Strategic Parking Plan as approved by City Council.  
9-Month Status: The Strategic Parking Plan was presented to the Parking Committee on June 27, 2016. Since June, the Parking Committee has held two public forums; one on August 18th and one on September 8th. In addition, the Committee has held approximately 12 workshop meetings since June 2016 to review the recommendations of the study, and potential modifications thereof. The Parking Committee last met on March 16, 2017 to review revised policy recommendations, as well as the accompanying financial pro forma. Pending the outcome of its April meeting, the Parking Committee has tentative plans to hold a public forum to present the final recommendations in May 2017. Following the forum, the Committee plans to meet again to further hone its recommendations based upon public input. The Committee tentatively plans to present its final recommendations, together with accompanying resolutions and appropriation resolutions (if required), to the City Council during the summer of 2017.
  
9. Apply for the maximum funding possible for housing and economic development related projects under the Community Development Block Grant (CDBG) Program as administered by the NH Community Development Finance Authority.  
9-Month Status: In January 2017, the City applied for \$500,000 in Community Development Block Grant funds to support renovations to the Concord YMCA located on Warren Street. Funding was tentatively awarded by the New Hampshire Community Development Finance Authority in April. Presently, the grant award is awaiting final contract approvals by the Governor and Executive Council.

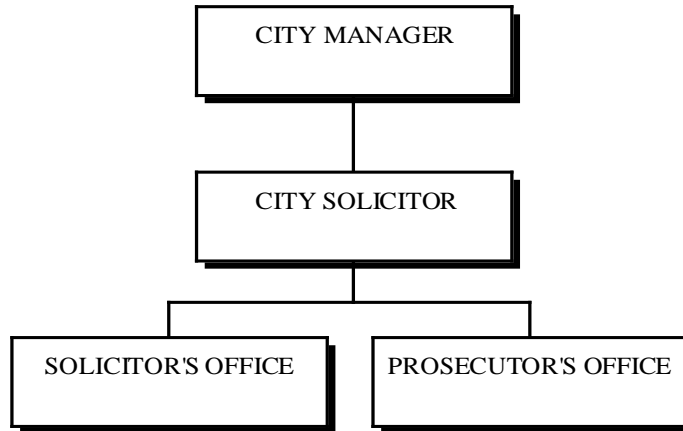
# LEGAL

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## 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 Concord District Court 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.

2018 OPERATING BUDGET

LEGAL

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Revenue</b>					
Multiple Local Governments	\$62,118	\$64,635	\$65,940	\$65,940	\$66,620
Reports, Prints and Copies	\$30	\$362	\$0	\$100	\$0
Court Ordered Payments-Legal	\$1,862	\$180	\$1,000	\$300	\$1,000
Fines For Code Prosecution	\$29,130	\$22,618	\$20,000	\$10,000	\$20,000
Miscellaneous	\$0	\$17	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$93,140</b>	<b>\$87,813</b>	<b>\$86,940</b>	<b>\$76,340</b>	<b>\$87,620</b>
<b>Expense</b>					
Compensation	\$674,767	\$705,660	\$740,327	\$739,550	\$779,246
Fringe Benefits	\$277,990	\$283,198	\$289,906	\$277,062	\$302,444
Outside Services	\$147,186	\$147,774	\$165,675	\$165,675	\$166,128
Supplies	\$3,925	\$2,910	\$4,000	\$6,500	\$4,000
Insurance	\$6,060	\$6,010	\$6,540	\$6,540	\$6,550
<b>Total Expense</b>	<b>\$1,109,928</b>	<b>\$1,145,551</b>	<b>\$1,206,448</b>	<b>\$1,195,327</b>	<b>\$1,258,368</b>

<u>SERVICE INDICATORS</u>	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
1. Civil Litigation Cases	*21	*20	*25	*30
2. Tax Abatement Cases	*28	35	*40	*46
3. Tax Lien Mortgages (Research at Registry)	558	550	550	550
4. Tax Deed Mortgages (Research at Registry)	90	92	113	115
5. Tax Title Searched for Properties to be Deeded	662	600	663	665
6. Ordinances, Reports and Resolutions	18	16	65	70
7. Negotiated Union Contracts (out of 6)	1	1	3	2
8. Licenses, Agreements and MOUs	-	**60	74	75
9. Bankruptcy Matters (Claims Filed)	11	14	16	17
10. City Department/Public Body Westlaw Legal Research	-	***1,022	1,085	1,100
11. Financial Guarantees for City Projects/Developments	****37	27	35	36
12. Right-to-Know Requests	26	28	43	43
13. Complaints Filed/Reviewed			**3,100	3,100
14. Criminal Dispositions, Hearings, Proceedings	21,313	21,000	18,500	18,000
15. Juvenile Dispositions and Hearings	595	706	550	500
16. Administrative License Suspensions	206	206	200	200
17. Concord Code Enforcement	15	30	100	150

\* Includes pending cases from prior years.

\*\* New service indicator.

\*\*\* First year reported.

\*\*\*\* Does not include currently active guarantees.

## LEGAL

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### 2018 GOALS

1. The City Solicitor's Office will train selected Prosecutor's Office staff in workplace investigations.
2. The City Solicitor's Office will organize and archive closed files.
3. The City Prosecutor's Office will continue to work with the police departments and within the criminal justice system to combat illegal drug use and to appropriately address the crimes that result from the illegal drug trade and drug use.
4. The City Prosecutor's Office will work with the police departments to update them on the new laws and changes in existing laws to ensure that the new and experienced officers have the legal assistance necessary to effectively do their job, in light of the understaffed nature of all the departments.
5. The City Prosecutor's Office will continue to provide competent, intelligent and professional prosecution services to the police departments and citizens we serve in order to maintain our reputation as one of the safest states in the nation.

### 2017 GOALS STATUS

1. Organize and create a database for Legal research files.  
9-Month Status: The Legal Department organized and created a database for Legal research files.
2. Provide Right-to-Know law training to City Boards and Commissions.  
9-Month Status: In October of 2016, the Legal Department provided Right-to-Know law training to the Planning Board.
3. Review and prepare recommendations for a citywide policy and fees when responding to electronic Right-to-Know requests.  
9-Month Status: The Legal Department reviewed and prepared recommendations for a citywide policy and fees when responding to electronic Right-to-Know requests.
4. Train the Concord Police Department and other represented police departments regarding methods for drafting and preparing criminal complaints, as well as writing reports and what is expected during courtroom testimony.  
9-Month Status: The initial training is complete but this is an ongoing process. New officers now spend a morning with the prosecutors in court as part of the field training.
5. Provide training and assistance to the Evidence Technicians of the Concord Police Department and other represented police departments in an attempt to resolve overcrowding issues in the evidence rooms.  
9-Month Status: The Prosecutor's Office has filed over 100 motions to destroy or return evidence. The Bow Police Department's evidence room is almost up to date. We will continue to assist the Concord Police Department with this, but it will likely be a 5 to 10 year plan as their evidence room contains decades of evidence seized in now closed cases, as well as found property or property held for various other reasons.
6. Work with Finance Department to determine the feasibility of self-insuring for property/liability and workers compensation insurances.  
9-Month Status: The Legal Department worked with the Finance Department to examine the feasibility of self-insuring for property/liability and workers compensation insurances.



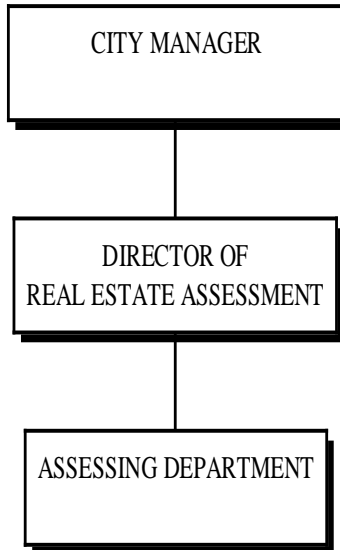
# ASSESSING

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## MISSION

To discover, list, and value all property in the City of Concord and provide fair and equitable property assessments each year for all property owners.

## ASSESSING DEPARTMENT ORGANIZATIONAL CHART



## CORE RESPONSIBILITIES

1. Administer the current use program; excavation and timber taxes; elderly and blind exemptions; veteran tax credits; and religious, educational, and charitable tax exemptions.
2. Conduct annual property valuation using the New Hampshire constitution and statutes governing property assessments and internationally accepted mass appraisal practices.
3. Warrant the annual tax levies to the City Tax Collector and review and make decisions for the abatement of taxes.

2018 OPERATING BUDGET

ASSESSING

BUDGET DETAIL

	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Estimated</b>	<b>Budget</b>
<b>Revenue</b>					
Timber Tax	\$29,574	\$29,102	\$15,000	\$17,725	\$15,000
Payment-In-Lieu of Tax	\$704,089	\$689,129	\$687,086	\$695,630	\$700,503
Excavation Activity Tax	\$804	\$240	\$200	\$100	\$200
Forest Loss Reimbursement	\$393	\$400	\$393	\$393	\$393
Miscellaneous	\$666	\$442	\$500	\$450	\$450
<b>Total Revenue</b>	<b>\$735,526</b>	<b>\$719,313</b>	<b>\$703,179</b>	<b>\$714,298</b>	<b>\$716,546</b>
<b>Expense</b>					
Compensation	\$383,950	\$358,202	\$380,170	\$374,210	\$396,044
Fringe Benefits	\$195,475	\$187,296	\$195,104	\$187,891	\$198,858
Outside Services	\$114,614	\$78,305	\$55,403	\$98,214	\$56,117
Supplies	\$1,740	\$2,144	\$3,700	\$4,990	\$3,700
Insurance	\$3,430	\$3,330	\$3,650	\$3,650	\$3,260
<b>Total Expense</b>	<b>\$699,209</b>	<b>\$629,279</b>	<b>\$638,027</b>	<b>\$668,955</b>	<b>\$657,979</b>

<u>SERVICE INDICATORS</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Building Permits Processed	462	531	500	550
2. Building Permits Inspected	388	443	360	380
3. New Homes Added	28	49	30	35
4. New Parcels Added	16	45	20	20
5. Deed Changes Processed	536	645	600	600
6. Sales Reviews Conducted	643	483	600	630
7. Appeals: BTLA & Superior Court	25	19	25	25

2018 GOALS

1. Complete a statistical update for all property for market value as of April 1, 2017.
2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.

