

General Government

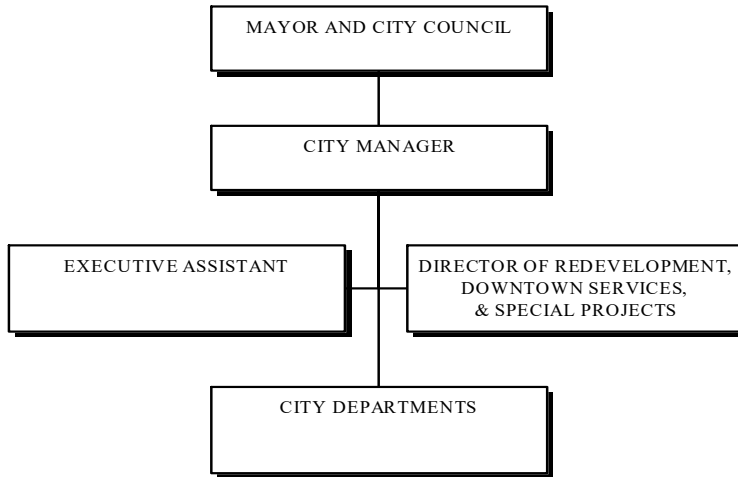
	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
City Manager	\$75,000	\$100	\$71,000	\$51,000	\$0
Legal	\$87,813	\$76,456	\$87,620	\$119,600	\$74,030
Assessing	\$719,313	\$715,298	\$716,603	\$725,619	\$732,837
Human Resources	\$146,644	\$36,556	\$35,000	\$35,000	\$35,000
Finance	\$46,517,403	\$48,024,854	\$51,336,136	\$51,027,954	\$52,079,510
City Clerk	\$90,491	\$125,138	\$83,340	\$90,610	\$86,720
General Overhead	\$4,942,610	\$4,161,377	\$4,757,960	\$4,696,340	\$4,785,992
Total Revenue	\$52,579,274	\$53,139,780	\$57,087,659	\$56,746,123	\$57,794,089
Expense					
City Manager	\$635,258	\$568,064	\$656,135	\$655,629	\$709,078
Legal	\$1,145,551	\$1,177,746	\$1,258,368	\$1,336,739	\$1,291,825
Assessing	\$629,279	\$649,553	\$657,979	\$649,839	\$680,614
Human Resources	\$497,589	\$506,377	\$530,939	\$530,680	\$562,838
Finance	\$2,071,454	\$2,091,977	\$2,199,585	\$2,183,117	\$2,220,522
Information Technology	\$775,303	\$857,818	\$891,435	\$896,131	\$961,126
City Council	\$31,075	\$38,306	\$40,654	\$36,580	\$38,892
City Clerk	\$424,551	\$428,515	\$411,217	\$399,082	\$460,981
General Overhead	\$11,705,082	\$11,674,407	\$13,172,042	\$12,510,080	\$12,601,173
Total Expense	\$17,915,143	\$17,992,763	\$19,818,354	\$19,197,877	\$19,527,049

City Manager

Mission

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

City Manager Organizational Chart



Core Responsibilities

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

City Manager

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Miscellaneous	\$0	\$100	\$0	\$0	\$0
Transfer In-Trust/Capital Reserve	\$0	\$0	\$20,000	\$0	\$0
Transfer In-Trust/Economic Dev	\$75,000	\$0	\$51,000	\$51,000	\$0
Total Revenue	\$75,000	\$100	\$71,000	\$51,000	\$0
Expense					
Compensation	\$353,604	\$365,493	\$394,949	\$414,752	\$441,535
Fringe Benefits	\$135,272	\$133,055	\$154,285	\$154,850	\$179,743
Outside Services	\$65,995	\$64,892	\$100,021	\$79,147	\$81,390
Supplies	\$2,358	\$1,464	\$3,680	\$3,680	\$3,300
Insurance	\$3,030	\$3,160	\$3,200	\$3,200	\$3,110
Capital Outlay	\$75,000	\$0	\$0	\$0	\$0
Total Expense	\$635,258	\$568,064	\$656,135	\$655,629	\$709,078

<u>Service Indicators</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Projected</u>
1. CDBG Grant Applications	1	1	0	1
2. CDBG Grant Awards	1	1	0	1
3. Amount of CDBG Funding Requested	\$200,000	\$500,000	0	\$500,000
4. Amount of CDBG Funding Awarded	\$200,000	\$500,000	0	\$500,000

2019 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, storm water, parking garages, and bridge replacements.
3. Work with Community Development to implement new economic development initiatives.
4. Continue implementation of a new financial Enterprise Resource Planning system for the organization.
5. Continue to enhance public information accessibility, increase marketing outreach, and improve communications abilities throughout the organization.
6. Develop and implement, in coordination with Fire Administration, a succession plan for management positions to ensure continuity.
7. Continue efforts to identify and implement strategies in dealing with individuals in mental and behavioral health crisis across the organization.
8. 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. Working with the Library Administration, determine the next phase for the Penacook Library, and how to embark on a successful transition.
10. Pending City Council approval, work with department heads to implement reorganizations within the Community Development Department's Building and Code Division and the Parks and Recreation Department.

City Manager

2018 Goal Status

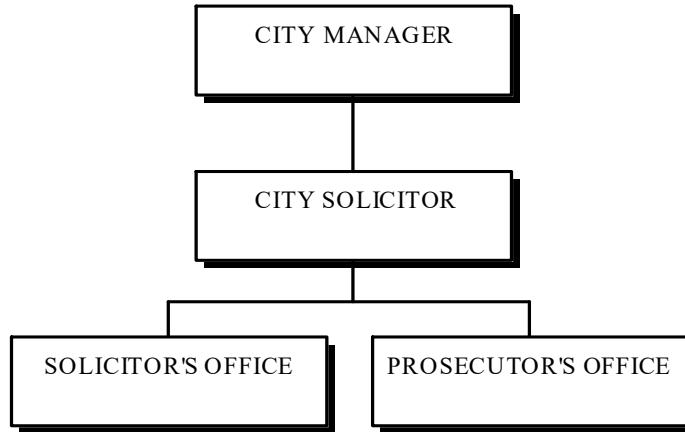
1. Maintain or improve the City's financial position and bond ratings while managing a balanced budget.
9-Month Status: The City has a strong bond rating and continues to stay in contact with the rating agencies to maintain the current rating. Standard and Poor's has commented on the City's "very strong management with strong financial policies and practices".
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.
9-Month Status: The City Wide Multi-Generational Community Center will open in June 2018; the City Hall Complex Heating System was completed and operational for the 2017-2018 winter season; the Sewalls Falls Bridge and Exit 16 Roundabout projects were completed; and the Hooksett Turnpike and Birchdale Road Bridge Replacement projects continue with final design and replacement planned for the coming fiscal year.
3. Work with Community Development to implement new economic development initiatives.
9-Month Status: A new brand image for Concord Economic Development and marketing tools (web site, brochure, PowerPoint presentation) were launched in March 2018. A three-year Economic Development Plan will be launched in April 2018.
4. Begin implementation of a new financial Enterprise Resource Planning system for the organization, if funded by City Council.
9-Month Status: The City signed an agreement with Tyler Technologies, Inc., on September 29, 2017, for the purchase of new financial Enterprise Resource Planning (ERP) software. The ERP Steering Committee and other City staff have been working with Tyler Technologies on the first phase of the software implementation, the Core Financials. Training sessions for all elements of the module have been held and a new Chart of Accounts is currently being developed and reviewed. An April 1, 2019 "go live" date is anticipated. Other modules are projected to go live on January 1, 2020 (Human Capital Management), July 1, 2020 (Utility Billing), and January 1, 2021 (Tax Billing and Collections).
5. Work with Parks & Recreation Department staff to fully implement a planned reorganization, if approved by City Council.
9-Month Status: The planned reorganization will be brought before the City Council as part of the FY 2019 Budget to complement the addition of the City Wide Multi-Generational Community Center.
6. Enhance public information accessibility, increase marketing outreach, and improve communications abilities throughout the organization.
9-Month Status: A communications plan is being developed to improve citywide communications across all channels; and provide timely, consistent messaging. The Communications Collaborative is being reorganized to include the Public Information Officer, Economic Development Director, City Administration, and representatives from City Departments.
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.
9-Month Status: The City applied for and was awarded \$500,000 in CDBG funds to support renovations to the Concord YMCA located on Warren Street. The project is currently under construction. The City plans to apply for CDBG funds for the Caleb project on Canal Street in the coming year.
8. Work with local, state, and federal authorities and organizations regarding the future planning of improvements to Interstate 93.
9-Month Status: The Concord Steering Committee, which includes the Mayor, City Manager and Deputy City Manager for Development, continue to meet with the NHDOT and its consultants to review the State's alternatives. City Engineering and Planning staff have also met with NHDOT and its consultants to review the technical strengths and weaknesses of the project's proposed alternatives. The Transportation Policy Advisory Committee (TPAC) is also expected to meet with NHDOT's consultants and review the project's preferred alternative at its May 2018 meeting.

