

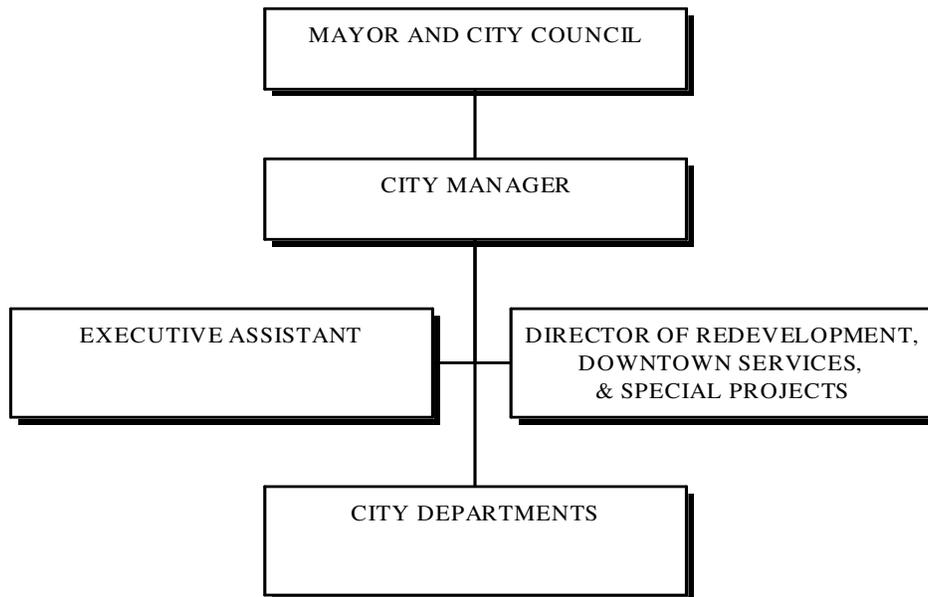
GENERAL GOVERNMENT

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
City Manager	\$21,479	\$0	\$20,000	\$0	\$0
Legal	\$89,441	\$88,095	\$81,994	\$97,345	\$82,634
Assessing	\$647,994	\$885,451	\$745,258	\$722,900	\$752,132
Human Resources	\$94,945	\$101,664	\$100,000	\$110,000	\$130,000
Finance	\$41,796,413	\$40,271,247	\$45,104,775	\$44,848,018	\$46,041,508
City Clerk	\$99,505	\$108,523	\$81,850	\$81,315	\$79,300
General Overhead	\$4,034,312	\$4,600,799	\$4,455,920	\$4,498,940	\$4,596,324
Total Revenue	\$46,784,089	\$46,055,779	\$50,589,797	\$50,358,518	\$51,681,898
Expense					
City Manager	\$534,704	\$533,103	\$560,346	\$544,263	\$558,048
Legal	\$983,430	\$1,064,932	\$1,108,946	\$1,115,160	\$1,178,124
Assessing	\$589,838	\$626,959	\$635,978	\$693,930	\$645,224
Human Resources	\$376,393	\$389,139	\$414,576	\$394,765	\$494,114
Finance	\$1,979,771	\$1,848,063	\$1,988,712	\$1,941,824	\$2,061,219
Information Technology	\$571,005	\$617,025	\$655,756	\$642,885	\$842,093
City Council	\$24,179	\$26,443	\$29,390	\$26,840	\$42,904
City Clerk	\$357,451	\$329,796	\$363,441	\$361,050	\$431,687
General Overhead	\$9,513,967	\$9,483,343	\$10,877,767	\$10,470,890	\$10,289,866
Total Expense	\$14,930,738	\$14,918,802	\$16,634,912	\$16,191,607	\$16,543,279

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.

BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Transfer In-Trust/Capital Reserve	\$21,479	\$0	\$20,000	\$0	\$0
Total Revenue	\$21,479	\$0	\$20,000	\$0	\$0
Expense					
Compensation	\$303,617	\$321,973	\$327,752	\$333,560	\$337,263
Fringe Benefits	\$130,657	\$132,437	\$128,434	\$130,520	\$137,185
Outside Services	\$94,622	\$73,219	\$96,430	\$72,653	\$75,710
Supplies	\$3,060	\$2,965	\$4,860	\$4,660	\$4,860
Insurance	\$2,748	\$2,510	\$2,870	\$2,870	\$3,030
Total Expense	\$534,704	\$533,103	\$560,346	\$544,263	\$558,048

<u>SERVICE INDICATORS</u>	2013 Actual	2014 Actual	2015 Estimated	2016 Projected
1. CDBG Grant Applications	3	3	1	1
2. CDBG Grant Awards	3	3	1	1
3. Amount of CDBG Funding Requested	\$1,012,000	\$655,000	\$345,000	\$500,000
4. Amount of CDBG Funding Awarded	\$1,012,000	\$545,000	\$345,000	\$500,000

2016 GOALS

- Maintain or improve the City's financial position and bond ratings.
- Advance the construction of the following major transportation projects in accordance with their respective program schedules: a) US Route 3 North (CIP #35); b) Main Street Downtown Complete Streets Improvement Project (CIP #460); and c) Sewalls Falls Road Bridge Replacement Project (CIP #22).
- Advance the design and construction of the Exit 16/Mountain Road/Shawmut Street Roundabout Project (CIP #24).
- Take a leadership role in the design and fundraising efforts for a new multi-generational community center located at the former Dame School.
- Complete a comprehensive strategic plan for the City parking system.
- Implement an enhanced neighborhood street paving program.
- Implement a new building permit tracking system to improve customer service and increase economic development.
- Focus on improving resources available for information technology to improve efficiency, enhance capacity and improve customer service throughout the organization.

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.

2015 GOALS STATUS

1. Maintain or improve the City's financial position and bond ratings.
9-Month Status: Standard & Poor's (S&P) has reaffirmed the AA+ rating with a stable outlook for the January 2015 bond sale. The City received an SP-1+ rating for the bond anticipation note from S&P, which is their highest rating for bond anticipation notes.

2. Advance the design and construction of the following major transportation corridor projects in accordance with their respective program schedules: a) US Route 3 North (North State Street, Fisherville Road, Village Street from Penacook Street to the Boscawen Town Line) (CIP #35); and b) Main Street Downtown Complete Streets Improvement Project (CIP# 460).
9-Month Status:
 - a) Construction of the Phase 5 project (Penacook Village area from the Boscawen Town Line to Stark Street) began in April 2014 and continued through November. A special ribbon cutting ceremony was held in mid-November celebrating the transformation of Penacook Village. Minor work is expected in early 2015 within the Phase 5 work area. Final design for Phase 6 (Stark Street to Borough Road), the last phase of the project, is underway. Project advertising is expected in late February for an April 2015 start up.

 - b) Final approval for the Main Street project was granted by City Council on July 30, 2014, and construction on the first phase of the project began in September. Work was suspended on November 14th for the planned winter season shutdown. Work resumed in late March 2015 and will continue through the 2015 construction season. The 2015 work plan will focus on completing the improvements to North Main Street from Centre Street/Loudon Road to Pleasant Street.

3. Advance the design and construction of the Sewalls Falls Road Bridge Replacement Project (CIP #22).
9-Month Status: Final plans, specifications, and estimates were completed in February and submitted to NHDOT for final review. ROW plans and valuations were completed in early March and are under review by NHDOT. Final documentation approval is expected in late March, with an early April authorization to bid. The current project schedule indicates a mid-May contract award and start of construction. Opening of the new bridge is expected in October 2016.