2017 GOALS STATUS

1. Complete a statistical update for all property for market value as of April 1, 2016.  
9-Month Status: Completed.

## ASSESSING

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2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.  
9-Month Status: Milestone one and two of the phase IV parcel mapping project has been completed.
  
3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.  
9-Month Status: New applications for the 2017 tax year have been received for: 1) Concord Regional Visiting Nurse Association, Inc. - 30 Pillsbury Street; 2) Granite State Baptist Church of Concord - 236 Sheep Davis Road; 3) Grace Episcopal Church – 28 Eastman Street.

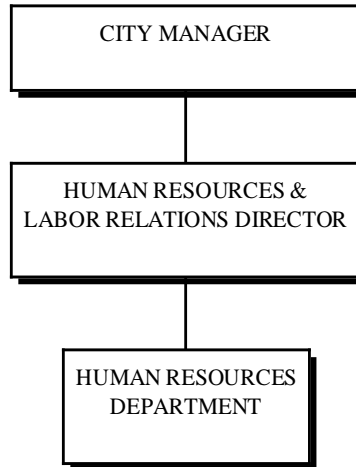
## HUMAN RESOURCES

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### 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 the retirees of the City of Concord.
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.

2018 OPERATING BUDGET

**HUMAN RESOURCES**

BUDGET DETAIL

	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Estimated</b>	<b>Budget</b>
<b>Revenue</b>					
Medicare D Reimbursement	\$103,119	\$116,609	\$0	\$0	\$0
Donations	\$0	\$30,000	\$35,000	\$35,000	\$35,000
Miscellaneous	\$0	\$34	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$103,119</b>	<b>\$146,644</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$35,000</b>
<b>Expense</b>					
Compensation	\$243,209	\$279,645	\$287,058	\$287,929	\$300,342
Fringe Benefits	\$99,041	\$117,675	\$119,281	\$119,311	\$130,347
Outside Services	\$49,825	\$93,589	\$94,998	\$94,978	\$93,970
Supplies	\$2,770	\$4,440	\$3,700	\$3,700	\$3,680
Insurance	\$2,180	\$2,240	\$2,360	\$2,360	\$2,600
<b>Total Expense</b>	<b>\$397,024</b>	<b>\$497,589</b>	<b>\$507,397</b>	<b>\$508,278</b>	<b>\$530,939</b>

Note: Beginning in FY 2016, revenue and expenses related to operation of the City’s Wellness Program are reflected here. Additionally, beginning in FY 2017 the City is no longer eligible for the Medicare D Reimbursement revenue as a result of a change in carrier for the Group D plan.

<u>SERVICE INDICATORS</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Recruitments Conducted	48	50	78	80
2. Wellflex Enrollments	412	440	430	440
3. Wellflex Completions	67	90	70	100
4. Training Programs Conducted	44	45	59	35

2018 GOALS

1. Implement a new ERP system for Human Resources to include a self-service module for use by employees to make personal information updates, print pay stubs, and enroll in benefits.
2. Increase utilization of social media for recruitment efforts.
3. Research safety database replacement options and implement program changes based on database functionality.
4. Begin a “stay” interview program to identify and address employee concerns before retention is impacted.

## HUMAN RESOURCES

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### 2017 GOALS STATUS

1. Have 90% of employees attend training related to safety or policy compliance.  
9-Month Status: 95% of employees have attended training, primarily CPR and AED training and Preventing Discrimination in the Workplace.
2. Have 80% of supervisory staff participate in development activities.  
9-Month Status: 70% of supervisory employees have participated in development activities. This percentage does not contain staff development training, which supervisors may have attended through their own professional associations.
3. Maintain employee retention rate of 97% excluding retirements and reduction in force.  
9-Month Status: Our retention rate is currently at 96%. A changing economy and dynamic workforce has contributed to more job mobility for our employees. We have an exit interview program that provides insight when employees leave the organization. In FY 2018, we will begin a “stay” interview program to identify retention risks before it leads to turnover.
4. Implement cost saving initiatives for workers compensation based on type and frequency of claims.  
9-Month Status: Detailed information regarding workers compensation cost saving initiatives is located in the JLMC Year in Review report submitted to the City Manager annually. Highlights from this report include:
  - Workers Compensation Claim reimbursements from the New Hampshire’s Secondary Injury Fund in the amount of \$51,999;
  - Prime status enrollment savings of over \$30,895 in insurance premiums;
  - Occupational Health and Urgent Care Clinic promotion equated to a 5% decrease in emergency room initial visits;
  - A 30% decrease in the frequency of workers compensation claims in calendar year 2016 (fiscal year trending is 27%).
5. Implement a new ERP system for Human Resources to include a self-service module for use by employees to make personal information updates, print paystubs, and enroll in benefits.  
9-Month Status: Department staff is participating on the ERP team to source a viable system. It was determined that our current system is not able to be updated to allow for a self-service module.
6. Increase utilization of online business oriented networking sites like Linked In for all job postings.  
9-Month Status: While Linked-In has been examined; it is a cost prohibitive service. The Department has used Facebook boosting to promote open positions, as well as Twitter and Indeed. The Department also uses local online boards like NHMA, Primex, the Greater Concord Chamber of Commerce, and NH Employment Security to advertise job postings. The Department uses less and less print media, as viewership continues to decrease. Sourcing local talent continues to be a challenge.

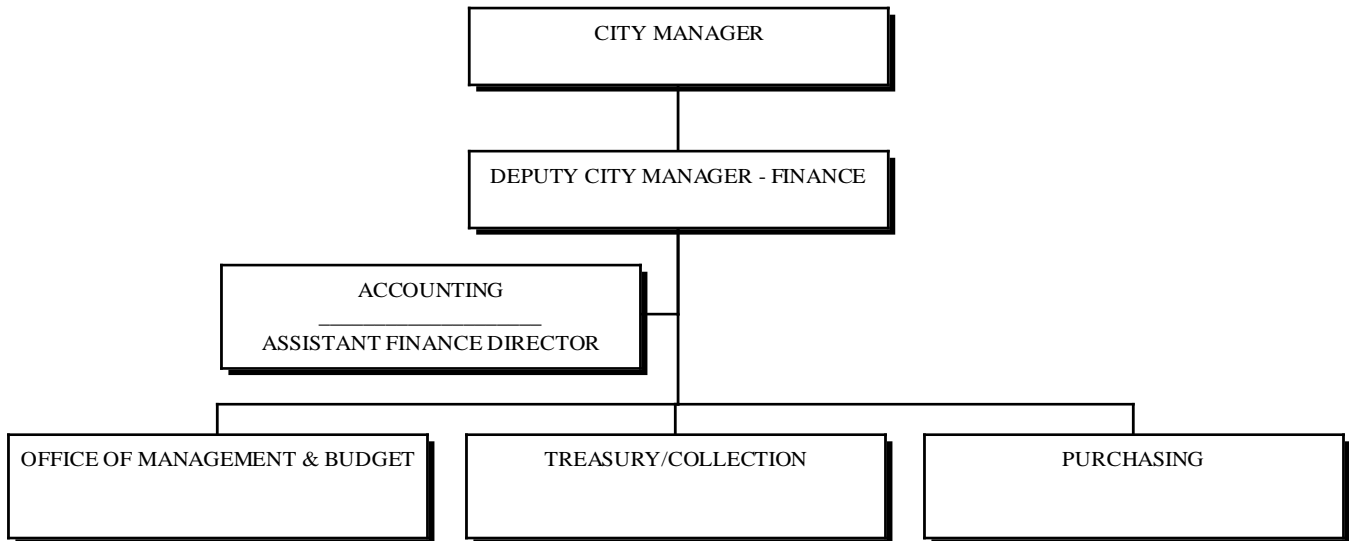
# FINANCE

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## 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.