Legal

Mission

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

Legal Department Organizational Chart



Core Responsibilities

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

Legal

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Multiple Local Governments	\$64,635	\$65,940	\$66,620	\$66,620	\$67,930
Reports, Prints and Copies	\$362	\$826	\$0	\$900	\$0
Court Ordered Payments-Legal	\$180	(\$1,031)	\$1,000	\$1,200	\$1,100
Fines For Code Prosecution	\$22,618	\$10,423	\$20,000	\$2,800	\$5,000
Miscellaneous	\$17	\$299	\$0	\$48,080	\$0
Total Revenue	\$87,813	\$76,456	\$87,620	\$119,600	\$74,030
Expense					
Compensation	\$705,660	\$732,305	\$779,246	\$784,280	\$802,053
Fringe Benefits	\$283,198	\$280,704	\$302,444	\$308,270	\$325,345
Outside Services	\$147,774	\$151,658	\$166,128	\$233,639	\$153,877
Supplies	\$2,910	\$6,538	\$4,000	\$4,000	\$4,000
Insurance	\$6,010	\$6,540	\$6,550	\$6,550	\$6,550
Total Expense	\$1,145,551	\$1,177,746	\$1,258,368	\$1,336,739	\$1,291,825

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Civil Litigation Cases	*20	*26	*24	25
2. Tax Abatement Cases	*35	*39	*25	30
3. Tax Lien Mortgages (Research at Registry)	550	498	**0	450
4. Tax Deed Mortgages (Research at Registry)	92	100	**0	50
5. Tax Title Searched for Properties to be Deeded	600	598	**0	500
6. Ordinances, Reports and Resolutions	***16	102	115	115
7. Negotiated Union Contracts (out of 6)	1	4	1	5
8. Licenses, Agreements and MOUs	60	88	60	60
9. Bankruptcy Matters (Claims Filed)	14	27	25	25
10. City Department/Public Body Westlaw Legal Research	1,022	466	1,106	800
11. Financial Guarantees for City Projects/Developments	27	36	35	36
12. Right-to-Know Requests	28	50	65	65
13. Complaints Filed/Reviewed	-	****4,513	4,000	3,800
14. Criminal Dispositions, Hearings, Proceedings	21,000	18,569	15,000	14,900
15. Juvenile Dispositions and Hearings	706	751	900	950
16. Administrative License Suspensions	206	204	215	215
17. Concord Code Enforcement	30	60	100	100

- * Includes pending cases from prior years.
- ** Change in lien search dates from May to July.
- *** Resolutions not included.
- **** First year reported.

Legal

2019 Goals

1. Provide Right-to-Know Law training to City Departments.
2. The Solicitor's Office will continue to organize and archive case files.
3. The Prosecutor's Office will continue to provide training for the Concord Police Department, as well as the other police departments that we serve, which includes Bow, Loudon and Dunbarton. More one-on-one training with individual officers will be incorporated, both in and out of court, as the court's, officers' and prosecutors' schedules allow.
4. The Prosecutor's Office will provide training for victim witness advocates and staff to ensure that victim and witnesses have a voice in the criminal justice system.

2018 Goals Status

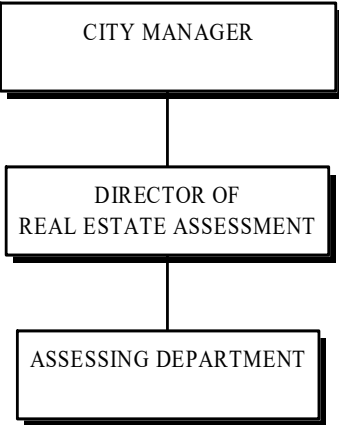
- 1 The City Solicitor's Office will train selected Prosecutor's Office staff in workplace investigations.
9-Month Status: The Solicitor's Office trained selected Prosecutor's Office staff in workplace investigations.
2. The City Solicitor's Office will organize and archive closed files.
9-Month Status: The Solicitor's Office organized and archived numerous 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.
9-Month Status: The Prosecutor's Office has continued to work with all four police departments to use creative charging and sentencing options to address and combat various drug issues and crimes.
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.
9-Month Status: The Prosecutor's office has completed training at all four police departments to update them on various new laws (marijuana, juvenile, etc.) and to address any questions or issues each department had at that time. The Prosecutor's Office continues to be available to address any new issues or questions.
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.
9-Month Status: The Prosecutor's Office continues to provide quality services to police departments and citizens by creating and providing trainings to police departments, monitoring developments in the law and providing timely responses to legal and other inquiries from police departments and citizens.

Assessing

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

Assessing

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Timber Tax	\$29,102	\$18,580	\$15,000	\$15,000	\$15,000
Payment-In-Lieu of Tax	\$689,129	\$695,628	\$700,503	\$709,719	\$716,937
Excavation Activity Tax	\$240	\$56	\$200	\$100	\$100
Forest Loss Reimbursement	\$400	\$450	\$450	\$450	\$450
Miscellaneous	\$442	\$583	\$450	\$350	\$350
Total Revenue	\$719,313	\$715,298	\$716,603	\$725,619	\$732,837
Expense					
Compensation	\$358,202	\$374,316	\$396,044	\$387,820	\$405,854
Fringe Benefits	\$187,296	\$187,397	\$198,858	\$199,150	\$211,440
Outside Services	\$78,305	\$80,575	\$56,117	\$55,909	\$56,340
Supplies	\$2,144	\$3,615	\$3,700	\$3,700	\$3,700
Insurance	\$3,330	\$3,650	\$3,260	\$3,260	\$3,280
Total Expense	\$629,279	\$649,553	\$657,979	\$649,839	\$680,614

<u>Service Indicators</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Projected</u>
1. Building Permits Processed	531	506	500	500
2. Building Permits Inspected	443	215	360	380
3. New Homes Added	49	51	30	35
4. New Parcels Added	45	50	20	20
5. Deed Changes Processed	645	708	650	650
6. Sales Reviews Conducted	483	527	600	630
7. Appeals: BTLA & Superior Court	19	9	15	15

2019 Goals

1. Complete a statistical update for all property for market value as of April 1, 2018.
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.

2018 Goals Status

1. Complete a statistical update for all property for market value as of April 1, 2017.
9-Month Status: Completed.
2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
9-Month Status: Phase IV of the parcel mapping project has been completed. Phase V will begin on April 10, 2018, after the kickoff meeting. The commencing of Phase V will include source data and set-up compilation of map documents.

Assessing

3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.

9-Month Status: The Concord Regional Visiting Nurse Association's (CRVNA) application for exemption was denied, as the CRVNA did not meet the eligibility for property tax exemption. New applications under review for the 2018 tax year include: (1) The Water Project – 17 Depot Street; (2) Concord Coalition to End Homelessness – 238-240 North Main Street; (3) The Learning Center (Concord Hospital) – 136 Langley Parkway; (4) IQRA Islamic Society of Greater Concord – 181 North Main Street; (5) Alliance Asset Management, Inc. – 105 Loudon Road, Unit #1; and (6) HOMEteam Education & Resources – 105 Loudon Road, Unit #1.

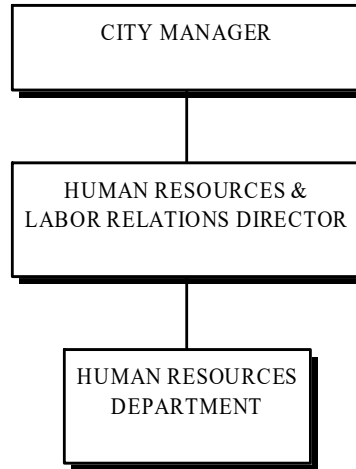
Human Resources

Mission

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

Human Resources Department

Organizational Chart



Core Responsibilities

1. Oversee six primary areas of responsibility: Benefits and Wellness Administration; Safety Management; Training and Professional Development Coordination; Leave Management; Recruiting; and Employee/Labor Relations.
2. Manage benefit administration for 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.