4. Working with the Community Development Department, continue implementation of the Opportunity Corridor Master Plan.
9-Month Status:
 - a) On June 9, 2014, the City Council authorized the City Manager to enter into a Purchase and Sales Agreement with the State of New Hampshire to acquire the former Employment Security property located at 32-34 South Main Street. The City Council also appropriated \$1.99 million, supported by the Sears Block TIF District, to support this effort. The City acquired the property on October 31, 2014 for the purpose of holding it on an interim basis until such time as a developer can be found with a suitable redevelopment plan that maximizes the highest and best use of the property. The City, with the aid of an independent contractor, has decommissioned, weatherized and secured the property. In February 2015, the City opened the property's 75-space parking lot for paid public parking. On March 25, 2015, the City engaged the Norwood Group, a commercial real estate brokerage firm to market the property.

 - b) The final phase of environmental cleanup activities at the former Allied Leather Tannery and Amazon Realty sites were completed in August 2014. The City is in the process of amending institutional controls for the site, as well as project close-out with the USEPA and NHDES. This property is being marketed by the Norwood Group.

 - c) On December 8, 2014, the City Council approved an RSA 79-E Community Tax Relief Incentive application for redevelopment of the Vegas Block.

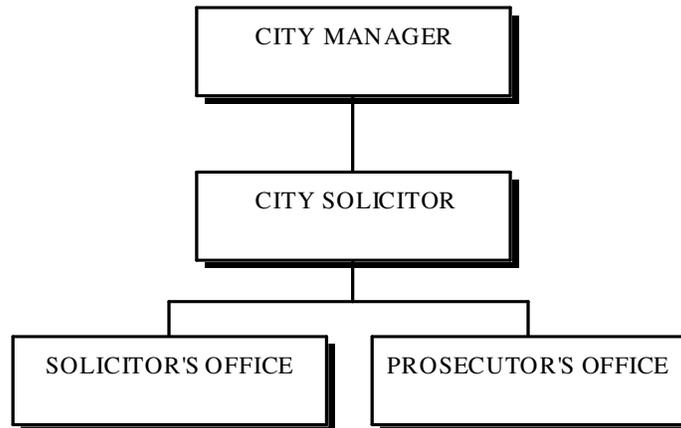
- d) On May 12, 2014, the City Council authorized the City Manager to enter into a Purchase and Sales Agreement with Tsunis Holdings to acquire a 4.04 acre property to facilitate future construction of Storrs Street North. The City acquired the property on October 1, 2014. Working with third party consultants, the City is currently in the process of preparing bid documents and securing permits from the State to conduct removal of vegetation and interim grading of the property until such time as the City is prepared to advance construction.
5. Take on a leadership role in the design and fundraising efforts for the new multi-generational community center located at the former Dame School.
9-Month Status: On April 23, 2014, the City engaged a design team for the project let by H.L. Turner Group of Concord. Focus group meetings were held on May 29, 2014, with six stakeholder groups, including the Recreation and Parks Advisory Committee, to confirm the findings of the 2011 Needs Assessment. A public forum was held on June 24, 2014. Schematic designs, as well as financial pro formas for three options were presented to City Council on February 9, 2015. To date, nine different design options and pro formas have been prepared and considered. A public hearing was held on March 9, 2015 and the City Council discussed the project again on April 13, 2015. City Council has directed City Administration to return at a future date with a plan to refurbish all or part of the existing structure to an extent that will allow programming to continue on site for a period of five to ten years.
6. Complete a comprehensive strategic plan for the City parking system.
9-Month Status: The strategic planning process is nearing completion. On January 21, 2014, the City issued a Request for Qualifications and Experience to engage a consultant to prepare a comprehensive strategic plan for the municipal parking system. Proposals were received on February 28, 2014, and interviews were conducted on April 4, 2014. On June 9, 2014, the City Council appropriated the sum of \$115,000 to complete the strategic plan. On June 23, 2014, the City engaged a consulting team for the project. During the fall, the consultant team gathered data, including parking utilization counts for the study area. Meetings with key stakeholders and focus groups occurred, as well as a community forum. Preliminary draft recommendations have been presented to the community and to the Parking Committee. City staff and the consulting team are currently testing the financial viability of the consultant's recommendations.
7. Working with City Council, implement funding mechanisms to increase resources available to the neighborhood street paving program.
9-Month Status: On February 17, 2015, a new comprehensive neighborhood street paving program was presented to City Council by City Administration and the General Services Department. The City Council supported the proposal and City Administration stated that it would be included as part of the proposed FY 2016 Budget. The proposed plan includes \$6.8 million for the Annual Highway Program for the FY 2016 and FY 2017 capital budgets combined. This more than triples the previously planned appropriations of those years which totaled \$2.2 million.
8. Review the organizational executive staffing of the Fire Department, the General Services Department and the Community Development Engineering Division; and submit to City Council necessary modifications to position these departments for the future.
9-Month Status: The review of these departments is ongoing. Any amendments deemed necessary would be presented to the City Council at a future time.

9. Apply for the maximum funding possible for housing and economic development related projects under the CDBG Program as administered by the NH Community Development Finance Authority.
9-Month Status: In July 2014, the City applied for \$345,000 of CDBG funding to support Independent Living Concord, a nonprofit organization that desired to acquire and renovate property located at 181 North Main Street into 12 units of affordable semi-independent living housing to support adults with mental disabilities. This application was granted by the NHCDFA on October 16, 2014. Independent Living Concord later withdrew from the project due to complications associated with federal programs which would have supported the facility's operating costs. The City elected not to apply for CDBG funds during the January 2015 application round as it was unclear whether the City would desire to pursue such funding for the potential Citywide Multi-Generational Community Center (CIP 443).

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.

BUDGET DETAIL

	2013	2014	2015	2015	2016
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Multiple Local Governments	\$62,118	\$62,118	\$63,994	\$68,000	\$64,634
Reports, Prints and Copies	\$20	\$241	\$0	\$15	\$0
Court Ordered Payments-Legal	\$1,840	\$5,135	\$3,000	\$3,000	\$3,000
Fines For Code Prosecution	\$19,998	\$20,601	\$15,000	\$26,330	\$15,000
Miscellaneous	\$5,465	\$0	\$0	\$0	\$0
Total Revenue	\$89,441	\$88,095	\$81,994	\$97,345	\$82,634
Expense					
Compensation	\$631,243	\$635,690	\$661,438	\$667,480	\$701,191
Fringe Benefits	\$228,833	\$257,141	\$275,433	\$276,770	\$302,892
Outside Services	\$110,778	\$163,457	\$162,005	\$160,850	\$164,031
Supplies	\$5,844	\$2,953	\$4,000	\$4,000	\$4,000
Insurance	\$5,984	\$5,690	\$6,070	\$6,060	\$6,010
Capital Outlay	\$749	\$0	\$0	\$0	\$0
Total Expense	\$983,430	\$1,064,932	\$1,108,946	\$1,115,160	\$1,178,124

<u>SERVICE INDICATORS</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Civil Litigation Cases	16	13	15	15
2. Tax Abatement Cases	84	48	55	50
3. Negotiated Union Contracts (out of 6)	3	3	1	1
4. Criminal Dispositions and Hearings	18,454	18,816	18,830	18,910
5. Juvenile Dispositions and Hearings	990	1,305	738	850
6. Administrative License Suspensions	162	201	204	211

2016 GOALS

1. Conduct a Citywide update and training on New Hampshire's Right-to-Know law, as applicable, which pertains to responding to Right-to-Know Law requests and conducting public meetings.
2. Create a database which catalogues NH Supreme Court, Superior Court, and BTLA tax abatement cases by subject matter.
3. Continue to work with other City departments to collect past due accounts and, when necessary, file civil action.
4. Train the Concord Police Department and other represented departments regarding the appropriate use of the new Domestic Violence law, RSA 631:2-b.
5. Train the Concord Police Department and other represented departments regarding the significant legal and procedural changes in New Hampshire's juvenile law.