2018 OPERATING BUDGET

FINANCE

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Revenue</b>					
Property Taxes-2015	\$34,767,887	\$0	\$0	\$0	\$0
Property Taxes-2016 on	\$0	\$35,923,057	\$37,484,056	\$37,597,670	\$39,029,446
Railroad Tax	\$1,609	\$2,781	\$2,736	\$2,736	\$2,000
Motor Vehicle Registrations	\$6,123,498	\$6,497,093	\$6,275,000	\$6,468,000	\$6,389,000
Interest Costs and Penalties	\$614,213	\$665,885	\$425,000	\$560,000	\$425,000
Rooms and Meals Tax	\$2,053,492	\$2,042,723	\$2,191,965	\$2,191,965	\$2,191,965
Highway Block Grant	\$764,379	\$863,882	\$862,762	\$862,762	\$862,762
Share of Debt Service	\$36,499	\$0	\$0	\$0	\$0
MV State Agent Admin	\$122,667	\$124,773	\$120,000	\$121,000	\$120,000
MV Transportation Admin	\$19,401	\$19,680	\$19,000	\$19,000	\$19,000
MV Transportation Surcharge	\$174,605	\$177,089	\$172,000	\$174,000	\$173,000
MV Waste Disposal	\$19,662	\$19,916	\$19,000	\$19,000	\$19,000
Investment Income	\$56,135	\$102,606	\$111,200	\$111,200	\$225,000
Finance Charges	\$1,296	\$5,733	\$2,500	\$2,000	\$2,000
Sale of Surplus Property	\$92,888	\$46,029	\$30,000	\$52,100	\$30,000
Miscellaneous	\$346,959	\$6,158	\$500	\$40,150	\$500
Advertising Revenue	\$13,200	\$0	\$0	\$0	\$0
Budgetary Use of Fund Balance	\$0	\$0	\$930,000	\$0	\$0
Transfer In-Trust/Capital Reserve	\$0	\$20,000	\$30,000	\$30,000	\$0
<b>Total Revenue</b>	<b>\$45,208,389</b>	<b>\$46,517,403</b>	<b>\$48,675,719</b>	<b>\$48,251,583</b>	<b>\$49,488,673</b>
<b>Expense</b>					
Compensation	\$1,193,169	\$1,243,257	\$1,291,940	\$1,238,190	\$1,302,756
Fringe Benefits	\$482,711	\$537,421	\$564,551	\$540,319	\$581,027
Outside Services	\$211,593	\$220,117	\$235,577	\$248,919	\$229,079
Supplies	\$33,893	\$39,216	\$46,983	\$45,003	\$45,153
Insurance	\$10,630	\$10,790	\$11,590	\$11,590	\$11,570
Capital Outlay	\$0	\$20,516	\$30,000	\$30,000	\$0
Miscellaneous	\$0	\$136	\$0	\$0	\$0
<b>Total Expense</b>	<b>\$1,931,997</b>	<b>\$2,071,454</b>	<b>\$2,180,641</b>	<b>\$2,114,021</b>	<b>\$2,169,585</b>



2018 OPERATING BUDGET

FINANCE

<u>SERVICE INDICATORS</u>	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Projected</u>
1. Collection Rate as a % of Current Levy	98.5%	98.5%	98.5%	98.5%
2. Total Number of Motor Vehicle Registrations	44,680	44,878	45,000	45,000
3. Bond Rating – Moody’s/S&P	Aa1/AA+	Aa1/AA+	Aa1/AA+	Aa1/AA+
4. Number of Purchasing Transactions	7,409	8,065	8,000	8,000
5. Dollar Value of All Purchasing Transactions	\$41,711,105	\$46,509,471	\$40,000,000	\$40,500,000
6. Direct Deposit Participation Rate	82%	82%	82%	82%

2018 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 ratings.
3. Apply for and achieve the Government Finance Officers Association (GFOA) Budget award.
4. Finalize contract negotiations and begin implementation phase of new financial Enterprise Resource Planning (ERP) software.
5. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.

2017 GOALS STATUS

1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.  
9-Month Status: The collection rate for the year ending June 30, 2016 was 98.5%. The collection rate for the year ending June 30, 2017 is anticipated to be 98.5%.
2. Continue to maintain or improve the City’s current bond ratings.  
9-Month Status: The City maintains an AA+ rating with Standard & Poor’s and continues to monitor and discuss with Standard & Poor’s on how we can become AAA rated community.
3. Apply for and achieve the Government Finance Officers Association (GFOA) Budget award.  
9-Month Status: In November of 2016, the City received notification that it had been awarded the GFOA Distinguished Budget Presentation Award.
4. Provide data and analysis that will help make informed decisions in the preparation of a balanced budget.  
9-Month Status: Business Analytics continues to be used to provide analysis of financial transaction data from the City’s ERP system. Financial models can be updated quickly with historical data, as well as budget development data.
5. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.  
9-Month Status: The City’s Purchasing staff is currently working with the NH Municipal Purchasing Manager’s Group, NHGFOA, and the State of NH Purchasing Office to identify additional opportunities for cooperative purchasing.

## FINANCE

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6. Develop and implement a closeout process for the City's Grants and Donations Fund.  
9-Month Status: The implementation of a closeout process for the City's Grants and Donations Fund was put on hold due to staff turnover and extended position vacancies. While the Grants and Donations Fund is being reviewed, a formal closeout process will be developed and included as part of the implementation of the City's new ERP System.
  
7. Evaluate, select and begin implementation of new financial Enterprise Resource Planning (ERP) software, pending funding approval by City Council.  
9-Month Status: The City is currently in negotiations with a new ERP software vendor and plans to have a contract in place by early FY 2018.

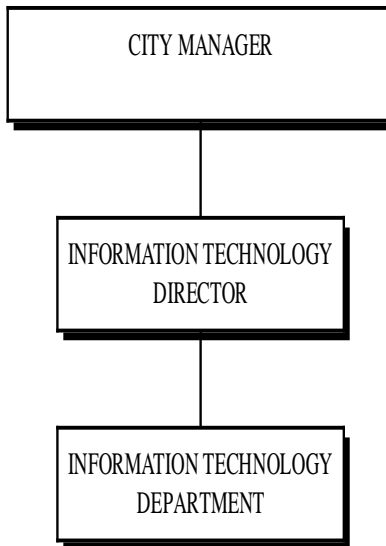
## INFORMATION TECHNOLOGY

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### 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.

2018 OPERATING BUDGET

INFORMATION TECHNOLOGY

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Expense</b>					
Compensation	\$437,674	\$440,742	\$517,549	\$502,150	\$521,861
Fringe Benefits	\$190,335	\$196,051	\$238,649	\$200,510	\$213,054
Outside Services	\$226	\$132,473	\$152,080	\$152,000	\$150,670
Supplies	\$1,370	\$2,007	\$1,800	\$1,800	\$1,800
Insurance	\$3,680	\$4,030	\$4,230	\$4,230	\$4,050
<b>Total Expense</b>	<b>\$633,284</b>	<b>\$775,303</b>	<b>\$914,308</b>	<b>\$860,690</b>	<b>\$891,435</b>

Note: Beginning in FY 2016, Outside Services reflects the full cost of Information Technology maintenance charges. Previously, this line was reduced for costs charged out to departments.

<u>SERVICE INDICATORS</u>	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
1. Number of support calls	3,800	3,600	4,000	3,800
2. Network availability - estimated percentage	99.0%	99.6%	99.3%	99.7%
3. Average website visitors per month	21,000	30,000	33,000	34,000
4. Number of employee systems supported	458	478	478	482
5. Average age of hardware systems	3.40	4.40	2.10	2.80

2018 GOALS

1. Replace Police mobile apparatus with mobile scan/print modules and new hardware.
2. Support migration and implementation of Enterprise Resource Planning system.
3. Audit, design, and replace legacy backup software program.
4. Design and support communications for new multi-generational community center, including physical security systems.
5. Support Library migration to new circulation automation systems.

2017 GOALS STATUS

1. Support the planning, acquisition, and implementation of a replacement Enterprise Resource Planning (ERP) system.  
9-Month Status: Partially completed. The Department has managed the demonstrations and communications for all financial, personnel, tax, and water billing modules of the ERP vendors, including onsite visits. Currently the new ERP system is in contractual negotiations.
2. Replace legacy infrastructure data storage with new Storage Area Network for hosting Virtual Server environment.  
9-Month Status: Completed. A new ninety-six terabyte redundant hybrid storage system has been installed for use across the infrastructure by all departments.
3. Replace Fire Apparatus mobile units.  
9-Month Status: Not completed. Scheduled for purchase and implementation in May 2017.

## INFORMATION TECHNOLOGY

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4. Upgrade 90% of City desktop phones to Voice Over Internet Protocol (VOIP) technology.  
9-Month Status: Completed. All phones were migrated to our NEC 8300 VOIP switch technology. Peripheral technologies replaced included our call accounting, automated call distribution, and analog alarm systems.
  
5. Replace end of life Internet firewall with current technology.  
9-Month Status: Completed. The City has installed and migrated to a new state-of-the-art firewall system with a web filtering application and a lifecycle of 7 years.

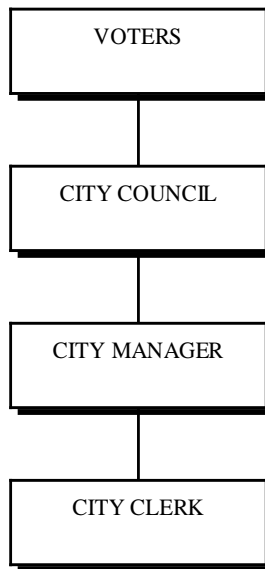
# CITY COUNCIL

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## MISSION

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

### CITY COUNCIL ORGANIZATIONAL CHART



2018 OPERATING BUDGET

CITY COUNCIL

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Expense</b>					
Compensation	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Fringe Benefits	\$1,233	\$1,244	\$1,254	\$1,245	\$1,254
Outside Services	\$5,216	\$12,905	\$24,000	\$17,728	\$22,000
Supplies	\$3,403	\$775	\$1,250	\$1,250	\$1,250
Insurance	\$150	\$150	\$160	\$160	\$150
<b>Total Expense</b>	<b>\$26,003</b>	<b>\$31,075</b>	<b>\$42,664</b>	<b>\$36,383</b>	<b>\$40,654</b>

CY 2016-2017 PRIORITIES

Members of City Council met on January 25, 2016 to discuss and set priorities for CY 2016 and CY 2017. The following items are the top priorities that members of Council chose for 2016-2017. Responsible Fiscal Management is the guiding principal pertaining to all priorities listed below.