Human Resources

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Medicare D Reimbursement	\$116,609	\$1,556	\$0	\$0	\$0
Donations	\$30,000	\$35,000	\$35,000	\$35,000	\$35,000
Miscellaneous	\$34	\$0	\$0	\$0	\$0
Total Revenue	\$146,644	\$36,556	\$35,000	\$35,000	\$35,000
Expense					
Compensation	\$279,645	\$294,000	\$300,342	\$300,539	\$310,927
Fringe Benefits	\$117,675	\$124,693	\$130,347	\$136,645	\$164,604
Outside Services	\$93,589	\$82,144	\$93,970	\$87,216	\$80,937
Supplies	\$4,440	\$3,180	\$3,680	\$3,680	\$3,800
Insurance	\$2,240	\$2,360	\$2,600	\$2,600	\$2,570
Total Expense	\$497,589	\$506,377	\$530,939	\$530,680	\$562,838

<u>Service Indicators</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Projected</u>
1. Recruitments Conducted	50	*80	*85	*85
2. Wellflex Enrollments	440	411	440	445
3. Wellflex Completions	90	88	80	85
4. New Hire Orientations (new in 18)	-	-	**14	12
5. Retirements Processed (new in 18)	-	**14	19	22
6. Lost Time Injury Frequency (new in 18)	-	**9	8	7

* Now includes temporary recruitments.

** First year reporting.

2019 Goals

1. Continue to positively impact retention by conducting appropriate wage assessments, conducting stay interviews, providing appropriate professional development opportunities, and sourcing candidates in successful, efficient methods.
2. Maintain Worker's Compensation premiums at the current level or less, while proactively managing return to work cases expeditiously.
3. Ensure compliance with the NH Department of Labor's requirement for annual facility safety inspections.
4. Conduct a salary and job classification study of Engineering and IT positions in order to stay competitive and current in the market.
5. Increase Wellness Program completion in order to increase employee fitness and health, impacting health insurance premiums positively.
6. Conduct Mandatory Awareness Training around Workplace Civility and #ChangeMentalHealth, a campaign focused on lessening the stigma of mental illness and promoting a supportive work environment.
7. Conduct, develop and implement a supervisor training curriculum based on City policies and procedures.
8. Develop required training on Citywide policies and provide multiple offerings throughout year.
9. Provide at least six CPR/AED training programs, with or without First Aid.

Human Resources

2018 Goal Status

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.
9-Month Status: A vendor has been selected and implementation has begun, first with the Finance modules. The selected vendor does have a self-service HR module that is fully functional. We will begin implementation in January 2020.
2. Increase utilization of social media for recruitment efforts.
9-Month Status: We have begun to utilize Linked In, Facebook, and other services, like Zip Recruiter, in an effort to increase our social media presence. In addition, we have continued our use of local online resources like community college and high school job boards, the NH Municipal Association, and Primex.
3. Research safety database replacement options and implement program changes based on database functionality.
9-Month Status: This work has continued as we look to replace our current in-house database, which is outdated.
4. Begin a “stay” interview program to identify and address employee concerns before retention is impacted.
9-Month Status: The Department attended training on stay interviews provided by Primex and then trained City Department Heads on identifying candidates and conducting their own stay interviews. This process has resulted in department policy changes, benefit suggestions, and a review of wages in light of some areas of opportunity coming to the surface.

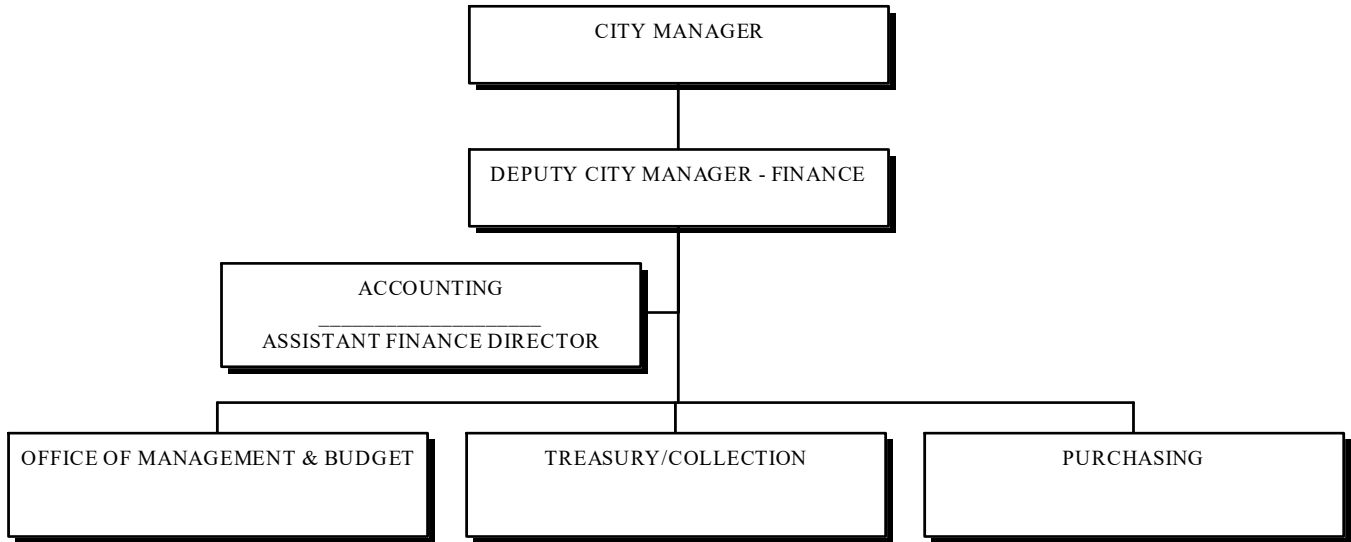
Finance

Mission

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

Finance Department

Organizational Chart



Core Responsibilities

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

Finance

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Property Taxes-2016 on	\$35,923,057	\$36,844,125	\$39,009,301	\$39,050,000	\$40,917,610
Railroad Tax	\$2,781	\$45	\$664	\$664	\$1,000
Motor Vehicle Registrations	\$6,497,093	\$6,686,684	\$6,389,000	\$6,900,000	\$6,710,000
Interest Costs and Penalties	\$665,885	\$645,922	\$425,000	\$425,000	\$425,000
Rooms and Meals Tax	\$2,042,723	\$2,191,965	\$2,190,811	\$2,190,000	\$2,190,000
Highway Block Grant	\$863,882	\$862,747	\$1,634,370	\$1,634,370	\$885,340
MV State Agent Admin	\$124,773	\$123,777	\$120,000	\$122,000	\$122,000
MV Transportation Admin	\$19,680	\$19,773	\$19,000	\$19,500	\$19,300
MV Transportation Surcharge	\$177,089	\$177,984	\$173,000	\$175,000	\$175,000
MV Waste Disposal	\$19,916	\$20,004	\$19,000	\$19,500	\$19,300
Investment Income	\$102,606	\$196,731	\$225,000	\$400,000	\$582,460
Finance Charges	\$5,733	\$488	\$2,000	\$4,500	\$2,000
Sale of Surplus Property	\$46,029	\$29,084	\$30,000	\$56,720	\$30,000
Miscellaneous	\$6,158	\$195,526	\$500	\$700	\$500
Budgetary Use of Fund Balance	\$0	\$0	\$1,068,490	\$0	\$0
Transfer In-Trust/Capital Reserve	\$20,000	\$30,000	\$30,000	\$30,000	\$0
Total Revenue	\$46,517,403	\$48,024,854	\$51,336,136	\$51,027,954	\$52,079,510
Expense					
Compensation	\$1,243,257	\$1,233,234	\$1,302,756	\$1,329,670	\$1,336,435
Fringe Benefits	\$537,421	\$562,941	\$581,027	\$571,800	\$599,283
Outside Services	\$220,117	\$224,998	\$229,079	\$226,097	\$229,801
Supplies	\$39,216	\$38,177	\$45,153	\$43,060	\$44,213
Insurance	\$10,790	\$11,590	\$11,570	\$11,570	\$10,790
Capital Outlay	\$20,516	\$21,038	\$30,000	\$910	\$0
Miscellaneous	\$136	\$0	\$0	\$10	\$0
Total Expense	\$2,071,454	\$2,091,977	\$2,199,585	\$2,183,117	\$2,220,522

Finance

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Collection Rate as a % of Current Levy	98.5%	98.8%	98.8%	98.8%
2. Total Number of Motor Vehicle Registrations	44,878	44,900	46,000	46,200
3. Bond Rating – Moody’s/S&P	Aa1/AA+	Aa1/AA+	Aa1/AA+	Aa1/AA+
4. Number of Purchasing Transactions	8,065	7,825	7,700	7,700
5. Dollar Value of All Purchasing Transactions	\$46,509,471	\$44,939,559	\$45,000,000	\$45,000,000
6. Direct Deposit Participation Rate	82%	82%	82%	82%

2019 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. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.
4. Complete implementation of the Financials module of the new Enterprise Resource Planning (ERP) software; and begin planning, setup and testing of the Payroll module in anticipation of a January 1, 2020 go-live date.