2015 GOALS STATUS**Solicitor's Office:**

1. Reorganize the electronic storage system for deeds, leases and other agreements.
9-Month Status: The Solicitor's Office has reorganized its electronic storage system for real estate documents and other agreements.
2. Develop a better system for how non-litigation matters are opened and maintained.
9-Month Status: The Solicitor's Office has created an electronic storage system to maintain non-litigation matters and will continue to work on creating new systems for opening and maintaining non-litigation matters.
3. Work with Prosecutor's office and Finance Department to develop a city-wide protocol for collection procedures.
9-Month Status: The Solicitor's Office has met with the Prosecutor's Office and the Finance Department to address protocols for collection procedures and coordinated procedures for both offices to collect outstanding debts owed to the City.

Prosecutor's Office:

1. Research the Juvenile Law (RSA 169-B) as amended, and work with the police departments on the implementation of the changes to ensure compliance with the amended statute, as well as continuing to ensure appropriate dispositional results in juvenile cases.
9-Month Status: The amendment to RSA 169B affects what petitions are filed with the court and has required a great deal of coordination with the police departments, the Attorney General's Office, the courts, the juvenile probation officers and the schools. The Prosecutor's Office continues to work with all the departments to ensure that the required information is available to the court when petitions are filed.
2. Coordinate with the Circuit Court and the police departments to ensure that changes to the arraignment rules, which went into effect in March 2014, are complied with in a manner that causes the least amount of disruption and cost.
9-Month Status: The Prosecutor's Office continues to work with the new Clerk of Court on scheduling issues and has completed its training with the Police Department to implement new procedures to assist with the timely filing of cases and avoid undue delay.
3. Research RSA 126-X, the new medical marijuana statute, and its implementation in New Hampshire. Train the police departments on adopting procedures to comply with the new statute.
9-Month Status: A third round of training was completed with the Concord Police Department in January and February, and with the Loudon Police Department in February. All officers are now aware of the medical marijuana statute and have an understanding of what is required to proceed with prosecution in this area.

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.

BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Timber Tax	\$7,917	\$20,516	\$15,000	\$16,870	\$15,000
Payment-In-Lieu of Tax	\$638,678	\$698,924	\$728,948	\$704,470	\$735,822
Excavation Activity Tax	\$0	\$39	\$200	\$800	\$200
Forest Loss Reimbursement	\$461	\$209	\$210	\$210	\$210
Miscellaneous	\$938	\$165,763	\$900	\$550	\$900
Total Revenue	\$647,994	\$885,451	\$745,258	\$722,900	\$752,132
Expense					
Compensation	\$341,070	\$359,629	\$370,287	\$370,500	\$375,257
Fringe Benefits	\$183,432	\$192,948	\$202,378	\$194,760	\$208,549
Outside Services	\$57,159	\$68,372	\$56,343	\$121,700	\$54,548
Supplies	\$3,051	\$2,860	\$3,540	\$3,540	\$3,540
Insurance	\$3,471	\$3,150	\$3,430	\$3,430	\$3,330
Capital Outlay	\$1,655	\$0	\$0	\$0	\$0
Total Expense	\$589,838	\$626,959	\$635,978	\$693,930	\$645,224

<u>SERVICE INDICATORS</u>	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Estimated</u>	<u>2016 Projected</u>
1. Building Permits Processed	449	534	540	545
2. Building Permits Inspected	393	456	430	440
3. New Homes Added	51	48	55	50
4. New Parcels Added	26	18	16	12
5. Deed Changes Processed	951	378	700	800
6. Sales Reviews Conducted	636	616	660	675
7. Appeals: BTLA & Superior Court	84	48	50	55

2016 GOALS

1. Complete a statistical update for all properties for market value as of April 1, 2015.
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.

ASSESSING

2015 GOALS STATUS

1. Complete a statistical update for all property for market value as of April 1, 2014.
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: Parcel map compilation and the associated annotation (tax map text) development are ongoing and it is anticipated they will be completed by the end of April. In April, Cartographic Associates, Inc. anticipates to begin the final parcel numbering and match line text development phases of work.
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: Dartmouth Hitchcock filed an application for a charitable property tax exemption on their property located at 253 Pleasant Street for the 2014 tax year. After review, it was determined that the property does not qualify for exemption and was denied.

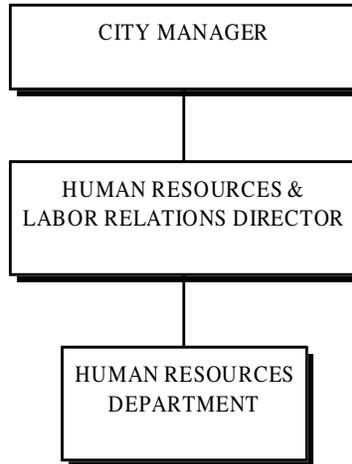
Destiny Christian Church purchased a property at 21 Dunklee Street and applied for a religious property tax exemption for the 2014 tax year. After review and property inspection, it was determined that the use and purpose of the property qualifies for property tax exemption.

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 HRIS 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.

BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Medicare D Reimbursement	\$94,681	\$101,664	\$100,000	\$110,000	\$100,000
Donations	\$0	\$0	\$0	\$0	\$30,000
Miscellaneous	\$264	\$0	\$0	\$0	\$0
Total Revenue	\$94,945	\$101,664	\$100,000	\$110,000	\$130,000
Expense					
Compensation	\$230,029	\$238,935	\$250,127	\$241,430	\$274,744
Fringe Benefits	\$91,256	\$100,505	\$109,193	\$98,500	\$118,679
Outside Services	\$51,921	\$46,375	\$50,000	\$49,635	\$94,121
Supplies	\$1,006	\$1,274	\$3,076	\$3,020	\$4,330
Insurance	\$2,181	\$2,050	\$2,180	\$2,180	\$2,240
Total Expense	\$376,393	\$389,139	\$414,576	\$394,765	\$494,114

Note: Beginning in FY 2016, revenue and expenses related to operation of the City's Wellness Program are reflected here. Revenue includes a \$30,000 donation from Harvard Pilgrim Healthcare, and Outside Services expenses include \$30,000 in programming costs.

<u>SERVICE INDICATORS</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Projected</u>
1. Recruitments Conducted	48	49	50	50
2. Grievances/Appeals Resolved	3	2	2	3
3. Wellflex Enrollments	432	450	441	440
4. Wellflex Completions	89	90	90	90
5. Training Programs Conducted	40	47	40	45

2016 GOALS

1. Track Worker's Compensation cost per claim, as well as frequency of claims, and compare to a five-year trend. Implement cost saving initiatives based on this data.
2. Implement an onboarding program that requires Department contact with new hires at the three month, six month, and nine month marks.
3. Increase our goal to 78% participation in at least one unit of the Wellness Program. Benchmark and strive to increase the number of participants who participate in City-offered education sessions and screenings.
4. Implement the New World Systems e-suite module for Human Resources, which can be utilized by employees to make personal information updates, print paystubs, and enroll in benefits.
5. Identify and report to the City Manager on key Human Resources Strategic Initiatives.