1. Balanced Budget Issues: FY 2017 and FY 2018
  - Collective Bargaining/Contract Negotiations
  - Health Insurance Costs
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Information, Marketing and Communications
4. Public Safety Work & Continued Support of Social Safety Network
5. Parking Master Plan/Implementation Measures
6. Foster/Enhance Dialogue with Legislative Delegation
7. Enhanced Community Event Opportunities

CY 2016-2017 PROJECTS

1. Main Street Complete Streets Project
2. Citywide Multi-Generational Community Center
3. Sustainability: Municipal Facilities, Recreation Assets, Northern Pass
4. Opportunity Corridor Economic Development Initiatives
  - South Main Street
  - Penacook Village
  - Downtown 2<sup>nd</sup> & 3<sup>rd</sup> Floor Redevelopment
  - North Central Corridor / Storrs Street Connection & South End Rail Yard

ONGOING INITIATIVES

1. Sewalls Falls Bridge
2. Major Transportation Corridor Improvements – Loudon Road
3. Create and Expand Partnerships (particularly in regards to Recreation and Economic Development opportunities)
4. Creative Economy Work
5. Continue Expanded Neighborhood Street Improvement Program

## CITY COUNCIL

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### CY 2016-1017 GOALS STATUS

#### **GOAL 1. BALANCED BUDGET ISSUES: FY 2017 AND FY 2018**

- a) Collective Bargaining/Contract Negotiations: The City's negotiating team has finalized an agreement with the United Automobile Workers (UAW), which provides for 2.25% cost of living adjustments in the next three years. The City is currently negotiating a contract with the International Association of Firefighters (IAFF), whose current contract expires on June 30, 2017.
- b) Health Insurance Costs: Harvard Pilgrim gave the City a not-to-exceed (NTE) rate increase of 13.4% in December 2016. The City worked with Harvard Pilgrim on reducing this amount to an increase of 5.9%. We continue to look at plan design changes to further reduce this increase.

On July 1, 2016, all City employees began paying 10% of their medical and dental plan premiums. This cost sharing was implemented as a way to control the cost of health care. Compared to the previous health insurance points structure provided by the City, these changes have reduced overall health insurance costs and share part of the responsibility with employees.

The City moved retirees over the age of 65 to a new Medicare Enhanced plan that does not cover prescriptions and is one third of the cost. A supplemental drug plan was added, through Aetna, which is a Part D Medicare plan. This change reduced the monthly premium from \$477 to \$318, representing a 33% decrease in cost for a substantially similar plan.

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

On April 11, 2016, the City Council approved a resolution which expanded the RSA 79-E Program to make historic buildings not located within the two established RSA 79-E Districts in downtown and Penacook Village potentially eligible to participate in the program.

Two significant changes were made to the Zoning ordinance to facilitate the development and redevelopment of property. The first, which was approved by City Council in 2015, eliminated the 60% open space requirement for minor subdivisions, addressing what was considered a particularly onerous regulation for property owners in Concord. In May 2016, the Council also voted to support a recommendation to alter the base thresholds that trigger minor site plan review in cases where no change to the site is actually proposed and there is virtually no impact to the surrounding neighborhood. Additional changes were also subsequently made to the requirements for ADR application reviews within the ordinance, all with a goal of improving efficiency and effectiveness during the redevelopment review process.

On June 6, 2016, the City Council adopted the FY 2017 budget, which included funding for the creation of a new Economic Development Director for the City. After a nationwide search, Suzanne Pegg, Vice President for Global Business Development and Marketing for the Pittsburgh Regional Alliance, was selected for this position. Ms. Pegg will start with the City on May 1<sup>st</sup>.

At its March 2017 meeting, Council approved a \$15,000 match for a Business Incubator Needs Assessment in partnership with CRDC, the Greater Concord Chamber of Commerce, Merrimack County Savings Bank, and the New Hampshire Business Finance Authority.



## CITY COUNCIL

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### GOAL 3. PUBLIC INFORMATION, MARKETING AND COMMUNICATIONS

The City is working effectively towards increasing public awareness through branding, marketing and communications.

City Administration: A “Communications Collaborative” has been created, which consists of public information specialists from Parks & Recreation, the Library, Police, Fire, General Services, and City Administration. The “Collaborative” meets regularly to discuss initiatives and ideas for increasing/improving communications.

City Administration is also, with an economic development focus, looking to improve citywide communications and marketing to more effectively present the City and its assets and services to residents, visitors, businesses and site selectors. The City will also work with the new Economic Development Director, Suzanne Pegg, to leverage her global marketing experience.

Fire Department: The Fire Department maintains an active presence in print, electronic and social media. WKXL hosts a weekly segment to provide an update on Fire Department activities and safety messages. The Department’s Facebook page has 3,353 followers (up from 3,312 last quarter), and its Twitter account has 971 followers (up from 909 last quarter). Featured information for the third quarter of FY 2017 included poisoning prevention week, storm damage hazards, drug and alcohol addiction treatment resources, and the annual Fire Department awards ceremony, as well as information on major fires in the community on Eldridge Street and on Garvins Falls Road.

General Services Department: The General Services Department continues to increase communications with the community. The Department disseminates public information via website updates, print media, press releases, the City Manager’s newsletter, its monthly General Gazette newsletter, and bill stuffers. Social media is used to improve community engagement, continue branding, and encourage public awareness of services.

During the third quarter of FY 2017, the General Services Department promoted their winter operations procedures (including several parking ban alerts), Christmas tree collection, persisting drought conditions, the energy audit program at the wastewater treatment facilities, ice skating at Everett Arena, road load limit postings, EPA WaterSense’s “Fix a Leak” Week, and World Water Day. The Department also held a promotion for their General Gazette newsletter with an incentive for new subscribers with a chance to win a bundle of Pay-As-You-Throw trash bags. As of March 31, 2017, the Department has 1,339 Facebook likes, 396 Twitter followers, 25 Google+ followers, and 60 YouTube subscribers. In addition, the General Services Department has 7,247 total subscriptions to the Alert Center, Notify Me, and News Flash modules on the City website, which is used regularly to alert the community of related events. Approximately 61 press releases have been published by the local media during the third quarter.

Human Resources: During the third quarter of FY 2017, the Department posted six new full-time (FT), permanent part-time (PPT), and part-time (PT) job vacancies; multiple temporary summer positions for Parks & Recreation; and two rosters for public safety jobs. This totaled 19 new postings, of which 12 were carried forward from 2016.

During the third quarter of FY 2017, 13 new employees (FT, PPT, and PT) were hired. There was an average of 76 days from post to hire. This statistic does not include temporary hires or roster posting.

The Department continues to use its standard resources (Primex, NHMA, Concord Monitor, Indeed) for promoting job postings, with the addition of the Concord Chamber of Commerce and Facebook. It is difficult to quantify if these new sources create a qualified candidate stream, however, they clearly increase our visibility and community engagement. At no or minimal cost, this is a positive trend.

## CITY COUNCIL

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As an example, a Police Officer roster posting was boosted on Facebook from March 16 through March 31 at a cost of \$26.78. The analytics indicated a positive engagement trend, with most activity occurring during the initial 10 days. The post was reached by 12,580 people, of which 5,003 were reached organically (meaning through the nature of social media friends of friends, if a user has liked the City's page, etc.) and 7,847 were reached through the paid boost (meaning that the cost paid used demographic data to target the post to users who had similar interests, lived in the area, expressed an interest in this type of work, etc.). This job vacancy resulted in 799 post engagements to include 39 post shares and 77 reactions to the post (44 to ours, 33 to shares, the remaining engagements were achieved through opening the post in a newsfeed). As a result of this activity, the City garnered 30 new Facebook page likes, compared to 13 for the prior 15 day period. The Department will continue to seek new and affordable methods to promote our talent needs.

Concord Public Library: The Library makes good use of social media to post information about upcoming programs and library services. A YouTube channel was created for the posting of videos of Library programs, and a Facebook page is also maintained. The Library recently launched Instagram and Twitter accounts to market to a new demographic of patrons. The Library also makes great use of the News Flash feature of the City website. The Library has added a voluntary sign-up to receive marketing emails that promote Library services. In addition, the Library has increased the publication of its newsletter from a bi-monthly basis to a monthly basis. A monthly program bookmark is being placed, on a trial basis, in all outgoing holds and interlibrary loans. The Library has reinstated the hanging of posters at local downtown businesses; and has increased its posting frequency on all social media, added scheduled evening and weekend posts, and is assessing when it has the most success with patron engagement. The Library has also begun to utilize local Concord history more in its social media marketing. The Library is working with the Library Foundation to promote this year's Concord Reads title: *Adrift: 76 Days Lost at Sea*, which culminates with an author presentation on April 20<sup>th</sup> at Red River Theatres. As of March 2017, children that are Library cardholders can fill out an online request to have an item of their choice color printed for free on the Library's new 3D printer.

Parks & Recreation Department: The Parks & Recreation Department creates four seasonal brochures each year, which are delivered to all elementary school children in the city. These brochures highlight all upcoming Department programs and events. The content of the brochures is also posted on the Parks & Recreation website. The Department maintains a very active Facebook page, with over 2,600 followers. The Department also creates a monthly newsletter for the website, weekly news releases for the local media, a monthly TV show ("We Are Serious About Fun") with Concord TV, and numerous public service announcements. The Department works very closely with the Friends of the Audi to advertise events and rental opportunities at the City Auditorium.