2018 Goals Status

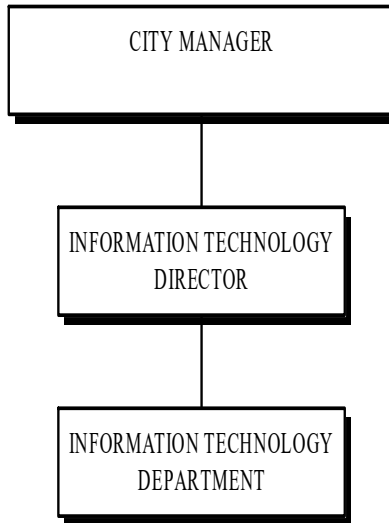
1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
9-Month Status: The collection rate has improved as the economy has recovered from the recession. The collection rate for June 30, 2017 was 98.8%. The Collections Office mailed friendly reminder notices in the months of February and April to past due tax accounts with the hope of decreasing the number of “intent to lien” notices.
2. Continue to maintain or improve the City’s current bond ratings.
9-Month Status: The City has a strong bond rating and continues to stay in contact with the rating agencies to maintain the current rating. Standard and Poor’s has commented on the City’s “very strong management with strong financial policies and practices”.
3. Apply for and achieve the Government Finance Officers Association (GFOA) Budget award.
9-Month Status: The City was awarded the GFOA’s Distinguished Budget Presentation Award for FY 2018.
4. Finalize contract negotiations and begin implementation phase of new financial Enterprise Resource Planning (ERP) software.
9-Month Status: The City signed an agreement with Tyler Technologies, Inc., on September 29, 2017, for the purchase of new financial Enterprise Resource Planning (ERP) software. The ERP Steering Committee and other City staff have been working with Tyler Technologies on the first phase of the software implementation, the Core Financials. Training sessions for all elements of the module have been held and a new Chart of Accounts is currently being developed and reviewed. An April 1, 2019 go-live date is anticipated. Other modules are currently projected to go-live on January 1, 2020 (Human Capital Management), July 1, 2020 (Utility Billing), and January 1, 2021 (Tax Billing & Collections).

Information Technology

Mission

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

Information Technology Organizational Chart



Core Responsibilities

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

Information Technology

Budget Detail

	2016	2017	2018	2018	2019
	Actual	Actual	Budgeted	Estimated	Budget
Expense					
Compensation	\$440,742	\$504,102	\$521,861	\$513,500	\$551,079
Fringe Benefits	\$196,051	\$200,673	\$213,054	\$226,676	\$252,527
Outside Services	\$132,473	\$147,787	\$150,670	\$150,105	\$151,330
Supplies	\$2,007	\$1,027	\$1,800	\$1,800	\$1,800
Insurance	\$4,030	\$4,230	\$4,050	\$4,050	\$4,390
Total Expense	\$775,303	\$857,818	\$891,435	\$896,131	\$961,126

<u>Service Indicators</u>	2016	2017	2018	2019
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Number of Support Calls	3,600	3,700	3,100	3,400
2. Network Availability - Estimated Percentage	99.6%	99.3%	99.6%	99.7%
3. Average Website Visitors per Month	30,000	36,000	43,000	45,000
4. Number of Employee Systems Supported	478	482	490	490
5. Average Age of Hardware Systems	4.4	2.8	3.4	3.9

2019 Goals

1. Replace the Email and Unified messaging system. The City relies on its integrated core messaging system by every department, with alerting, paging, and system monitoring, as well as the everyday needs of the employees. This is also the core storage and backbone of our voicemail and unified messaging platform, which improves and maintains the mobility of communications which our varying departments demand in performing their services.
2. Replace the host server systems of our Virtual Server Infrastructure. These infrastructure “engines” allow us to consolidate, manage and maintain over 100 virtualized server systems. They also perform the work for the City’s ERP systems and all future financial systems. Developing high availability and robust performance is the goal for our service oriented systems.
3. Maintain and support the implementation of the new ERP financial and reporting systems. The Department will be supporting and maintaining both the legacy New World Systems ERP and also the new MUNIS financial ERP system, as we methodically move all modules, including Purchasing, Financial Management, Utility Billing, and others from Logos. We will handle the installation, coordination of training, concurrent entry testing, and development of methodology in conjunction with the Finance Department, over the course of the next three years.
4. Upgrade and replace the legacy assessing system, Vision Appraisal. This upgrade will provide the Assessing Department with better technology to document and perform appraisals.
5. Replace and upgrade the Network Monitoring system. This system monitors and alerts all network switches, departmental servers, virtual networks, and system processes. As the system that notifies of us issues before they affect departments and citizen services, this is critical to our customer support success.

2018 Goals Status

1. Replace Police mobile apparatus with mobile scan/print modules and new hardware.
9-Month Status: Completed. Replaced Datalux Mobile terminals with Patrol PC All in One units, with printing and scanning in-cruiser technology. The Police Department works with these units 24/7, 365 days per year, and they require a high performing platform that is robust in response to many users sharing the secure platforms. Strict confidentiality, encrypted communication connections, and FBI-approved security protocols are required to be maintained when processing criminal history data.

Information Technology

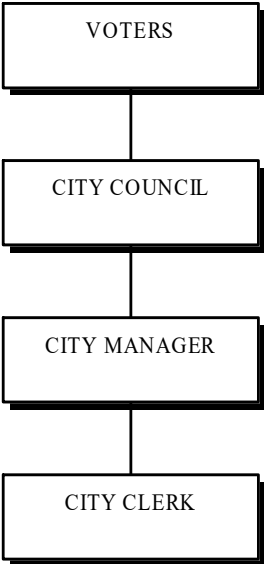
2. Support migration and implementation of Enterprise Resource Planning system.
9-Month Status: Ongoing. The initial purchase, installation and development of the MUNIS ERP system has been completed, along with the design and construction of a training room. An Intranet documentation site is being developed and coordinated in conjunction with the Finance Department for the continued advancement of the project.
3. Audit, design, and replace legacy backup software program.
9-Month Status: Completed. The Backup system from Paragon has been replaced with the Veeam software for both our physical and virtual servers. This will give us restoration capabilities from both digital and physical threats, including malware, viruses, and physical disasters such as water or fire damage.
4. Design and support communications for new multi-generational community center, including physical security systems.
9-Month Status: Ongoing, with a June 2018 completion target. We have worked extensively with the vendors and contractors for the new community center to design high availability, redundant power, wireless networks, secure entry doors and cameras, and communications with Recreation, Library and other City Departments.
5. Support Library migration to new circulation automation systems.
9-Month Status: Completed. The Department has supported the transition from local client-server based Millennium systems to a cloud-based service hosted by SirsiDynix, available in the Concord, Penacook, and Heights branches of the Library. This is also integrated with several technologies, such as the public computer reservation, public printing, secure VPN remote support, and self-checkout units.

City Council

Mission

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

City Council
Organizational Chart



City Council

<u>Budget Detail</u>	2016	2017	2018	2018	2019
	Actual	Actual	Budgeted	Estimated	Budget
Expense					
Compensation	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Fringe Benefits	\$1,244	\$1,245	\$1,254	\$1,250	\$1,262
Outside Services	\$12,905	\$19,568	\$22,000	\$18,100	\$20,240
Supplies	\$775	\$1,333	\$1,250	\$1,080	\$1,250
Insurance	\$150	\$160	\$150	\$150	\$140
Total Expense	\$31,075	\$38,306	\$40,654	\$36,580	\$38,892

CY 2018-2019 Priorities

Members of City Council met on January 29, 2018, to discuss and set priorities for CY 2018 and CY 2019. The following items are the top priorities that members of Council chose for 2018-2019.

1. Balanced Budget Issues: FY 2019 and FY 2020
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Safety Work and Continued Support of Social Safety Network
4. Public Information, Marketing and Communications
5. Parking Master Plan/Implementation Measures
6. Foster/Enhance Dialogue with Legislative Delegation
7. Enhanced Community Event Opportunities
8. Sustainability Initiatives

CY 2018-2019 Projects

1. Buildings and Parks
2. Future CIP Projects

CY 2018-2019 Ongoing Initiatives

1. Opportunity Corridor Economic Development
2. Citywide Multi-Generational Community Center
3. Create and Expand Partnerships
4. Continue Expanded Neighborhood Street Improvement Program

CY 2018-2019 GOALS STATUS

GOAL 1. BALANCED BUDGET ISSUES: FY 2019 AND FY 2020

- a) Collective Bargaining/Contract Negotiations: The City is currently under contract with all six of its labor unions. The City and the Concord Fire Officers Association (CFOA) have just begun negotiations, as the CFOA collective bargaining agreement expires on June 30, 2018.
- b) Health Insurance Costs: Health insurance costs will increase in FY 2019. The City was quoted a 9.9% not to exceed rate from its carrier, Harvard Pilgrim Health Care, effective July 1, 2018; and was able to negotiate an 8.9% final increase in rates. Costs continue to rise in health care overall, and the City competes in a tight market to recruit and retain talent. Therefore providing competitive health insurance is a must. All City employees now pay at least 10% of the premium costs for health insurance. The City provides insurance to retirees as well, and, this year, the medical portion of the plan was renewed with a 1.48% increase, and the prescription plan was renewed at a 12.5% increase. This will result in an increase of approximately \$30,000 for the retiree health insurance subsidy.