HUMAN RESOURCES

2015 GOALS STATUS

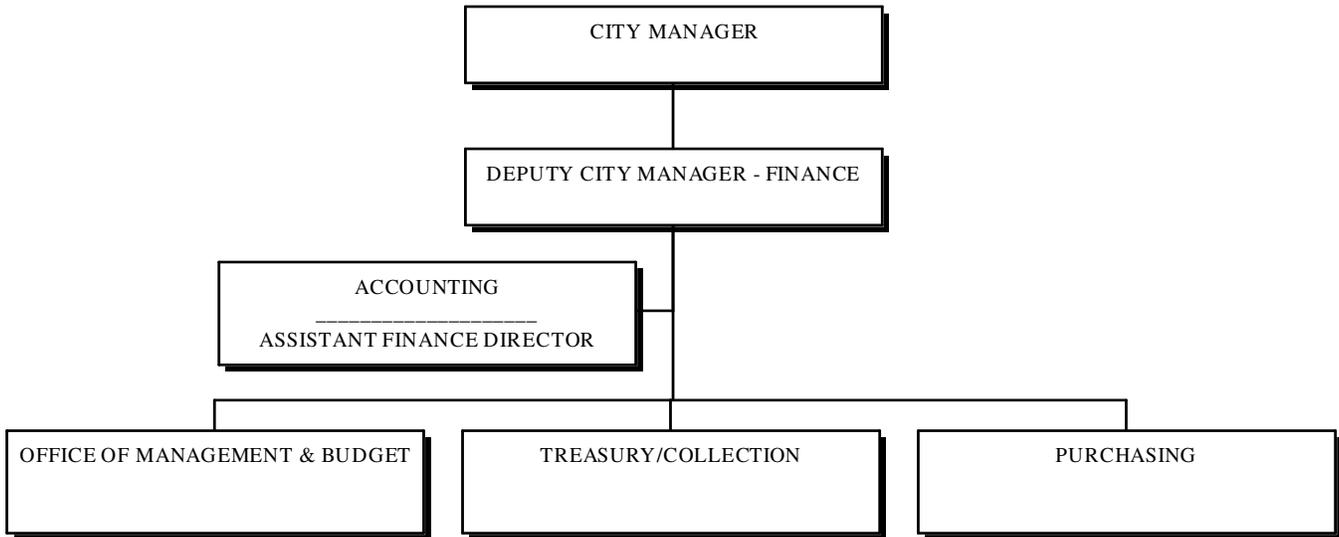
1. Maintain our performance baseline such that:
 - a) Ninety percent (90%) of employees attend training related to safety or policy compliance by the end of the fiscal year. (This excludes Fire Department and Police Department personnel.)
9-Month Status: To date, 70% of employees have attended at least one safety or policy compliance training.
 - b) Eighty percent (80%) of supervisory staff participate in development activities within the fiscal year. (This excludes Fire Department and Police Department personnel.)
9-Month Status: To date, 79% of the supervisory staff has participated in at least one developmental activity.
 - c) The average number of days from position requisition approval to a viable job offer is less than 60 days. Track how many positions are newly created and how many are filling current vacancies.
9-Month Status: We have conducted 25 recruitments thus far in FY 2015, with an average number of days from position opening to closing of 20.52 days. The average number of days from position opening to filling the position is 62.15. This is due, in large part, to several roster-development recruitments which have large gaps of time between each step.
 - d) Continue to track, analyze and report on the City's turnover rate, with the goal of achieving a retention rate of 97%, excluding retirements and reduction in force.
9-Month Status: Our year-to-date turnover rate is 2.5%. This represents 11 terminations thus far in FY 2015. We also have had 8 retirements, which do not figure into turnover calculations.
2. Track Worker's Compensation cost per claim, as well as frequency of claims, and compare to a five-year trend. Implement cost saving initiatives based on this data.
9-Month Status: The five-year average is \$2,770 per claim. This encompasses 47 lost time injuries and 489 medical-only injuries. For the third quarter of FY 2015, the average cost per claim is \$2,745. This encompasses two lost time injuries and 30 medical-only injuries. To date, the overall average cost per claim for FY 2015 is \$2,490. Successful cost-saving initiatives include managing the Temporary Alternate Duty program more closely for a more timely return to work, utilizing occupational health providers for worker's comp injuries whenever possible, and pursuing secondary injury fund reimbursements from the State more aggressively.
3. Implement an onboarding program that requires Human Resources Department contact with new hires at the three month, six month, and nine month mark.
9-Month Status: At three months, we check in with newly hired employees via a written survey; at six months, we invite the employees to a brown bag lunch where we discuss their employment transition to the City; and at nine months we conduct a round table discussion and allow the new employees to drive the conversation and provide feedback on what working for the City has been like.
4. Provide an annual report to the City Manager on the Joint Loss Management Committee's (JLMC) accomplishments and benchmarking statistics to include JLMC Special Interest benchmark goals based on the following five-year averages: frequency of worker's compensation claims, lost time worker's compensation claims, body mechanics (bend/reach, lift/lower, and push/pull combined), slip/fall (combined with walk/run), and vehicle accidents.
9-Month Status: The annual JLMC report has been provided to the City Manager.

5. Track employees on leaves of absence to ensure resources are allocated correctly to manage leaves and that incentive programs are successful in reducing absenteeism.
9-Month Status: To date, there have been 33 new leaves of absence, as compared to 34 in FY 2014; and there have been 41 continued leaves of absence as compared to 43 during FY 2014. One promising trend is a quicker return time for those going on leave, with average leave time being less than 30 days. To date, we have had 14 employees on Temporary Alternate Duty (TAD), with an average return to full duty of 51 days. Seven of those TAD assignments were resolved in less than 30 days.
6. Increase our goal to 78% participation in at least one unit of the Wellness Program. Benchmark and strive to increase the number of participants who participate in City education sessions and screenings.
9-Month Status: To date, 75% of eligible employees have registered to participate in the Wellflex Program.
7. Implement the New World Systems e-suite module for Human Resources, which can be utilized by employees to make personal information updates, print paystubs, and enroll in benefits.
9-Month Status: The City has done two system updates to the New World Systems (NWS) Logos product. Focus has been on insuring the HR module still performs and that Affordable Care Act updates are usable in tracking full-time employment in order to meet federal requirements. We have also tested the e-suite module and found some problem areas that prevent us from going live at this time. Requests have been made for technical support to fix the issues prior to open enrollment in 2015.
8. Identify and report to the City Manager on key Human Resources Strategic Initiatives.
9-Month Status:
 - Our application for the Retiree Drug Subsidy was approved and we have received \$78,000 in subsidy payments from the Center for Medicare and Medicaid Services. This helps to offset the \$450,000 in premiums paid to Harvard Pilgrim for retirees over 65 years of age.
 - Our interim GASB report as of 6/30/2014 reflects an unfunded actuarial accrued liability for retiree health care costs in the amount of \$41,997,625, which reflects a decrease from the \$44,570,306 reported on 7/1/2012. The City's annual required contribution, which is the annual expense recorded in the income statement under GASB 45 annual accounting, is \$3,335,549.
 - The Safety & Training Coordinator revised and updated the City's written Safety Plan, based on the NH Department of Labor's recently revised guidelines.
 - Completed the Primex Prime Program which is an extensive self-assessment that revalidates the City's Risk Management best practices. The City receives a 2.5% discount on both Workers Compensation and Property & Liability contributions/premiums for maintaining a prime status.