The Parks & Recreation Department also maintains the website for the Beaver Meadow Golf Course. Staff creates and sends out weekly and monthly e-mail blasts to several thousand golfers who have signed up to belong to its online e-club. The website receives 2,500-3,500 unique web hits per month. The Department also maintains a very active Facebook page for the golf course, with over 1,600 followers. During the golf season, staff coordinates weekly newspaper and radio ads.

Police Department: The Police Department utilizes a number of social media sites, as well as the City website, to present information about the Department to the public and to keep the public informed of events occurring within the City. The Department's website includes many pages with valuable information, including guidance on how to obtain reports and other services that the Department provides. The site also provides notification on upcoming hiring processes, drug take-back days, upcoming citizen police academies, and other events. In addition, all Police Department press releases are placed on its web page. The Police Department's Twitter page has approximately 1,560 followers, and its Facebook page has approximately 2,500 followers. Both of these venues are used to disseminate information regarding Department and/or City events and provide emergency information as necessary.

## CITY COUNCIL

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The Police Department also administers the Concord Regional Crimeline, which allows individuals to anonymously provide tips regarding ongoing investigations in Concord and surrounding towns. Tips can be submitted by phone, online or by text message. During calendar year 2016, over 370 tips were received, leading to the arrest of 37 individuals.

The Police Chief participates in a weekly radio show on WKXL, where different topics are addressed based upon events occurring in the city, state and, on occasion, the nation.

Another initiative of the Police Department is the “Coffee with a Cop” program. This program is designed to promote interaction between the community and the Department by sharing coffee and fostering discussion in a relaxed atmosphere. Since its inception, the Department has held eight “Coffee with a Cop” events at different locations throughout the City. All of these events have been well received by the public and business owners.

During the 2015-2016 school year, and continuing with the 2016-2017 school year, the Police Department took part in two programs focused on the schools: “Lunch with a Cop” and “Police Readers”. “Lunch with a Cop” features police officers joining students throughout the city during lunch time to field questions and leave a positive impression with the students. The “Police Readers” program has police officers go into K-2<sup>nd</sup> grade classrooms and read books to the students. Both of these programs are continuing during the current school year.

The Police Department offers Rape Aggression Defense (RAD) classes, which is a comprehensive course for women and includes situational awareness, prevention, risk reduction and avoidance, and progresses to the basics of hands-on defense training. The RAD System is dedicated to teaching women defensive concepts and techniques against various types of assault by utilizing easy, effective and proven self-defense tactics. The system of realistic defense provides a woman with the knowledge to make an educated decision about resistance.

With the growing number of mass shooting incidents occurring across the country, the Police Department has been offering CRASE (Civilian Response to an Active Shooter Event) training to all local businesses and schools. This training teaches participants how to react during an active shooter incident. The training also helps those businesses or establishments come up with an action plan should an incident occur at their location.

The Police Department partnered with the NH Food Bank to sponsor several food drives during the month of September 2016, which was Food Action Month. Participants were challenged to “Help Stuff a Cruiser”. Three local charities were the benefactors of the food drives. Over three tons of food was collected and \$1,430 was raised.

### **GOAL 4. PUBLIC SAFETY WORK AND CONTINUED SUPPORT OF SOCIAL SAFETY NETWORK**

The Police Department takes an aggressive stance in combatting the opioid crisis facing the City. In January of 2016, the Department assigned an additional investigator to the Drug Enforcement Unit in order to augment the Unit’s efforts in conducting undercover drug investigations and to assist in collecting and disseminating drug intelligence. The Department has worked closely with other stakeholders on this matter to include other police agencies, service providers, and other branches of the criminal justice system. The Department also has a representative participating on the Merrimack County Drug Court Team, which is working on implementing a Drug Court as part of the Merrimack County Superior Court. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city. During calendar year 2016, the Department made 318 arrests of individuals with illegal drug related charges. This is a 23% increase in the number of drug-related arrests over calendar year 2015.

## CITY COUNCIL

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Additionally, during the fall of 2016, the Police Department received a grant award in the amount of \$75,000 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Hammer). These funds have been utilized by the Department to cover overtime costs to conduct illegal drug investigations in the City and surrounding towns.

The Police Department also continues with initiatives put in place to best address community safety concerns. The highly successful Problem Oriented Policing (POP) Unit is a tool the department utilizes to address issues that can be best resolved with a concentrated pro-active approach, which is not always possible through the Patrol Division. The POP Unit is able to address public safety issues through enforcement and by coordinating with other City and community resources. The POP Unit has been very successful in addressing issues with the homeless population, panhandling, nuisance properties, and many other quality of life issues within the City. Additionally, all officers are encouraged to participate in community engagement activities. The success of the Police Department in providing the safest community possible is dependent upon a cooperative effort between the Department and the community as a whole.

In an attempt to strengthen its partnership with the refugee/New American community, the Police Department has held several Q&A type meetings with the refugee/New American community to address any questions or concerns they may have relating to the community, local and state laws, and the Police Department. With the assistance of the NH Department of Motor Vehicles, the Police Department implemented a driver training course to assist those having difficulty obtaining a driver's license due to language and cultural obstacles. This continues to be a work in progress. The Department also looks forward to working with the new administration of the New American Africans to further the partnership between the police and the refugee/immigrant community.

The Fire Department actively participates in collaborative efforts with Concord Hospital, Riverbend Community Mental Health, and the Concord Regional Visiting Nurses Association for effective patient care, particularly for patients suffering from mental health conditions. During the third quarter of FY 2017, the partnership with Riverbend was implemented. The Fire Department is also actively pursuing ways to communicate with residents about the treatment options available for substance abuse.

The Fire Department also supported the cold weather shelter at the former St. Peter's Church through working with the Red Cross to provide cots and assuring that the facility continues to meet applicable safety regulations.

### **GOAL 5. PARKING MASTER PLAN / IMPLEMENTATION MEASURES**

The Strategic Parking Plan was presented to the Parking Committee on June 27, 2016. Since June, the Parking Committee has held two public forums; one on August 18th and one on September 8th. In addition, the Committee has held approximately 12 workshop meetings since June to review the recommendations of the study and potential modifications thereof. The Parking Committee last met on March 16, 2017, to review revised policy recommendations, as well as the accompanying financial pro forma. The Parking Committee's next meeting is on April 27<sup>th</sup>. Pending the outcome of that meeting, the Parking Committee has tentative plans to hold a public forum to present the final recommendations in May. Following the forum, the Committee plans to meet again to further hone its recommendations based upon public input. The Committee tentatively plans to present its final recommendations to the City Council, together with accompanying resolutions and appropriation resolutions (if required), in June/July 2017.

### **GOAL 6. FOSTER/ENHANCE DIALOGUE WITH LEGISLATIVE DELEGATION**

In coordination with Merrimack County, the City provided support regarding a proposal to construct a new County Courthouse, adjacent to the existing courthouse, instead of on the Heights. Support included testifying at numerous State Legislative Committee hearings and background work associated with those hearings.

## CITY COUNCIL

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In coordination with the Greater Concord Chamber of Commerce, the City provided support regarding a proposal to open the State House to the public on weekends to promote tourism in downtown Concord.

In December 2016, the City Council authorized the City Manager to work with the legislative delegation to draft amendments to RSA 231 and RSA 261, concerning alternative funding mechanisms for the construction, repair, maintenance, administration, and enforcement of parking facilities and parking meters.

### **GOAL 7. ENHANCED COMMUNITY EVENT OPPORTUNITIES**

The Mayor established an Ad-Hoc City Council Committee to review the process, costs and revenues associated with community events. The committee held several meetings and accepted input from local event organizers. A report to Council was submitted in early 2017. Recommendations included holding a LEAN event to streamline the current permitting process. This LEAN event is scheduled for the fourth quarter of FY 2017.

The Concord Public Library is the current repository of four community mosaics created by Concord residents as part of the citywide 250<sup>th</sup> celebration.

### **PROJECT 1. MAIN STREET COMPLETE STREETS PROJECT**

This transformative project was substantially completed in 2016. A few remaining light poles on South Main Street, in the area between FIT Outfitters and Thompson Street, are scheduled for removal in the spring of 2017. Some punch list items will also be completed in the spring.

### **PROJECT 2. CITYWIDE MULTI-GENERATIONAL COMMUNITY CENTER**

On April 11, 2016, the City Council approved a \$7.1 million plan for a new city-wide multigenerational community center at the site of the former Dame School located at 14 Canterbury Road (CIP #443). As part of its approval, the Council appropriated \$6.55 million of supplemental funding for design and construction. A contract for design services was executed on May 23, 2016. Permitting for the project has also been completed. Specifically, the project received its FAA approvals on October 19, 2016; the Planning Board completed its RSA 674:54 review of the project on November 16, 2016; and the Heritage Commission approved the City's Notice of Intent to demolish portions of the former elementary school, as well as the Gamble property.

A Request for Qualifications and Experience (RFQ&E) was prepared for the purpose of selecting a Construction Manager (i.e., General Contractor) for the project. A total of 11 responses to the RFQ&E were received on November 18, 2016. Five firms were short listed and interviewed on December 20th. Milestone Engineering and Construction was selected to be the Construction Manager for the project on January 5, 2017.

Since January, the Construction Manager has prepared budget estimates for the project and the design team has made minor refinements to the project. A "guaranteed maximum price" for the project is scheduled to be submitted by the Construction Manager in early April. Pending final pricing and available budget, construction is scheduled to commence in May 2017, and the facility is scheduled to be substantially completed on June 1, 2018.