City Council

- c) Capital Financing Alternatives / Storm Water Utility: City Administration has scheduled an internal meeting to begin discussions on this utility.
- d) Enterprise Fund Approach: The Fiscal Policy Advisory Committee discussed Enterprise Funds at their April 16, 2018 meeting.

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

An Economic Development Marketing Tool Kit and a Strategic Plan has been drafted and accepted by City Council. The new Economic Development website is now live. Form-based code consultants have been retained and stakeholder meetings have been held.

City Council accepted a donation of labor, and appropriated funds, to renovate the terminal lobby and pilots' lounge at the Concord Municipal Airport, to make this entrance into Concord more attractive.

City Council authorized ArgenTech Solutions, Inc., to apply for an FAA waiver to locate a drone operations training company at the Concord Municipal Airport.

Upon unanimous recommendation of the Planning Board, the City Council approved the rezoning of 28.5 acres of property along Whitney Road from Urban Commercial and Industrial to Gateway Performance to encourage the development of said property.

GOAL 3. PUBLIC SAFETY WORK & CONTINUED SUPPORT OF SOCIAL SAFETY NETWORK

- a) Opioid/Substance Abuse: The Police Department continues to take an aggressive stance in combating the opioid and illegal drug crisis facing the City. 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 is currently working directly with Riverbend's Choices, an initiative designed to provide comprehensive treatment services for those suffering from substance abuse issues. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city.

During the first three months of 2018, the Police Department made 80 arrests of individuals with illegal drug related charges. The Department is using Project Granite Shield grant funds, received last fall, to cover overtime costs in conducting illegal drug investigations in the City of Concord and surrounding towns.

The Police Department also continues its involvement with the Merrimack County Drug Court Initiative. As part of this initiative, the Department has a member assigned to the Drug Court Team. The Team meets weekly to discuss the progress of individuals that have been assigned to participate in the Drug Court process. The Team regularly evaluates the status of each individual in the program and makes recommendations based upon the individual's performance. The Department conducts curfew checks on each participant that resides in Concord.

- b) Community Policing: Through the first three months of 2018, the Police Department was involved in a number of initiatives designed to further its relationship with the community. The Department hosted several community meetings involving the New American community at "Blue and You" events. At these events, officers meet with the New American Community and discuss ways to strengthen their relationship with the Department, as well as how to better understand American law enforcement. In turn, Department members learn more about their culture.

The Department participated in several other programs to help promote community interaction with children and adults. The Department conducted several "Lunch with a Cop" and "Police Readers" events throughout the schools in the Concord and Merrimack Valley School Districts.

Through the first three months of 2018, the Department sponsored one Rape Aggression Defense (RAD) Program. RAD is a comprehensive self-defense course for women and includes situational awareness, prevention, risk reduction and avoidance, and progresses to the basics of hands-on defense training. The RAD system is dedicated to teaching women defensive concepts and techniques against various types of assault by utilizing easy,

City Council

effective, and proven self-defense tactics. The system of realistic defense provides women with the knowledge to make an educated decision about resistance.

Due to the recent trend of mass shootings occurring in businesses and schools throughout the country, the Police Department has been offering active shooter training seminars. Through the first three months of 2018, the Department participated in two active shooter trainings with approximately 60 attendees.

Members of the Police Department have also presented several internet safety talks in the Concord and Merrimack Valley School Districts to help educate students about the dangers of the internet and how to avoid being victimized.

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

GOAL 4. PUBLIC INFORMATION, MARKETING AND COMMUNICATIONS

- a) City Administration: An Economic Development Marketing Tool Kit has been developed, and the Public Information Officer position has been filled.
- b) General Services: 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 first three months of 2018, the Department continued to highlight its employees on social media and in the General Gazette featuring promotions, new hires, training initiatives, and retirements in order to develop personal connections with the public and "humanize" public works services. Job openings continue to be advertised on social media and in the General Gazette as well, with a consistent message that Concord General Services is a great place to work. A new YouTube video was published in January showcasing various Department employees in their work settings, explaining why they love working at General Services. This new video was used for promotional efforts to encourage the public to consider a career at Concord General Services. As of March 31, 2018, the video had been watched over 13,500 times, and the Department was able to track 734 website visits to the City's job posting page directly from the Facebook advertisement of the video. The video was highly engaged upon and will be promoted from time to time to increase recruitment.

WMUR's Chronicle filmed an episode at the Hall Street Wastewater Treatment Facility, which aired in January, to educate viewers about the work that goes into maintaining sustainable wastewater and biosolid recovery to protect public health and the quality of the river. This video was also later available online, which the Department then shared across social media, on its website, and in the General Gazette.

Winter storm parking bans were implemented numerous times during the first three months of 2018, which required heavy outreach for each ban issued. Every parking ban notice is published on the City website, e-mailed to alert and newsletter subscribers, advertised on social media, broadcasted by Concord TV (and often times WMUR), published online by local newspaper outlets, and mentioned on-air by local radio stations. A print flyer was also created and mailed out to residents of narrow streets encouraging them to park off-street during parking bans and to subscribe to parking ban alerts on the City website. The Department utilizes every possible outlet for every parking ban issued in order to reach as many people as possible. The Department has also issued some parking bans earlier than usual to get the message out to the community sooner.

In February, the General Services' Communication Coordinator wrote an article that was published in the American Public Works Association's *Reporter* magazine. The article showcased the successful Department outreach and celebration of the national "Imagine a Day Without Water" campaign back in October.

City Council

In March, the Department once again celebrated EPA WaterSense's "Fix a Leak" Week by encouraging the public to find and fix water leaks in the home. The Department held a Twitter Party to kick off the week with a national online conversation that included helpful information on how to find and fix leaks. The Department received very high engagement and over 6,000 tweet views during the hour-long Twitter Party. A new YouTube video, "How to Find Water Leaks at Home," was created and promoted in coordination with Fix a Leak Week, which featured the City's Water Conservation Technician chasing down water leaks in the average U.S. home. The Water Conservation Technician also made a guest appearance on 107.7 WTPL "The Pulse" radio station to promote Fix a Leak Week. Toilet leak dye test kits were available for residents at the water billing office and a "Royal Leak Detection" contest was held for residents to enter for a chance to win a free WaterSense labeled toilet. This campaign effectively engages and educates the community about water conservation. Additional topics promoted through various media outlets included Christmas Tree collection, delayed trash collection, and an Everett Arena energy saving project.

As of March 31, 2018, the Department had 1,744 Facebook friends, 463 Twitter followers, 24 Google+ followers, and 120 YouTube subscribers. In addition, the Department had 8,641 total subscriptions to the Alert Center, Notify Me, and News Flash modules of the City website. Approximately 55 press releases featuring the Department were published by the local media during the first quarter of 2018 as well.

- c) Human Resources Department: During the first three months of 2018, the Department posted eight new full-time, one permanent part-time, and four part-time positions vacancies; as well as nine temporary positions, three rosters, and one intern position. This totaled 26 new postings, of which seven were carried forward from the last quarter of 2017.

During the first three months of 2018, 13 job vacancies (FT, PPT, and PT) were filled, of which four were internal promotions and nine were new hires. There was an average of 63.5 days from posting to hiring. This statistic does not include temporary hires, roster development postings, or intern postings. There were two recruitments that totaled 266 days. Without these two outliers, the average number of days from posting to hiring would be 49.6 days. Additionally, there was one Firefighter hired from an existing roster and nine seasonal/temporary positions filled.

The Department continues to use its standard free resources (the City website, Primex, NHMA, Chamber of Commerce, and NH Community College Consortium), as well as paid sources (Union Leader, Indeed, Facebook, Linked In, Craig's List, and industry specific job boards) for promoting job postings. These sources typically generate an adequate response for most positions. The Department continues to look for new and affordable ways to promote our talent acquisition needs and looks forward to partnering with the City's new Public Information Officer to continue to develop its outreach.