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 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.

2016 OPERATING BUDGET

FINANCE

BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Property Taxes-2012	\$9,473	\$0	\$0	\$0	\$0
Property Taxes-2013	\$32,656,514	\$0	\$0	\$0	\$0
Property Taxes-2014	\$0	\$30,943,887	\$0	\$0	\$0
Property Taxes-2015	\$0	\$0	\$34,744,142	\$34,812,400	\$0
Property Taxes-2016 on	\$0	\$0	\$0	\$0	\$36,382,689
Railroad Tax	\$304	\$2,416	\$1,999	\$1,999	\$2,000
Motor Vehicle Registrations	\$5,415,538	\$5,662,857	\$5,600,000	\$5,850,000	\$5,957,500
Interest Costs and Penalties	\$452,518	\$544,524	\$425,000	\$525,000	\$453,244
Rooms and Meals Tax	\$1,896,539	\$1,896,673	\$2,053,492	\$2,053,492	\$2,054,000
Highway Block Grant	\$748,193	\$752,607	\$757,385	\$757,385	\$757,385
Share of Debt Service	\$40,949	\$38,728	\$36,500	\$36,500	\$0
MV State Agent Admin	\$120,348	\$120,561	\$118,000	\$118,000	\$118,000
MV Transportation Admin	\$19,945	\$19,126	\$19,500	\$19,000	\$19,000
MV Transportation Surcharge	\$173,327	\$172,134	\$174,000	\$172,000	\$172,000
MV Waste Disposal	\$19,513	\$19,377	\$19,500	\$19,000	\$19,000
Investment Income	\$45,444	\$22,835	\$24,400	\$32,000	\$68,690
Finance Charges	(\$655)	(\$448)	\$3,200	\$2,500	\$2,500
Sale of Surplus Property	\$70,459	\$36,978	\$69,142	\$94,102	\$30,000
Miscellaneous	\$102,927	\$1,412	\$500	\$341,440	\$500
Advertising Revenue	\$25,080	\$25,080	\$5,000	\$13,200	\$5,000
Budgetary Use of Fund Balance	\$0	\$0	\$1,053,015	\$0	\$0
Transfer In-Trust/Capital Reserve	\$0	\$12,500	\$0	\$0	\$0
Total Revenue	\$41,796,413	\$40,271,247	\$45,104,775	\$44,848,018	\$46,041,508
Expense					
Compensation	\$1,105,751	\$1,125,770	\$1,212,100	\$1,178,004	\$1,247,284
Fringe Benefits	\$438,227	\$449,682	\$503,852	\$488,779	\$530,204
Outside Services	\$210,993	\$211,180	\$220,180	\$225,021	\$227,648
Supplies	\$40,246	\$51,615	\$41,940	\$39,390	\$45,293
Insurance	\$10,553	\$9,810	\$10,640	\$10,630	\$10,790
Miscellaneous	\$0	\$5	\$0	\$0	\$0
Transfer Out	\$174,000	\$0	\$0	\$0	\$0
Total Expense	\$1,979,771	\$1,848,063	\$1,988,712	\$1,941,824	\$2,061,219

Revised 6/25/2015

FINANCE

<u>SERVICE INDICATORS</u>	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Estimated</u>	<u>2016 Projected</u>
1. Collection Rate as a % of Current Levy	98.4%	97.4%	98.5%	98.5%
2. Total Number of Motor Vehicle Registrations	42,535	43,569	43,850	44,000
3. Bond Rating – Moody's/S&P	Aa1/AA	Aa1/AA+	Aa1/AA+	Aa1/AA+
4. Number of Purchasing Transactions	6,966	7,523	7,600	7,650
5. Dollar Value of All Purchasing Transactions	\$36,604,958	\$37,456,699	\$38,000,000	\$38,500,000
6. Direct Deposit Participation Rate	69%	79%	82%	82%

2016 GOALS

- Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
- Continue to maintain or improve the City's current bond ratings.
- Apply for and achieve the GFOA Budget award.
- Develop and prototype improved financial proformas for all funds.
- Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.
- Develop internal monthly financial statements for all Capital Project and Special Revenue Funds.
- Work with the IT Department to research and coordinate departmental reviews of time management recording software, with a goal of building a comprehensive and standardized time keeping system for the City which will integrate with our ERP system.

2015 GOALS STATUS

- Receive an unqualified audit opinion and successfully address all management letter findings.
9-Month Status: An unqualified audit opinion was received on December 15, 2014, with the FY 2014 Comprehensive Annual Financial Report (CAFR). In response to Melanson Heath's management letter recommendation to monitor and improve departmental receipt procedures, the Treasury Division has updated the City's Cash Receipts Manual and is meeting with all City Departments that make deposits to review the procedures. The Accounting Division will be performing follow-up reviews in April 2015 to ensure full departmental compliance with the updated policy.
- Qualify for and receive the Government Finance Officers Association (GFOA) Certificate of Achievement in Financial Reporting for the FY 2014 Comprehensive Annual Financial Report (CAFR).
9-Month Status: The City submitted its FY 2014 CAFR to GFOA on December 19, 2014. If achieved, the City should receive notification and receipt of GFOA's Certificate of Achievement in August 2015.
- Continue to prepare for implementation of GASB 68 by FY 2015.
9-Month Status: A preliminary discussion with Melanson Heath occurred during FY 2014. Additional discussions will occur before the end of FY 2015.
- Accelerate FY 2014 year-end closing process, with audit field work to begin on or around September 15, 2014. This will be one month earlier than any prior City audit.
9-Month Status: FY 2014 audit field work began on September 15, 2014, and was completed on September 25, 2014.