### **PROJECT 3. SUSTAINABILITY: MUNICIPAL FACILITIES, RECREATION ASSETS, AND NORTHERN PASS**

In March 2016, City Council approved a proposal to locate solar arrays at the Hall Street Wastewater Treatment Facility. One or two 1.98 million kilowatt hour (each) solar photo voltaic arrays will be installed.

## CITY COUNCIL

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In April 2016, City staff provided a report and presentation to the City Council on the impact of invasive insect species within the City. The City Council accepted the report with the understanding that there will be several action items over the next several years.

The City continues to follow the Northern Pass project closely. Per Council's direction, the City filed as an intervener at the federal and state levels. The Council's Northern Pass Committee, the Community Development Department, and the City Solicitor's office continue to work closely to protect the City's interests in this matter.

### **PROJECT 4. OPPORTUNITY CORRIDOR ECONOMIC DEVELOPMENT INITIATIVES**

- a) South Main Street: The City continues its efforts to market the former NH Employment Security property at 32-34 South Main Street.
  
- b) Penacook Village: Final cleanup of the 4.04 acre former Penacook Mill/Amazon Realty site located at 35 Canal Street was completed in September 2014. In January 2015, the City issued a Request for Proposals for the purpose of engaging a commercial real estate broker to market the property. In March 2015, the City engaged the NAI Norwood Group of Bedford, NH, to market the property. To support marketing efforts, the City engaged a design team which prepared conceptual site plans depicting how the property could potentially be redeveloped. Following the completion of development concepts and a comprehensive marketing package, the property was put on the market in August 2015 with an asking price of \$540,000. On November 29, 2017, the Caleb Development Corporation submitted a proposal to acquire approximately 2.5 acres of the remaining former Allied Leather Tannery site for the sum of \$540,000 (a full price offer) from the City for the purpose of developing a 54-unit affordable housing project. The proposal has remained confidential during the ensuing months to allow the City sufficient time to complete due diligence, as well as negotiate a Purchase Option Agreement. The Purchase Option was submitted to City Council on April 10, 2017, and set for public hearing on May 8<sup>th</sup>. The remaining 1.5 +/- acres of the site will be retained by the City for a potential future riverfront park.

The Concord Public Library is monitoring potential locations to better house the Penacook Branch Library, as the current building has increasing challenges.

- c) Downtown 2nd & 3rd Floor Redevelopment: In February 2016, the developer of the Remi Block (formerly known as the Vegas Block) closed on a \$2.8 million financing package for renovation of the property into 20 market rate apartments and three commercial storefronts. The City contributed \$200,000 to the financing package through its Revolving Loan Program. Further, the City has supported the project with a RSA 79-E Tax Relief Incentive benefit (valued at \$315,000), and a license for installation of balconies over the City's adjacent streets. The City is in discussions with the developer regarding use of municipal parking to support the project. The project was completed in March 2017.

In June 2016, the Planning Board approved the site plan and subdivision for the Bienvenue project, which will convert the former Sacred Heart Church to 10 condominiums. This project has garnered significant interest, as its units will push the price point for downtown residential living in Concord. Completion is expected in June.

The City has also received interest from other parties seeking to acquire other older buildings in the downtown area for conversion to market rate apartments.

- d) North Central Corridor/Storrs Street Connection & South End Rail Yard: Using budget surplus associated with the recent cleanup of the former Tsunis property, the Engineering Services Division engaged a design consultant to commence the preliminary design process. The initial review of the commensurate I-93 Bow/Concord project alternatives, however, has illustrated that the City may be best served to delay the

## CITY COUNCIL

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Storrs Street extension project until the State has a firmer grasp on its preferred I-93 alternative for the area in between Exits 14 and 15. The State is aware of the City's preference to maximize developable land in this general area.

### **ONGOING INITIATIVE 1. SEWALLS FALLS BRIDGE**

Construction was completed in the fall of 2016. A final wearing course and the adjacent Heritage Park area will be finished in 2017.

### **ONGOING INITIATIVE 2. MAJOR TRANSPORTATION CORRIDOR IMPROVEMENTS – LOUDON ROAD.**

The City Council, at its September 2016 meeting, voted to no longer pursue the three lane conversion and instead make safety improvements via driveway access management and re-paving. Paving is expected to start in late June/early July and take four weeks. Work will be done overnight.

### **ONGOING INITIATIVE 3. CREATE & EXPAND PARTNERSHIPS (particularly in regards to Recreation and Economic Development opportunities)**

The Parks & Recreation Department coordinates its work with many community groups to expand recreation opportunities and to help with the offering of the following programs and services:

- In the fall of 2016, the Department worked with the newly formed NH Squash Association and St. Paul's School to offer new community sports leagues utilizing the indoor squash courts at St. Paul's School.
- Coordinates the Adopt-a-Spot Program with over 50 different organizations maintaining areas around the City.
- Works with numerous youth sports groups to assist with marketing and registering of participants. In addition to the Concord Crush Youth Lacrosse Program, the Department works with Concord Youth Hockey to assist with their "learn to play hockey" registrations.
- Works with the Pope Memorial SPCA for the operating of the dog park at Terrill Park.
- Coordinates with several groups for community park clean-up days, including the Friends of White Park, Concord Crew at Kiwanis Riverfront Park, the Merrimack River Greenway Trail Committee, and the group representing the Skateboard Park.
- The Senior Citizen Program continues to expand, due, in part, to partnerships with the Concord Regional Visiting Nurses Association, the AARP, and the Community Action Program.
- Works with the Concord School District to host their weekly Concord Heights Family Resource Center at the former Dame School.
- Works with the Friends of the Audi to promote events, marketing, and volunteer days.
- Works with the Capital Area Wellness Coalition, the Patriots Alumni Club, the Concord Police Department, the Concord Rotary Club, Black Ice Pond Hockey, and Friends of White Park to offer several special events around the City.

The Concord Public Library partnered with local businesses to offer its first "How To Festival" in May 2016. The festival offered thirty 25-minute educational sessions for the public on a range of topics, including biking opportunities promoted by S&W Sports; scarf tying provided by Gondwana; and useful information about the City's trail system, to name just a few.

The Concord Public Library installed six "Little Free Libraries" in the community. "Little Free Libraries" are community spaces at which residents can read and exchange books for free without a library card. Simply take a book, pass it on to another reader, return it, or exchange it for a different one. The "Little Free Libraries" are located

## CITY COUNCIL

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at Rolfe Park, Rollins Park, White Park, Keach Park, the Oak Hill Trail, and the Marjory Swope Trail. There has been tremendous usage of the free materials in these libraries.

### **ONGOING INITIATIVE 4. CREATIVE ECONOMY WORK**

Creative Concord is actively engaged in conducting the Americans for the Arts economic prosperity survey and is working with the City on the development of pilot programs for the coming year. The FY 2017 Budget provides matching funds for the survey and funding for the beginning of a downtown public arts program. Recently, artwork was installed on Main Street as part of what is hoped to be a continuing effort to foster art in our downtown.

### **ONGOING INITIATIVE 5. CONTINUE EXPANDED NEIGHBORHOOD STREET IMPROVEMENT PROGRAM**

The FY 2017 paving project went out to bid in mid-October with a bid opening in November. The contract was awarded to GMI Asphalt. A pre-construction meeting has been held with work starting in late April, weather permitting.

This year's project includes pavement reclamation of the following streets: Carpenter Street; Country Club Lane; Eastman Street; Fairview Drive; Foxcross Circle; Oakmont Drive; Portsmouth Street, from Eastman Street to #30; and South Curtisville Road, from Portsmouth Street to Frost Road, except for the sections already completed by the Concord School District

The project also includes the final shim overlay on the following streets that were reclaimed 5-10 years ago: Cemetery Street; Ferrin Road; South Main Street, from Wilfred Street to Joffre Street; West Parish Road; and Wilson Avenue, from South Street to Norwich Street.



# CITY COUNCIL

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## City Boards & Commissions

<u>Board/Commission</u>	<u># Active Members</u>
Ad-Hoc Events Committee	4
Airport Advisory Committee	8
Board of Assessors	3
Board of Ethics	6
Board of Revision of Assessment	3
Building Board of Appeals	6
Committee for Concord's Plan to End Homelessness	16
Community Development Advisory Committee	9
Conservation Commission	11
Conservation Commission – Trails Subcommittee	14
Demolition Review Committee	5
Design Review Committee	7
Economic Development Advisory Council	13
Energy & Environment Advisory Committee	12
Everett Arena Advisory Committee	10
Facilities Naming Committee	3
False Alarm Appeals Board	3
Finance Committee	15
Fiscal Policy Advisory Committee	6
Golf Course Advisory Committee	15
Gully Hill Conservation Easement Committee	5
Heritage Commission	9

2018 OPERATING BUDGET

CITY COUNCIL

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<b><u>Board/Commission</u></b> (continued)	<b><u># Active Members</u></b>
Impact Fee Review Committee	4
Joint City/School Committee on Cooperation	13
Joint Task Force on Childhood Hunger	12
Library Board of Trustees	8
Licensing Board	3
Main Street Committee	5
Municipal Housing Commission	14
North End Opportunity Corridor TIF District Advisory Board	4
Northern Pass Committee	4
Parking Committee	4
Penacook Village TIF District Advisory Board	6
Personnel Appeals Board	3
Planning Board	12
Poles & Wires Committee	3
Public Safety Board	13
Recreation & Parks Advisory Committee	14
Rules Committee	5
Sears Block TIF District Advisory Committee	6
Solid Waste Advisory Committee	10
State-Capitol Region Planning Commission	10
Street Trees Committee	4
Tax Exemption Policy Committee	4
Taxicab Licensing Board	3