- d) Information Technology: Outstanding growth of the City website has shown to be an excellent investment in communication technology. The IT staff has been working for the past 8 months with several department staff representatives, in conjunction with the City's website vendor, CivicPlus, on a redesign of the current website. Current design proposals will incorporate the City seal, a new color scheme, and will also redevelop the leisure services sites, as well as expand the design of the General Services pages. The new design will migrate all current functionality to the new site. The target to go live is tentatively the end of June 2018.
- e) Parks & Recreation: During the first three months of 2018, the Parks & Recreation Department created and distributed their annual winter/spring brochure. This brochure advertises all programs and events from March 1st to mid-June. In March, the Summer Camp brochure was also delivered to the community. The Summer Camp brochure advertises all regular summer camps, and many new camps that will be held in the new citywide community center. The Department continues to maintain very active Facebook (over 3,000 followers) and Instagram pages. Staff continues to be active on the City's website development team and has also upgraded the Department's scheduling software to allow users of the Audi to request dates and pay online for rentals. With this upgrade, the online registration page has an Audi Schedule where people can see upcoming shows and links to the performers' contacts/websites. Staff will continue to send out news releases and will work with the new Public Information Officer and Concord TV for assistance with marketing needs.

City Council

- f) **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 in 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 about upcoming hiring processes, drug take-back days, upcoming citizen police academies, and other events.

The Police Department's Twitter page has approximately 1,645 followers, and its Facebook page has approximately 3,650 followers. Both of these venues are used to disseminate information regarding Department/City events and provide emergency information as necessary.

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 the first three months of 2018, over 35 tips were received leading to the arrest of 12 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 "Coffee with a Cop". 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 ten "Coffee with a Cop" events at different locations throughout the city, the most recent being held at Starbucks on Loudon Road. These events have been well received by the public and business owners.

GOAL 5. PARKING MASTER PLAN / IMPLEMENTATION MEASURES

The City embarked upon a strategic planning process in 2014 for the purpose of making the Parking Fund financially solvent, while simultaneously promoting economic development goals tied to parking, as well as improving customer service and the quality of the City's parking facilities. The Parking Committee presented its final Strategic Plan to the City Council on November 13, 2017. The Strategic Plan included a variety of short and long-term recommendations to be implemented over the next several years. In December 2017, the City Council approved several ordinances to begin implementation of parking reforms. Ordinances included changes to parking rates, hours of enforcement, citations, and resident permit parking near the UNH Law School. On April 9, 2018, the City Council approved \$35,000 to re-program meters and install updated signage in order to implement the above-mentioned ordinance changes.

On March 16, 2018, the City received proposals from vendors for the purchase of smart meters and future upgrade of parking kiosks. Demonstration periods for new smart meters and kiosks will begin this summer and continue for nine months so that the City may fully vet new equipment before purchasing.

Also in March, the City secured the domain name "ParkConcordNH.com" for the forthcoming independent parking website.

On May 14, 2018, the City Council will hold a public hearing on a proposed ordinance enabling the City to establish permit parking in certain parking garages and surface parking lots.

GOAL 6. FOSTER/ENHANCE DIALOGUE WITH LEGISLATIVE DELEGATION

Working with Senator Feltes, the City put forward a bill (SB 587) to amend certain State statutes concerning motor vehicle registration surcharges to support construction and maintenance of parking infrastructure. The proposal was determined inexpedient to legislate by the Senate Ways and Means Committee.

GOAL 7. ENHANCED COMMUNITY EVENT OPPORTUNITIES

City Council has approved a partnership with the League of NH Craftsmen to hold an event in September 2018 on South Main Street. City Council has also approved the sponsorship of the 2018 Governor's Conference on Tourism to be held in Concord. The City's banner program continues.

City Council

The Parks & Recreation Department continues to work with many organizations to offer community events. This past winter, the Department worked with the Black Ice Pond Hockey Association for the annual event at White Park. Also this winter, the Department created a partnership with Concord Crew for a summer “Learn to Row” program for first time rowers, and worked with Red River Theatres to co-sponsor two “Movies in the Park” events for this summer. The Department is also co-sponsoring a new 5K road race at Rollins Park with the Frank Monahan Foundation. Some of the proceeds from this event will come back to the City to help upgrade the basketball court at Rollins Park.

GOAL 8. SUSTAINABILITY INITIATIVES

- a) Form-Based Code – Concord Next: In early February, key members of the Code Studio consultant team traveled to Concord for a three-day visit to explore the community, meet with key stakeholders, and conduct an initial public kick-off meeting. The purpose of the stakeholder interviews was to hear from people familiar with the city, local development, and existing regulations.

PROJECT 1. BUILDINGS AND PARKS

- a) White Park Skate House: Milestone Engineering and Construction was selected for the project. The City entered into a contract with Milestone on February 27, 2018. The estimated total cost of the project is \$1.15 million. The Mayor plans to form a committee to raise half of the total project budget through fundraising.
- b) Athletic Fields: The Parks & Recreation Department continues to work with leagues to review and increase the usage of its athletic fields. This spring, there will be over 230 youth and adult baseball games played on the City’s four baseball fields, an increase from last year, and an increase of almost 70 games over FY 2012, when the Department was reorganized. The Department has also created a new youth lacrosse field at Memorial Field that will be useable for weekend use by the Concord Crush Youth Lacrosse League.
- c) Terrill Park: The Parks & Recreation Department continues to work with VHB, Planning and Engineering staff on the final design and permitting for the new Terrill Park. All local and State permits will be filed and permits should be reviewed and returned to the City this spring. These permits will be valid for five years, which should be ample time for the City to complete the project.
- d) Penacook Branch Library: Library staff will be meeting with the Penacook Village Association in May to discuss the future of the Penacook Branch Library. Staff has contacted other libraries that have recently launched new bookmobile services to obtain some usage statistics.

PROJECT 2. FUTURE CIP PROJECTS

The final portion of the Manchester Street project design has begun. The Abbott Road/Sewalls Falls Road roundabout is tentatively scheduled to begin in June 2018.

ONGOING INITIATIVE 1. OPPORTUNITY CORRIDOR ECONOMIC DEVELOPMENT

- a) Former NH Employment Security Property: In October 2017, the City Council held a public hearing and approved an agreement to sell the former NH Employment Security property to Dol-Soul Properties for \$1.075 million. Dol-Soul plans to redevelop the property into a 180,000 square foot mixed use project, featuring approximately 125 market rate apartments, 5,000 square feet of commercial space, and 125 parking spaces. To support the project, the City will demolish the former Employment Security building at a cost of approximately \$300,000. The City may also provide a quantity of permit parking spaces to augment on-site parking provided by the developer. The developer has completed its due diligence and has begun the design process. It is anticipated that permitting will occur this summer, followed by demolition of the existing building this fall, and construction of the new building in spring 2019.
- b) Elm Grove Properties: In September 2017, the Elm Grove Companies acquired four properties in Downtown Concord for redevelopment. Elm Grove plans to renovate all four properties and will add 31 new market rate apartments, combined, at 5 South State Street and 15 Pleasant Street. On December 11, 2017, the City Council granted RSA 79-E Community Tax Relief Incentives with six-year terms to support the renovation of the two properties. Both projects will be completed this summer.

City Council

- c) Hotel Concord: During the fall of 2017, Capital Commons, LLC, began renovating approximately 20,000 square feet of its office building located at 11 South Main Street into an independent, 38-room boutique hotel. The hotel will be located on the 3rd, 4th, and 6th floors of the building. The initial phase of the project will be completed in August 2018. The second phase of the project will be completed in early 2019.
- d) New Concord Theatre: On December 27, 2017, local developer Steve Duprey, doing business as New Concord Theatre, LLC, acquired the former Concord Theatre located at 16-18 South Main Street for the sum of \$483,500. Mr. Duprey is working in partnership with the Capitol Center for the Arts (CCA). Together, they plan to undertake a \$5,457,102 renovation of the property to create a new performing arts venue. The new venue will be a second location which will be operated – and eventually owned by – the CCA. This new venue will feature an auditorium with capacity to hold between 270 guests (seated) to 450 patrons (standing), and will be capable of hosting a variety of performances, including small plays, concerts, lectures, and movies. The auditorium will be equipped with retractable stadium seating for easy configuration of the space, depending upon the event. The Theatre will also have banquet capabilities for meetings, parties, weddings, and other special events. On January 24, 2018, the City’s Community Development Advisory Committee approved a loan participation agreement with the Capitol Regional Development Council in the amount of \$250,000 to support the project. Pending award of New Markets Tax Credits and Historic Tax Credits, the project will begin in late spring/early summer 2018. The project will take approximately 9-12 months to complete.
- e) Former Allied Leather Tannery: On May 8, 2017, the City Council approved a purchase and sales agreement to sell approximately 2.5 acres of the site to the Caleb Development Corporation for the sum of \$540,000 (a full price offer). Caleb plans to redevelop the property into a 54-unit affordable housing project. The remaining 1.5 +/- acres of the site will be retained by the City for a potential future riverfront park, currently scheduled in CIP #567 in FY 2020 for \$1.2 million, as added by the City Council during the FY 2018 budget adoption process. The project has secured all required approvals from the Planning and Zoning Boards. In November 2017, Caleb applied for certain federal tax credits to support development of the project. Their application was not funded and Caleb plans to reapply for said credits in August. Awards will be announced in October 2018. Should Caleb receive necessary tax credits, sale of the property would close by the end of 2018, and construction would begin in spring 2019.
- f) Storrs Street Extension: The City is awaiting further determination from the NHDOT concerning preferred alternatives for I-93 Exits 14 and 15. The State’s ultimate route will impact circulation in the area of Stickney Avenue. The City and the Transportation Policy Advisory Committee have expressed concerns regarding the latest iteration of the State’s plan, particularly its impact on pedestrian and cyclist connectivity across the river.