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5. Continue utilization of Logos Business Analytics to simplify and improve Accounting Division analysis and reporting.
9-Month Status: The Accounting Division has expanded its use of Business Analytics to facilitate the summary and review of transactions in all Logos modules. All Accounting staff with access to the Analytics Cubes is now using them. The power and importance of Business Analytics in simplifying and streamlining our processes cannot be overstated.
 6. Continue to direct the Miscellaneous Billing (MB) Continuous Improvement Team in standardizing MB processing and work with the Finance-Treasury Division to improve MB Accounts Receivable collections.
9-Month Status: The Accounting and Treasury Divisions will be meeting with City Departments to gather input for MB improvements before the end of April 2015.
 7. Continue to analyze the Accounting Division's operating and reporting procedures and continue to streamline processes.
9-Month Status: There has been continued delegation of duties and staff cross-training to improve efficiency and allow for complete coverage during periods of staff absence. A review of all retirement accounts has been completed and staff has resolved many long outstanding Miscellaneous Billing undesignated items.
 8. Develop internal monthly financial statements for all Capital Project and Special Revenue funds.
9-Month Status: Work on this goal will begin during the 4th quarter of FY 2015.
 9. Work with IT to research and coordinate departmental reviews of time management recording software, with a goal of building a comprehensive and standardized time keeping system for the City which will integrate with our ERP system.
9-Month Status: The IT Department has developed a list of vendors whose software would be compatible with New World Systems/Logos. Additional efforts will proceed as funding allows during FY 2015 and 2016.
 10. Develop prototypes for Council budget review that more closely mirror Financial Statements while still maintaining the ability to highlight particular revenue or expense issues.
9-Month Status: A Council budget book mock-up was developed for review by FPAC. Budget tables and narrative pages are under development in conjunction with the IT Department.
 11. Build standard background workbooks using Logos Business Analytics that enables the quick updating of financial analysis tools.
9-Month Status: Workbooks have been developed and are working as planned.
 12. Fully utilize and solidify the processes of position control and position budgeting to ensure dependability and long term reliance.
9-Month Status: Position control and position budgeting have been in place for a year. Processes are being refined to ensure system integrity. Position budgeting was used to develop the FY 2016 compensation and fringe benefits budgets for the City.
 13. Identify the GFOA Budget Award criteria that are met by the City budget document.
9-Month Status: Award criteria met in the FY 2015 Budget document has been identified. Work on incorporating all of the criteria into the FY 2016 Budget document is in process.
 14. Develop the current collection of electricity and natural gas consumption information into a model for predicting future usage.
9-Month Status: Development is currently underway.
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15. Continue to work with City management and staff to centralize the City's purchasing process to achieve efficiencies, proficiencies and cost reductions in order to address the City's financial needs.
9-Month Status: Ongoing.
16. Continue to measure and analyze the ten Purchasing benchmarks and performance measures identified and adopted from the Center for Advanced Purchasing Studies and ICMA (purchasing headcount/total dollars as a percent of City headcount/budget, etc.). Develop strategies to improve service delivery.
9-Month Status: The first and second quarter benchmarks, performance measures and statistics have been posted to Q: Common\20 Purchasing\FY15 Statistics. The third quarter benchmarks, performance measures and statistics will be posted soon after the end of the third quarter.
17. Continue to work with the City's energy consultant, City stakeholders and our current and potential aggregation partners to analyze the commercial marketplace for energy and, when advantageous, negotiate contracts for the supply and delivery of electricity, natural gas, gasoline, diesel fuel, kerosene, #2 fuel oil and propane.
9-Month Status: The City's 87 largest electricity accounts (G1 and Non-G1) are currently under agreement for the supply of electricity with Constellation New Energy through 12/31/2015 at \$.09767 and \$.10163/kWh respectively. The City's smaller electricity accounts remain under default service for the supply of electricity with Unutil.

The City's 34 largest natural gas accounts are under agreement with Santa Buckley Energy through 6/30/2016 at a supply cost of \$7830/therm. The City's remaining natural gas accounts are under default service for the supply of natural gas with Liberty Utilities (formerly National Grid).

The City's Fuel Team meets monthly to review spot and futures market prices for 87 octane gasoline (10% ethanol) and premium ultra-low sulfur diesel fuel. Due to favorable market conditions, we are currently under agreement through FY 2017, as follows:

- a) Gasoline (Transport Delivery)
 - 7/1/2014 – 6/30/2015: 58,000 gallons at fixed pricing (\$2.9480/gallon); 58,000 gallons at indexed pricing (OPIS Boston low price on the day of delivery plus a fixed mark-up of \$.0351/gal)
 - 7/1/2015 – 6/30/2016: 116,000 gallons at fixed pricing (\$2.3163/gallon)
 - 7/1/2016 – 11/30/2017: 126,000 gallons at fixed pricing (\$2.2089/gallon)
- b) Gasoline (Tank Wagon Delivery)
 - 7/1/2014 – 6/30/2015: 3,400 gallons at indexed pricing (OPIS Boston low price on the day of delivery plus a fixed mark-up of \$.2890/gallon)
 - 7/1/2015 – 6/30/2016: 3,400 gallons at fixed pricing (\$2.2.7326/gallon)
 - 7/1/2016 – 11/30/2017: 3,400 gallons at indexed pricing (OPIS Boston low price on the day of delivery plus a fixed mark-up of \$.2890/gallon)
- c) ULSD (Transport Delivery)
 - 7/1/2014 – 6/30/2015: 123,000 gallons at fixed pricing (\$3.1476/gal); 11,000 gallons at indexed pricing (OPIS Portsmouth low price on the day of delivery plus a fixed mark-up of \$.0351/gallon)
 - 7/1/2015 – 6/30/2016: 134,000 gallons at fixed pricing (\$2.5616/gallon)
 - 7/1/2016 – 11/30/2017: 168,000 gallons at fixed pricing (\$2.4091/gallon)
- d) ULSD (Tank Wagon Delivery)
 - 7/1/2014 – 11/30/2017: OPIS Portsmouth low price on the day of delivery plus a fixed rate mark-up of \$.289/gallon

The tank wagon volumes of #2 fuel oil are on a fixed price contract for FY 2015 with Dead River Company at \$3.4625/gallon. Kerosene is on an indexed price contract for FY 2015 with Dead River Company at the OPIS Boston low price on the day of delivery plus a fixed mark-up of \$.270/gallon. Should market prices continue to drop, all indexed price contracts can be converted to fixed price agreements without penalty. A competitive solicitation has been issued and proposals received for the purchase of #2 fuel oil and kerosene for the FY 2016 heating season.

The City has been approached by the Merrimack Valley School District concerning the possibility of refueling their 50 transportation and maintenance vehicles at the City's refueling site located at the COMF. Preliminary discussions have been held with the School District and their request is under consideration.

18. Continue membership on the City's Enterprise Resource Planning (ERP) System Steering Committee. Assist with the continued implementation and upgrade of ERP software for financials, human resources, payroll and utility billing.
9-Month Status: This committee continues to meet as needed. Versions 8.5 and 9.0 were successfully tested and implemented on December 5, 2014. Version 9.0 SP 2 was tested and implemented on January 9, 2015.
19. Continue to meet with other Purchasing Managers/Agents throughout the state of NH, on a quarterly basis, in order to: 1) Investigate and utilize selected competitively solicited intergovernmental cooperative purchasing contracts that maintain a high level of service and quality while reducing overall costs to the City, and 2) Discuss, investigate, promote and implement best practices, ethical values and public service.
9-Month Status: The Purchasing Manager and Purchasing Agent continue to meet on a quarterly basis with their counterparts from Nashua, Keene, Dover, Manchester, Laconia and Portsmouth. Recent meetings included representatives from W.B. Mason to review the contract for office supplies; and representatives from the NH Bureau of Purchase & Property to discuss additional future joint bids/contracts that could be entered into collectively.
20. Update the City Purchasing Ordinance, policies and procedures; as appropriate. Continue to train City staff on the use of Logos and City purchasing policies and procedures.
9-Month Status: Ongoing. Purchasing staff continues to train City staff, as necessary, on Purchasing policies and procedures, as well as on the use of Logos. Formal hands-on training sessions were held on October 24, 2014 and December 19, 2014.
21. Continue to co-chair the Accounts Payable/Purchasing Continuous Improvement Team in order to share working knowledge of Logos, improve and streamline City accounts payable and purchasing processes, and suggest improvements to the functionality of corresponding Logos modules.
9-Month Status: Ongoing. Meetings are held on the 4th Wednesday of each month, provided there are issues that need to be discussed/resolved.
22. 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 December 31, 2014 was 97.4% compared to 97.3% for December 31, 2013.
23. Continue to maintain or improve the City's current bond ratings.
9-Month Status: S&P has reaffirmed the AA+ rating with a stable outlook for the January 2015 bond sale. The city received SP-1+ rating for the bond anticipation note from S&P which is their highest rating for a bond anticipation note.