**CITY COUNCIL**

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<b><u>Board/Commission</u></b> (continued)	<b><u># Active Members</u></b>
Technical Review Committee	4
Traffic Operations Committee	11
Transportation Policy Advisory Committee (TPAC)	9
TPAC – Cycling & Pedestrian Subcommittee	11
TPAC – Public Transportation Subcommittee	6
Trustees of Trust Funds	4
Upper Floor Development Committee	5
Upper Merrimack River Local Advisory Group	2
Utility Appeals Board	4
Zoning Board of Adjustment	8

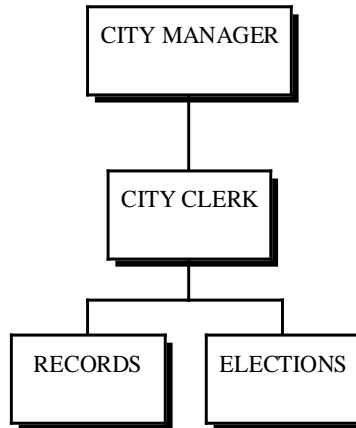
## CITY CLERK

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### MISSION

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

### CITY CLERK 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.

2018 OPERATING BUDGET

CITY CLERK

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Revenue</b>					
Dog Licenses	\$31,502	\$24,341	\$30,000	\$32,000	\$31,000
Marriage Licenses	\$2,793	\$2,919	\$2,800	\$2,800	\$2,800
School District Payments	\$5,455	\$2,985	\$5,000	\$5,740	\$3,000
Recording Fees	\$4,880	\$5,265	\$6,000	\$3,500	\$4,000
Sundry Services	\$50,409	\$51,451	\$37,500	\$42,000	\$42,440
Miscellaneous	\$3,435	\$3,531	\$500	\$500	\$100
<b>Total Revenue</b>	<b>\$98,473</b>	<b>\$90,491</b>	<b>\$81,800</b>	<b>\$86,540</b>	<b>\$83,340</b>
<b>Expense</b>					
Compensation	\$260,118	\$285,154	\$293,991	\$296,245	\$282,392
Fringe Benefits	\$66,915	\$104,521	\$113,007	\$94,085	\$98,568
Outside Services	\$11,907	\$18,441	\$18,594	\$18,632	\$16,112
Supplies	\$15,608	\$14,215	\$17,225	\$17,180	\$11,495
Insurance	\$2,400	\$2,220	\$2,520	\$2,520	\$2,650
<b>Total Expense</b>	<b>\$356,948</b>	<b>\$424,551</b>	<b>\$445,337</b>	<b>\$428,662</b>	<b>\$411,217</b>

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Birth Certificates Issued	2,308	2,566	2,400	2,400
2. Marriage Certificates Issued	936	820	820	800
3. Death Certificates Issued	3,579	3,539	3,500	3,500
4. Divorce Records Issued	137	157	150	140
5. Marriage Licenses Issued	393	407	400	400
6. Marriage Ceremonies Performed	122	115	140	125
7. Dog Licenses Issued	5,405	4,272	5,050	5,100
8. Notice of Intent to Issue Summons	655	1,064	650	500
9. Voter Registrations Processed	1,540	2,733	3,300	300
10. Absentee Voters Serviced	1,348	1,303	2,678	150
11. Average Number of Ballots Cast	21,733	21,695	29,696	4,200

## CITY CLERK

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### 2018 GOALS

1. Continue to implement use of the automated agenda system by other boards and commissions within municipal government with a goal of getting all boards and commissions to use our current automated system.
2. Finalize and implement updated procedures for all committees to use in order to assure compliance with Right to Know laws specific to the posting of meetings, as well as the production of minutes for those meetings.
3. Continue to work with all departments on finalizing a citywide retention schedule for municipal documents in accordance with State law.
4. Complete general office and election procedure manuals that clearly define and provide guidance specific to the many duties that must be completed by staff within the City Clerk's Office.
5. Continue to investigate and implement potential electronic improvements to Election Day activities.

### 2017 GOALS STATUS

1. Implement use of the automated agenda system by other boards and commissions within municipal government with a goal of getting all boards and commission to use our current automated system.  
9-Month Status: Planning Department staff has been trained and has implemented the City's automated agenda system for Planning Board agendas. Planning Board agendas have been automated through the Granicus agenda system since February 2017. Staff within the City Clerk's office hopes to implement the automated agenda system with other boards and commissions in the future.
2. Finalize and implement updated procedures for all committees to use in order to assure compliance with Right to Know laws specific to the posting of meetings, as well as the production of minutes for those meetings.  
9-Month Status: Minimal progress has been made to date. Procedures for committees and staff members to use to ensure compliance with Right to Know laws and municipal policies will be finalized for review by City Administration prior to citywide implementation.
3. Continue to work with all departments on finalizing a citywide retention schedule for municipal documents in accordance with State law.  
9-Month Status: Minimal progress has been made to date. State and/or Federal elections that were held during this fiscal year were the department's main focus; no meetings were scheduled for the City's Municipal Records Committee. The committee has been tasked with making recommendations as to how long municipal records not listed within State retention statutes should be kept, along with which departments should retain documents currently stored by more than one municipal office. Final committee recommendations will be submitted to Administration for review and approval.
4. Complete a vital records, general office, and election procedure manual that clearly defines and provides guidance specific to the many duties that must be completed by municipal staff relating to the various areas of work completed by the City Clerk's Office.  
9-Month Status: Considerable progress has been made toward the completion of a vital records manual; it is anticipated that this manual will be complete prior to the end of FY 2017. Minimal progress has been made on the election and general office manuals, they remain office priorities.
5. Investigate and implement potential electronic improvements to Election Day activities.  
9-Month Status: Staff closely monitors potential legislation that would allow implementation of significant process improvements relating to voter check-in and voter registration. Staff is hopeful changes will be made that allow electronic process improvements specific to Election Day activities.

2018 OPERATING BUDGET

GENERAL OVERHEAD

BUDGET DETAIL

**Revenue**

	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budgeted</b>	<b>2017 Estimated</b>	<b>2018 Budget</b>
<b>Transfers</b>					
Transfer in-Engineering Inspections Fund	\$400	\$1,892	\$1,830	\$1,830	\$1,870
Transfer In-Parking Fund	\$96,150	\$97,390	\$97,460	\$97,460	\$97,550
Transfer In-Airport Fund	\$32,360	\$32,340	\$33,670	\$33,670	\$31,431
Transfer In-CD Con Prop Mgmt Fund	\$47,560	\$55,600	\$48,800	\$48,800	\$45,000
Transfer In-Impact Fee Fund	\$131,794	\$131,790	\$45,000	\$45,000	\$57,890
Transfer In-NEOCTIF	\$33,090	\$34,744	\$36,480	\$36,480	\$38,300
Transfer In-Sears Block TIF	\$282,780	\$385,210	\$386,560	\$386,560	\$433,392
Transfer In-Penacook TIF	\$1,240	\$1,368	\$1,440	\$1,440	\$1,512
Transfer In-Golf Fund	\$74,950	\$76,440	\$76,260	\$76,260	\$76,350
Transfer In-Arena Fund	\$47,444	\$48,370	\$48,090	\$48,090	\$46,544
Transfer In-Water Fund	\$454,970	\$471,315	\$501,320	\$501,320	\$469,821
Transfer In-Wastewater Fund	\$560,361	\$570,825	\$599,405	\$599,405	\$597,310
Transfer In-Trust/Capital Reserve	\$111,611	\$30,000	\$30,000	\$30,000	\$0
Transfer In-Trust/Self Insurance	\$1,523	\$2,168	\$20,000	\$20,000	\$420,000
<b>Sub Total</b>	<b>\$1,876,233</b>	<b>\$1,939,452</b>	<b>\$1,926,315</b>	<b>\$1,926,315</b>	<b>\$2,316,970</b>
<b>Special Programs</b>					
Cable TV Franchise	\$799,876	\$839,214	\$918,460	\$918,460	\$918,460
Transfer In-Trust/Economic Dev	\$20,000	\$30,000	\$34,000	\$34,000	\$80,000
<b>Sub Total</b>	<b>\$819,876</b>	<b>\$869,214</b>	<b>\$952,460</b>	<b>\$952,460</b>	<b>\$998,460</b>
<b>Risk and Insurance</b>					
Insurance Distributions & Credits	\$163,786	\$529,979	\$80,000	\$0	\$0
NHRS subsidy for Retiree Health Ins	\$994,283	\$992,233	\$974,960	\$974,960	\$963,150
Retiree share of Health Ins	\$456,021	\$428,733	\$391,410	\$391,410	\$472,380
<b>Sub Total</b>	<b>\$1,614,091</b>	<b>\$1,950,945</b>	<b>\$1,446,370</b>	<b>\$1,366,370</b>	<b>\$1,435,530</b>
<b>Comp Adjustment</b>					
Transfer In-Trust/Self Insurance	\$148,000	\$183,000	\$0	\$0	\$0
<b>Sub Total</b>	<b>\$148,000</b>	<b>\$183,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenue</b>	<b>\$4,458,199</b>	<b>\$4,942,610</b>	<b>\$4,325,145</b>	<b>\$4,245,145</b>	<b>\$4,750,960</b>