ONGOING INITIATIVE 2. CITYWIDE MULTI-GENERATIONAL COMMUNITY CENTER

A construction contract was executed with Milestone Engineering and Construction last May, and construction for the new citywide multi-generational community center began on June 15, 2017. The 30,750 square foot facility will be completed and open to the public in June 2018. The project is on schedule and on budget.

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

The City is partnering with the League of NH Craftsmen to hold an event on South Main Street in September 2018.

Mayor Bouley announced the kickoff of the public portion of the fundraising effort for the White Park Multi-Use Facility, with the co-chairs of this campaign being Jennifer Frizzell and Chris Brown. In addition, Tom Champagne, Councilor Champlin, Kristyn Van Ostern, Laura Simoes, and Luke Bonner have agreed to volunteer their time and effort to see this project through. The H.L. Turner Group has donated over \$40,000 of free labor to put the designs and planning together to this point.

ONGOING INITIATIVE 4. CONTINUE EXPANDED NEIGHBORHOOD STREET IMPROVEMENT PROGRAM

The FY 2018 paving project was awarded to GMI Paving and work has begun. Work is presently being performed on Washington Street (Penacook), Millstream Street, Randolph Street, and Rum Hill Road.

City Council

City Boards and Commissions

<u>Board/Commission</u>	<u># of Members</u>
Airport Advisory Committee	9
Board of Assessors	3
Board of Ethics	6
Board of Health	3
Board of Revision of Assessment	5
Building Board of Appeals	8
Committee for Concord's Plan to End Homelessness	16
Community Development Advisory Committee	10
Concord Housing Authority	5
Conservation Commission	11
Conservation Commission – Trails Subcommittee	14
Contoocook River Local Advisory Committee	3
Demolition Review Committee	5
Design Review Committee	7
Energy & Environment Advisory Committee	13
Everett Arena Advisory Committee	12
Facilities Naming Committee	3
False Alarm Appeals Board	4
Finance Committee	15
Fiscal Policy Advisory Committee	7
Golf Course Advisory Committee	16
Heritage Commission	13
Joint City/School Committee on Cooperation	13
Library Board of Trustees	9
Licensing Board	3

City Council

City Boards and Commissions (continued)

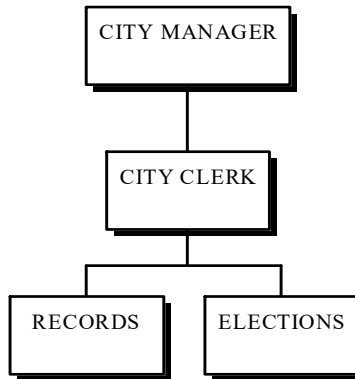
<u>Board/Commission</u>	<u># of Members</u>
New Hampshire Rail Transit Authority	1
North End Opportunity Corridor TIF District Advisory Board	7
Northern Pass Committee	5
Parking Ad-Hoc Committee	4
Penacook Village TIF District Advisory Board	7
Personnel Appeals Board	3
Planning Board	12
Poles & Wires Committee	3
Public Safety Board	14
Recreation & Parks Advisory Committee	14
Rules Committee	6
Sears Block TIF District Advisory Committee	7
Solid Waste Advisory Committee	14
State-Capitol Region Planning Commission	10
Tax Exemption Policy Committee	5
Taxicab Licensing Board	3
Technical Review Committee	7
TPAC – Cycling & Pedestrian Subcommittee	9
TPAC – Public Transportation Subcommittee	5
Traffic Operations Committee	11
Transportation Policy Advisory Committee (TPAC)	14
Trustees of Trust Funds	4
Upper Merrimack River Local Advisory Group	3
Utility Appeals Board	5
Zoning Board of Adjustment	10

City Clerk

Mission

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

City Clerk Organizational Chart



Core Responsibilities

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

City Clerk

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Dog Licenses	\$24,341	\$44,364	\$31,000	\$27,500	\$29,500
Marriage Licenses	\$2,919	\$2,962	\$2,800	\$2,730	\$2,800
School District Payments	\$2,985	\$5,744	\$3,000	\$3,370	\$4,000
Recording Fees	\$5,265	\$11,545	\$4,000	\$7,890	\$4,800
Sundry Services	\$51,451	\$57,022	\$42,440	\$49,000	\$45,320
Miscellaneous	\$3,531	\$3,502	\$100	\$120	\$300
Total Revenue	\$90,491	\$125,138	\$83,340	\$90,610	\$86,720
Expense					
Compensation	\$285,154	\$297,863	\$282,392	\$277,220	\$315,418
Fringe Benefits	\$104,521	\$93,687	\$98,568	\$97,260	\$105,538
Outside Services	\$18,441	\$17,528	\$16,112	\$11,142	\$16,470
Supplies	\$14,215	\$16,917	\$11,495	\$10,810	\$20,975
Insurance	\$2,220	\$2,520	\$2,650	\$2,650	\$2,580
Total Expense	\$424,551	\$428,515	\$411,217	\$399,082	\$460,981

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Birth Certificates Issued	2,566	2,540	2,500	2,500
2. Marriage Certificates Issued	820	933	975	930
3. Death Certificates Issued	3,539	4,263	3,000	3,000
4. Divorce Records Issued	157	180	150	150
5. Marriage Licenses Issued	407	407	420	410
6. Marriage Ceremonies Performed	115	148	120	120
7. Dog Licenses Issued	4,272	6,043	5,100	5,100
8. Notice of Intent to Issue Summons	1,064	1,500	300	250
9. Voter Registrations Processed	2,733	3,514	400	1,500
10. Absentee Voters Serviced	1,303	2,689	172	1,300
11. Average Number of Ballots Cast	21,695	29,696	5,273	21,000

2019 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. Continue to work with all departments on finalizing a citywide retention schedule for municipal documents in accordance with State law.
3. 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.
4. Continue to investigate and implement potential electronic improvements to Election Day activities.

City Clerk

2018 Goals Status

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.
9-Month Status: Staff within City Administration has been trained and has implemented use of the automated agenda system for the Fiscal Policy Advisory Committee's agendas since October 2017. Staff hopes to continue to implement the automated agenda system for other boards and commissions within the City.
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: The City Clerk's Office is in the process of finalizing a procedure manual to be used by all boards and committees. Staff has also implemented improved procedures specific to the appointment or reappointment of members to committees within the City. Newly elected and/or reappointed members of boards and commissions now receive packets of information; specific to the committee they have agreed to serve on, when they appear in the City Clerk's Office to sign their oaths of office. Information provided includes the charge of the committee; typical meeting schedule, if available; an updated committee member listing; and information relative to the staff support person within the City, if applicable.
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. This 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 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.
9-Month Status: The City Clerk's Office is finalizing the completion of a vital records manual. Minimal progress has been made on the election and general office manuals; both remain office priorities.
5. Continue to investigate and implement potential electronic improvements to Election Day activities.
9-Month Status: Staff closely monitors legislation that may affect election related activities. Staff remains hopeful that changes will eventually be made that allow electronic process improvements specific to Election Day activities.