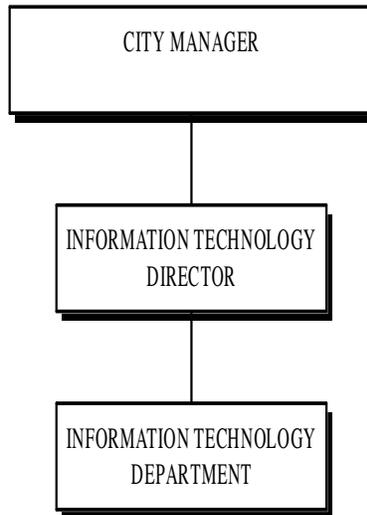
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24. Complete and submit all final documents to the Department of Revenue Administration (DRA) in order to obtain a certified tax rate no later than October 31st of each year.
9-Month Status: The tax rate setting went well. The Department of Revenue Administration is committed to setting tax rates as early as possible. The Department of Revenue Administration is moving forward with their new electronic processing for the various forms which should assist us in preparing the necessary forms for the tax rate setting.
 25. Review departmental receipt procedures with each department to ensure departmental compliance.
9-Month Status: The Treasury Office has updated the cash receipt policy and has been meeting with departments to review the cash receipt policy with the appropriate staff.
 26. Investigate options to centralize the cash receipting process to increase efficiencies of timely deposits.
9-Month Status: The updated cash receipt policy requires daily deposits and that has proven to be beneficial to the Treasury Office to reconcile cash deposits on a daily basis.
 27. Investigate electronic billing for property taxes and motor vehicle registrations.
9-Month Status: The printing company the Treasury Office uses is in the process of updating their equipment to allow for electronic billing. The goal is to use technology as much as we can to reduce cost and provide customers more options to do business with the city.

INFORMATION TECHNOLOGY

MISSION

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

INFORMATION TECHNOLOGY DEPARTMENT ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

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

INFORMATION TECHNOLOGY

BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Expense					
Compensation	\$382,405	\$420,649	\$436,463	\$433,375	\$472,289
Fringe Benefits	\$172,673	\$191,079	\$198,513	\$189,410	\$219,974
Outside Services	\$11,163	\$357	\$15,500	\$14,920	\$144,300
Supplies	\$1,141	\$1,500	\$1,600	\$1,500	\$1,500
Insurance	\$3,623	\$3,440	\$3,680	\$3,680	\$4,030
Total Expense	\$571,005	\$617,025	\$655,756	\$642,885	\$842,093

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>	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Estimated</u>	<u>2016 Projected</u>
1. Number of support calls	3,738	4,000	4,300	4,500
2. Network availability - estimated percentage	99.0%	99.2%	99.4%	99.9%
3. Average website visitors per month	3,500	8,200	15,900	18,000
4. Number of employee systems supported	440	451	458	478
5. Average age of hardware systems	1.75	2.20	3.20	4.40

2016 GOALS

1. Support the implementation of a time and attendance system and integration with the City's payroll system.
2. Replace 225 computers with new hardware and updated operating systems.
3. Upgrade City networking to include Voice Over IP technology to prepare for replacement phone system.
4. Improve response times and handle increased support calls due to new operating systems and hardware.
5. Replace and migrate main database server to current hardware standards and software levels. Main City databases will need to be migrated including Collections' Munismart software, fleet management, Fire information system, GIS mapping, as well as antivirus system logs and virtualization control databases. The six year old database server is scheduled for replacement by winter 2015/2016.

2015 GOALS STATUS

1. Research and upgrade/replace enterprise Antivirus and Malware applications. A typical antivirus subscription is three years and is distributed to all City-owned computers and devices.
9-Month Status: Antivirus software has been purchased. Staff is running distribution testing and installing throughout April.
2. Replace 50 end-of-lifecycle desktop computers. Out-of-warranty laptops and desktops will be replaced with new equipment and repurposed into loaner computers and training labs to extend their technical lifespan and value.
9-Month Status: Completed. The Library's staff and public computers have been replaced.

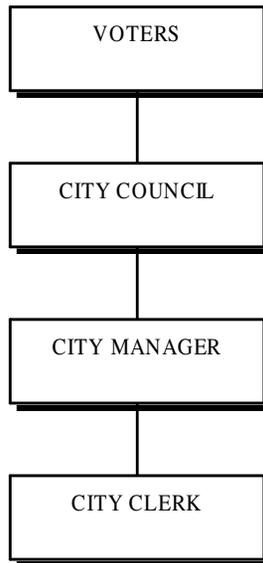
INFORMATION TECHNOLOGY

3. Assist the Finance Department with research, and coordinate departmental reviews of time management recording software, with a goal of building a comprehensive and standardized time keeping system which will integrate with our ERP system.
9-Month Status: Completed. Reviewed possible systems currently integrated with the Logos ERP system and awaiting confirmation of target FY 2016 CIP funding to proceed.
4. Install and configure an automated agenda management system, with the first phase being the City Clerk's agenda system, in order to improve the business process of creating City Council meeting agendas and publishing to the web. This system will be implemented over several phases as we expand modules, functionality and training to the end users.
9-Month Status: Completed Granicus software training and setup with the City Clerk. Training for departmental users has been completed. Waiting for City Council testing to begin prior to final rollout to public.
5. Upgrade and install 50% of servers to the latest operating system (Windows Server 2012), which will allow us to be current on all security updates, as well as prepare us for future compatibility with proprietary software program requirements.
9-Month Status: Forty percent (40%) of servers have been completed. Currently working on Police and Fire servers.
6. Replace and upgrade the current ERP hardware, which is expiring in August 2014, for a five-year lifecycle. These high performance data warehouses will be replaced with new hardware and upgraded licensing to remain current with our vendor's recommended specifications.
9-Month Status: Completed during December 2014 ERP software/hardware upgrade.
7. Expand the City's Social Media Program by expanding our communications and impact through programs such as Twitter, YouTube and Facebook, as well as by expanding the "Notify Me" module on the City website.
9-Month Status: Limited progress has been made due to resources available. Will be reviewing with individual departments for 2015 improvements.
8. Implement a new City Intranet and train departmental representatives on web publishing.
9-Month Status: Migrating several departments to new Intranet, while waiting for final rollout in May of new internal intranet.
9. Format and build compatible reports through the ERP system to standardize the information distributed by the Finance Department in the annual Budget Manual.
9-Month Status: System Analysts are working with OMB and finalizing process and reviewing budget manual for consistency and report accuracy.

MISSION

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

CITY COUNCIL
ORGANIZATIONAL CHART



BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Expense					
Compensation	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Fringe Benefits	\$1,232	\$1,235	\$1,240	\$1,230	\$1,254
Outside Services	\$3,796	\$5,115	\$7,000	\$5,900	\$24,000
Supplies	\$2,999	\$3,963	\$5,000	\$3,560	\$1,500
Insurance	\$152	\$130	\$150	\$150	\$150
Total Expense	\$24,179	\$26,443	\$29,390	\$26,840	\$42,904

CY 2014-2015 PRIORITIES

Members of City Council met on February 3, 2014 to discuss and set priorities for the remainder of CY 2014, as well as CY 2015. The following items are the top priorities that members of Council chose for 2014-2015. Responsible Fiscal Management is the guiding principal pertaining to all priorities listed below.