2018 OPERATING BUDGET

GENERAL OVERHEAD

Expense

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Transfers</b>					
Transfer Out-CD Grant Admin Fund	\$0	\$1,194	\$0	\$0	\$0
Transfer Out - Capital Proj Fund	\$340,100	\$340,000	\$391,750	\$391,750	\$391,750
Transfer Out-Golf Course Fund	\$26,480	\$20,520	\$19,760	\$19,760	\$0
Transfer Out-Arena Fund	\$16,030	\$15,280	\$0	\$0	\$0
Transfer Out-Trust	\$1,300,081	\$2,471,757	\$1,624,472	\$1,624,472	\$898,595
<b>Sub Total</b>	<b>\$1,682,691</b>	<b>\$2,848,750</b>	<b>\$2,035,982</b>	<b>\$2,035,982</b>	<b>\$1,290,345</b>
<b>Special Programs</b>					
Intown Concord	\$20,000	\$30,000	\$30,000	\$30,000	\$30,000
Cable TV System	\$265,838	\$272,007	\$338,309	\$338,309	\$342,597
Holiday Celebrations	\$55,000	\$5,000	\$5,000	\$5,000	\$5,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
<b>Sub Total</b>	<b>\$365,838</b>	<b>\$332,007</b>	<b>\$398,309</b>	<b>\$398,309</b>	<b>\$402,597</b>
<b>Debt Service</b>					
Principal on Bonds and Notes	\$4,015,667	\$4,117,232	\$3,990,730	\$3,990,730	\$4,530,640
Interest on Bonds and Notes	\$1,487,638	\$1,307,202	\$1,356,024	\$1,321,915	\$1,611,100
Bond Costs	\$66,266	\$50,313	\$50,000	\$64,000	\$65,000
<b>Sub Total</b>	<b>\$5,569,571</b>	<b>\$5,474,746</b>	<b>\$5,396,754</b>	<b>\$5,376,645</b>	<b>\$6,206,740</b>
<b>Risk and Insurance</b>					
Health Ins-Employee & Retiree	\$2,174,927	\$2,243,415	\$2,028,370	\$2,032,230	\$2,227,160
Prof & Tech Serv	\$0	\$0	\$5,000	\$5,000	\$5,000
Insurance Deductible and Reserve	\$2,396	\$2,168	\$15,000	\$15,000	\$15,000
<b>Sub Total</b>	<b>\$2,177,323</b>	<b>\$2,245,582</b>	<b>\$2,048,370</b>	<b>\$2,052,230</b>	<b>\$2,247,160</b>
<b>Contingency</b>					
City Council Contingency	\$0	\$0	\$20,000	\$0	\$20,000
Operational Contingency	\$0	\$0	\$100,000	\$0	\$100,000
<b>Sub Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$120,000</b>	<b>\$0</b>	<b>\$120,000</b>
<b>Comp Adjustment</b>					
Compensation Adjustment	\$0	\$0	\$434,920	\$0	\$445,525
<b>Sub Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$434,920</b>	<b>\$0</b>	<b>\$445,525</b>
<b>Street Lighting</b>					
Electricity	\$470,847	\$487,217	\$471,560	\$471,700	\$480,685
<b>Sub Total</b>	<b>\$470,847</b>	<b>\$487,217</b>	<b>\$471,560</b>	<b>\$471,700</b>	<b>\$480,685</b>



2018 OPERATING BUDGET

**GENERAL OVERHEAD**

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	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Social Service Agencies</b>					
Community Action Program	\$17,710	\$17,710	\$17,710	\$17,710	\$17,710
Concord Area Transit (CAT)	\$125,350	\$125,350	\$165,350	\$165,350	\$165,350
Penacook Community Center	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000
Friends Program	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000
Edna McKenna House	\$31,220	\$31,220	\$31,220	\$31,220	\$31,220
Crisis Center of Central NH	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Concord Coalition to End Homelessness	\$0	\$10,000	\$0	\$0	\$0
New American Africans	\$0	\$5,000	\$5,000	\$5,000	\$5,000
First Congregational Church	\$10,000	\$0	\$0	\$0	\$0
Homeless Shelter at St. Peter's Church	\$0	\$30,000	\$30,000	\$30,000	\$0
<b>Sub Total</b>	<b>\$281,780</b>	<b>\$316,780</b>	<b>\$346,780</b>	<b>\$346,780</b>	<b>\$316,780</b>
<b>Total Expense</b>	<b>\$10,548,050</b>	<b>\$11,705,082</b>	<b>\$11,252,675</b>	<b>\$10,681,646</b>	<b>\$11,509,832</b>

## GENERAL OVERHEAD

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### GENERAL OVERHEAD DESCRIPTIONS

#### **TRANSFERS**

##### Transfers (Revenue)

Reflects the transfer of funds from Enterprise and Special Revenue Funds for municipal overhead charges and other related costs between those funds and the General Fund. Also includes transfers from Trust Capital Reserves to cover selected General Fund expenditures. The FY18 transfer from Trust Capital Reserves reflects a \$400,000 increase in the Transfer from Self-Insurance Reserve to cover increased health insurance costs.

##### Transfers (Expense)

Reflects transfers to capital project funds for various projects; Golf Fund to support debt service through FY 2017; and Trust Funds, mainly for transfer of a portion of the Highway Block Grant revenues for paving purposes.

#### **SPECIAL PROGRAMS**

##### Intown Concord

Intown Concord manages a variety of downtown events (such as Market Days), provides grant funds to property owners for façade improvements, works with the City to maintain and grow businesses within the City's central business district, and advocates for a number of issues which are critical for the future vitality of Downtown Concord. This expense is offset by the Transfer In from the Economic Development Trust. Intown Concord is level funded for FY 2018.

##### Cable TV Franchise/System

The FY 2018 (Cable TV Franchise with Comcast) fee remained level from FY 2017. Funding for Concord TV for FY 2018 is in accordance with the contract funding formula and includes funding for the capital portion of the agreement.

##### Holiday Celebrations/Concord Veterans Council

This account provides for the cost of holiday decorations for Memorial Day and Veteran's Day observances in Concord and Penacook. The recommended funding amount for FY 2018 remains the same.

##### Pope Memorial SPCA

Funding for the Pope Memorial Society for the Prevention of Cruelty to Animals (SPCA) is recommended to be level funded for FY 2018. The Pope Memorial SPCA is a private organization that provides a variety of programs and services in Concord, one of which would need to be funded as Animal Control in the Police Department budget at a higher cost than what is paid to the SPCA.

#### **DEBT SERVICE**

##### Debt Service

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

#### **RISK AND INSURANCE**

##### Insurance Distributions and Credits (Revenue)

Represents premium holidays from Primex for Worker's Compensation insurance. The credits were for premiums paid in prior years. No revenue is anticipated to be received in FY 2018.

##### Health Ins-Employee & Retiree

Includes the full cost of health insurance for retired employees. Overall, 64.5% of costs are recouped from a NHRS subsidy for retirees (for eligible employees) and Retiree share of Health Insurance (directly from retirees).

## GENERAL OVERHEAD

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### Insurance Deductible & Reserve

Represents deductible amounts for Auto and Property/Liability claims.

### Prof & Tech Services

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

## CONTINGENCY

### Contingency

These accounts are used to allocate funds for unexpected occurrences including City Council use, over-expenditures for snow and ice removal, Welfare or other extraordinary expenses not included in the adopted budget.

## COMPENSATION ADJUSTMENT

### Compensation Adjustment

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

## STREET LIGHTING

### Electricity

This expense reflects the cost of operating street lighting on City Streets.

## SOCIAL SERVICE AGENCIES

### Community Action Program – Belknap/Merrimack County Area Center

Agency requested \$25,000 for this fiscal year, which represents a 41.2% increase over FY 2017 funding. Level funding in the amount of \$17,710 is recommended for FY 2018.

### Concord Area Transit (CAT)/Public Transportation

Agency requested \$166,000 for this fiscal year; \$16,000 for Senior Transportation, \$19,350 for Special Transportation (door to door service for disabled individuals), and \$130,650 for Public Transportation. This budget recommends total funding of \$165,350 for FY 2018; \$16,000 for Senior Transportation, \$19,350 for Special Transportation and \$130,000 for Public Transportation. Level funding in the amount of \$165,350 is recommended for FY 2018.

### Penacook Community Center

Agency requested \$28,000 for this fiscal year, which represents no increase over FY 2017 funding. Level funding in the amount of \$28,000 is recommended for FY 2018. Continued commitment to the availability of community centers is recommended at this time.

### Friends Program

Agency requested \$57,000 for this fiscal year, which represents no increase over FY 2017 funding. Level funding in the amount of \$57,000 is recommended for FY 2018. Continued commitment to the serious and growing issue of homelessness in the community is recommended at this time.

### Salvation Army/McKenna House

Agency requested \$35,000 for this fiscal year, which represents a 12.1% increase over FY 2017 funding. Level funding in the amount of \$31,220 is recommended for FY 2018. Continued commitment to the serious and growing issue of homelessness in the community is recommended at this time.

## GENERAL OVERHEAD

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### Crisis Center of Central NH

Agency requested \$20,000 for this fiscal year, which represents a 60% increase over FY 2017 funding. Level funding in the amount of \$12,500 is recommended for FY 2018. Continued commitment to the serious issue of specialized housing for victims is recommended at this time.

### Concord Coalition to End Homelessness

Agency requested \$30,000 for this fiscal year. Funding was not provided in FY 2017 and funding is not recommended for FY 2018.

### New American Africans

Agency requested \$10,000 for this fiscal year, which represents a 100% increase over FY 2017. Level funding in the amount of \$5,000 is recommended for FY 2018.

### First Congregational Church

The First Congregational Church no longer provides a cold weather shelter and funding for this organization was eliminated in FY 2016.

### Homeless Shelter at St. Peters Church

In FY 2017, \$30,000 was appropriated to open a winter homeless shelter at St. Peters Church for a second year, stop gap measure. No funding is recommended for FY 2018.