2019 Operating Budget
General Overhead

Revenue

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Transfers					
Transfer in-Engineering Inspections	\$1,892	\$1,830	\$1,870	\$1,870	\$1,810
Transfer In-Parking Fund	\$97,390	\$97,460	\$97,550	\$97,550	\$97,610
Transfer In-Airport Fund	\$32,340	\$33,670	\$31,431	\$31,431	\$33,260
Transfer In-CD Con Prop Mgmt Fund	\$55,600	\$48,800	\$45,000	\$45,000	\$29,000
Transfer In-Impact Fee Fund	\$131,790	\$45,000	\$57,890	\$57,890	\$104,540
Transfer In-NEOCTIF	\$34,744	\$36,480	\$38,300	\$38,300	\$40,215
Transfer In-Sears Block TIF	\$385,210	\$386,560	\$433,392	\$433,392	\$432,140
Transfer In-Penacook TIF	\$1,368	\$1,440	\$1,512	\$1,512	\$1,590
Transfer In-Golf Fund	\$76,440	\$0	\$76,350	\$76,350	\$76,350
Transfer In-Arena Fund	\$48,370	\$48,090	\$46,544	\$46,544	\$49,987
Transfer In-Water Fund	\$471,315	\$501,320	\$469,821	\$469,821	\$508,375
Transfer In-Wastewater Fund	\$570,825	\$599,405	\$597,310	\$597,310	\$649,105
Transfer In-Trust/Capital Reserve	\$30,000	\$30,000	\$0	\$0	\$6,000
Transfer In-Trust/Self Insurance	\$2,168	\$2,737	\$420,000	\$420,000	\$220,000
Subtotal	\$1,939,452	\$1,832,792	\$2,316,970	\$2,316,970	\$2,249,982
Special Programs					
Cable TV Franchise	\$839,214	\$923,973	\$918,460	\$900,370	\$900,370
Transfer In-Trust/Economic Dev	\$30,000	\$34,000	\$87,000	\$80,000	\$180,000
Subtotal	\$869,214	\$957,973	\$1,005,460	\$980,370	\$1,080,370
Risk and Insurance					
Insurance Distributions & Credits	\$529,979	\$0	\$0	\$0	\$0
NHRS subsidy for Retiree Health Ins	\$992,233	\$955,283	\$963,150	\$957,000	\$962,060
Retiree share of Health Ins	\$428,733	\$415,329	\$472,380	\$442,000	\$483,580
Subtotal	\$1,950,945	\$1,370,612	\$1,435,530	\$1,399,000	\$1,445,640
Comp Adjustment					
Transfer In-Trust/Self Insurance	\$183,000	\$0	\$0	\$0	\$0
Subtotal	\$183,000	\$0	\$0	\$0	\$0
Social Service Agencies					
Donations	\$0	\$0	\$0	\$0	\$10,000
Subtotal	\$0	\$0	\$0	\$0	\$10,000
Total Revenue	\$4,942,610	\$4,161,377	\$4,757,960	\$4,696,340	\$4,785,992

2019 Operating Budget
General Overhead

Expense

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Transfers					
Transfer Out-Parking Fund	\$0	\$0	\$0	\$0	\$40,706
Transfer Out-CD Grant Admin Fund	\$1,194	\$0	\$0	\$0	\$0
Transfer Out - Capital Proj Fund	\$340,000	\$391,750	\$391,750	\$391,750	\$413,250
Transfer Out-Golf Course Fund	\$20,520	\$19,760	\$0	\$0	\$0
Transfer Out-Arena Fund	\$15,280	\$0	\$0	\$0	\$0
Transfer Out-Trust	\$2,471,757	\$2,507,273	\$2,742,625	\$2,674,400	\$1,026,025
Subtotal	\$2,848,750	\$2,918,783	\$3,134,375	\$3,066,150	\$1,479,981
Special Programs					
Cable TV System	\$272,007	\$344,443	\$342,597	\$336,540	\$336,537
League of NH Craftsmen	\$0	\$0	\$0	\$0	\$5,000
Holiday Celebrations	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Intown Concord	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Subtotal	\$332,007	\$404,443	\$402,597	\$396,540	\$401,537
Debt Service					
Principal on Bonds and Notes	\$4,117,232	\$3,990,732	\$4,530,640	\$4,530,640	\$5,203,480
Bond Costs	\$50,313	\$75,126	\$65,000	\$56,000	\$57,800
Interest on Bonds and Notes	\$1,307,202	\$1,440,650	\$1,611,100	\$1,511,100	\$1,739,750
Subtotal	\$5,474,746	\$5,506,508	\$6,206,740	\$6,097,740	\$7,001,030
Risk and Insurance					
Health Ins-Employee & Retiree	\$2,243,415	\$2,031,664	\$2,227,160	\$2,110,870	\$2,306,830
Prof & Tech Serv	\$0	\$0	\$5,000	\$5,000	\$5,000
Insurance Deductible and Reserve	\$2,168	\$2,737	\$15,000	\$15,000	\$15,000
Subtotal	\$2,245,582	\$2,034,401	\$2,247,160	\$2,130,870	\$2,326,830
Contingency					
City Council Contingency	\$0	\$0	\$20,000	\$0	\$20,000
Operational Contingency	\$0	\$0	\$100,000	\$0	\$100,000
Subtotal	\$0	\$0	\$120,000	\$0	\$120,000
Comp Adjustment					
Compensation Adjustment	\$0	\$0	\$263,705	\$0	\$407,955
Subtotal	\$0	\$0	\$263,705	\$0	\$407,955
Street Lighting					
Electricity	\$487,217	\$463,492	\$480,685	\$502,000	\$517,060
Subtotal	\$487,217	\$463,492	\$480,685	\$502,000	\$517,060

2019 Operating Budget

General Overhead

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Social Service Agencies					
Community Action Program	\$17,710	\$17,710	\$17,710	\$17,710	\$17,710
Concord Area Transit (CAT)	\$125,350	\$165,350	\$165,350	\$165,350	\$165,350
Concord Coalition to End Homelessness	\$10,000	\$0	\$0	\$0	\$30,000
Crisis Center of Central NH	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Edna McKenna House	\$31,220	\$31,220	\$31,220	\$31,220	\$31,220
Friends Program	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000
Homeless Shelter at St. Peter's Church	\$30,000	\$30,000	\$0	\$0	\$0
New American Africans	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Penacook Community Center	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000
Subtotal	\$316,780	\$346,780	\$316,780	\$316,780	\$346,780
Total Expense	\$11,705,082	\$11,674,407	\$13,172,042	\$12,510,080	\$12,601,173

General Overhead

General Overhead Descriptions

Transfers

Transfers (Revenue)

Reflects the transfer of funds from Enterprise and Special Revenue Funds for municipal overhead charges and other related costs between those funds and the General Fund. Also includes transfers from Trust Capital Reserves to cover selected General Fund expenditures. The FY19 transfer from Trust Capital Reserves reflects a \$200,000 Transfer from Self-Insurance Reserve to cover increased health insurance costs. This transfer will exhaust the remaining balance of the Self-Insurance Reserve.

Transfers (Expense)

Reflects transfers to capital project funds for various projects 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 2019.

League of NH Craftsmen

Funding is recommended for the League of NH Craftsmen to help bring a festival to Concord in the fall of 2018.

Cable TV Franchise/System

The FY 2019 (Cable TV Franchise with Comcast) fee decreased slightly from FY 2018. Funding for Concord TV for FY 2019 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 2019 remains the same.

Pope Memorial SPCA

Funding for the Pope Memorial Society for the Prevention of Cruelty to Animals (SPCA) is recommended to be level for FY 2019. 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 2019.

Health Ins-Employee & Retiree

Includes the full cost of health insurance for retired employees. Overall, 62.7% of costs are recouped from a NHRS subsidy for retirees (for eligible employees) and Retiree share of Health Insurance (directly from retirees).

General Overhead

Insurance Deductible & Reserve

Represents deductible amounts for Auto and Property/Liability claims.

Prof & Tech Services

The self-insurance reserve will be used in part for consulting services to assist in managing insurance exposures, contracts and other risks. In addition, funding is provided for deductibles and small uninsured claims that arise during the year. A transfer-in from the Self Insurance Trust offsets both these expenses. The Self Insurance Trust will be depleted at the end of FY 2019.

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 2018 funding. Level funding in the amount of \$17,710 is recommended for FY 2019.

Concord Area Transit (CAT)/Public Transportation

Agency requested \$176,000 for this fiscal year; \$16,000 for Senior Transportation, \$19,350 for Special Transportation (door to door service for disabled individuals), and \$140,650 for Public Transportation. This budget recommends total funding of \$165,350 for FY 2019; \$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 2019.

Penacook Community Center

Agency requested \$33,000 for this fiscal year, which represents a 17.8% increase over FY 2018 funding. Level funding in the amount of \$28,000 is recommended for FY 2019. 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 2018 funding. Level funding in the amount of \$57,000 is recommended for FY 2019. 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 2018 funding. Level funding in the amount of \$31,220 is recommended for FY 2019. Continued commitment to the serious and growing issue of homelessness in the community is recommended at this time.

Crisis Center of Central NH

Agency requested \$15,000 for this fiscal year, which represents a 20% increase over FY 2018 funding. Level funding in the amount of \$12,500 is recommended for FY 2019. Continued commitment to the serious issue of specialized housing for victims is recommended at this time.

General Overhead

Concord Coalition to End Homelessness

Agency requested \$30,000 for this fiscal year, which represents no increase over FY 2018 (FY 2018 funding was accomplished from other donations). Level funding in the amount of \$30,000 is recommended for FY 2019.

New American Africans

Agency requested \$10,000 for this fiscal year, which represents a 100% increase over FY 2018. Level funding in the amount of \$5,000 is recommended for FY 2019.

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. Funding for the Concord Coalition to End Homelessness replaces this expenditure.