- Balanced Budget Issues: FY 2015 and FY 2016
 - Collective Bargaining/Contract Negotiations
 - Grant Writing
 - Health Insurance Costs
- Community-wide Economic Development Initiatives to Expand Tax Base
- Public Information, Marketing and Communications
- Parking Master Plan/Implementation Measures

CY 2014-2015 PROJECTS

- Main Street Complete Streets Project
- City-wide Multi-Generational Community Center
- Opportunity Corridor Economic Development Initiatives
 - South Main Street
 - Penacook Village
 - Downtown 2nd & 3rd Floor Redevelopment
 - North Central Corridor/Storrs Street Connection & South End Rail Yard
- Expand Neighborhood Street Improvement Program

ONGOING INITIATIVES

- Major Transportation Corridor Improvements
- Municipal Complex Planning/Improvements
- Memorial Field Complex Planning/Improvements
- Sewalls Falls Bridge
- Create and Expand Partnerships (particularly in regards to Recreation and Economic Development opportunities)
- Creative Economy Work
- Hall Street Wastewater Treatment Plant Odor Control Program

CY 2014-1015 GOALS STATUS**GOAL 1. BALANCED BUDGET ISSUES: FY 2015 AND FY 2016**

- a) **Collective Bargaining/Contract Negotiations:** All unions are currently under contract. Contract negotiations began in early 2015 with the Concord Fire Officers Association, whose contract expires on June 30, 2015. By eliminating the Point of Service health plan from all contractual language, we have been able to reduce our plan offerings to three, more cost effective HMO selections through Harvard Pilgrim. Further, five of the unions have entered into contracts that provide for cost sharing of medical and dental premiums. The Concord Police Supervisors Association will begin cost sharing in July 2015, and the remaining four unions will begin cost sharing in July 2016.
- b) **Grant Writing:** In April 2014, the City was awarded \$155,000 in Community Development Block Grant funds to support renovations to NAMI-NH's facility on North State Street.

The Fire Department has applied for \$189,864 through the Assistance to Firefighters grant program to install fire sprinklers in the four fire stations. Grant awards should be announced by the end of summer 2015.

The Police Department currently manages three Justice Assistance Grant awards, which have provided approximately \$90,000 to the Concord Police Department and the Merrimack County Sheriff's Department. These funds are designated for equipment, training and other police-related needs identified by each agency to improve the police services provided.

The Police Department participates in the Ballistic Vest Program, which provides 50% of funding for the Department's purchase of ballistic vests. The Department also receives funding through the NH Highway Safety Agency to conduct initiatives designed to keep the City's roadways safer. These initiatives include enhanced enforcement patrols on Loudon Road, downtown pedestrian safety patrols, DWI patrols, seatbelt enforcement patrols, and other initiatives targeting aggressive driving and pedestrian safety.

In 2013, the Police Department applied for and was approved to receive funding through the Office of Domestic Preparedness, State Homeland Security Program and Law Enforcement Terrorism Prevention Program, for a specialized response/rescue vehicle. The Department received this vehicle in July 2014. This vehicle will be an important asset for both the Department and the Central NH Special Operations Unit for incidents involving the need for a vehicle with such response capabilities.

In March 2014, the Police Department received funding through the NH Homeland Security and Emergency Management Exercise and Evaluation Program to conduct an active shooter exercise in conjunction with Concord Hospital. This exercise proved extremely beneficial in assessing not only the Department's response to an active shooter incident, but also in evaluating the interoperation capabilities of other responding agencies, as well as staff at Concord Hospital.

Library staff applied for and received a number of grants. They prepared a successful Reen Grant application to purchase additional comfortable, stacking chairs for the auditorium, and new plastic chairs for children's programs. The Library also received grants from the Concord Public Library Foundation to purchase PlaySpace equipment for the Children's Room; to purchase books to give away at National Night Out; to help with the Teen Summer Reading Program; to purchase books for Book Club kits; to purchase a discounted library pass for patrons to the Museum of Science in Boston; to help establish a teen zone in the Library; and to fund four bands and food vendors for its summer concert series. In addition, the Library received a grant from the Network of Libraries of Medicine to purchase materials for three programs, as well as to support the filming of the three programs for the Library's YouTube channel. Those programs are: "How to Sign Up for Healthcare"; "Alzheimer's Memory Loss and Dementia"; and "Healing from Lyme Disease".

The Human Resources Department applied for and was awarded the 2014 New England ADA Center's Field Based Training Day for municipalities, which included a \$1,000 grant to be used to improve accessibility for the disabled. City employees participated in a hands-on training experience on September 29, 2014. The training provided experience conducting an accessibility review and identifying solutions that would improve accessibility to the public for municipal services and programs, as designated under the Americans with Disabilities Act. The City is evaluating the best use of the grant funds.

- c) **Health Insurance Costs:** The City has worked diligently with Harvard Pilgrim Healthcare to accomplish a five year average increase on premiums of only 3.88%, with the last two years representing an unprecedented rate hold. The rate increase for FY 2016 will be in the range of 8-10%. Throughout this time, we have been able to maintain the level of benefits provided to our employees. We have increased our wellness program participation amongst employees and spouses with a focus on providing greater access to fitness programs and healthcare consumer awareness. This has correlated to lower standard claim costs. Most recently, high cost claimants have increased due to several serious care claims. Through successful contract negotiations and collaboration with the City's Health Benefits Review Team, we have been able to eliminate three of our costliest medical plans, which has resulted in a savings on retiree health care costs. In addition, five of our six unions have agreed to a cost sharing provision with respect to premium payments on medical and dental insurance, which will help to contain the cost of providing health care to employees. The sixth union is currently in negotiations. These changes will help to mitigate the potential impact of the pending Excise (Cadillac) Tax of 2018 under the Affordable Care Act by keeping our overall premiums lower.

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

The Mayor's Impact Fee Committee completed its work in September 2014. The Committee's final report recommended a series of changes to the impact fee ordinance, including the elimination of the Merrimack Valley School District impact fee, the transition from a square footage to a dwelling unit measure for residential impact fees, and the clarification of incentive language. The proposed ordinances were adopted by City Council in November 2014.

The Upper Floor Development Committee met several times and comprehensively analyzed the municipal review process for downtown redevelopment projects, using the Endicott Hotel case as a model. This committee also held an open forum with downtown property owners from which one of the salient take-aways was the perceived need for the community to revisit the creation of a possible downtown lender's consortium. The Economic Development Advisory Committee (EDAC) subsequently addressed the matter of the consortium and the consensus among the bankers on EDAC was that federal lending rules that have been implemented over the last few years, as well as the inherent challenges of historic building renovations, preclude the viability of such a consortium.

In terms of new development, Liberty Utilities received approval for the construction of a new 7,000 SF training facility at 10 Broken Bridge Road. In February 2014, a 31,000 SF retail/restaurant center on Loudon Road, across from the Sears Auto Center, was approved; in May 2014, a new 3,300 SF Sugar River Bank branch at 198 Loudon Road was given the green light; in June 2014, the redevelopment of a new auto dealership at 94 Manchester Street was approved by the Planning Board; and in November 2014, a nanobrewery was approved for the Smokestack Center off of North State Street.

The Concord Racquet Club was sold to a seacoast investor and re-branded as the "Health Club of Concord." The new owner plans to continue to operate the club as a fitness/athletic facility with few changes in the short term. Long-term improvements are being contemplated.

GOAL 3. PUBLIC INFORMATION, MARKETING & COMMUNICATIONS

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

- a) **Assessing:** All property assessments are available on the City website. The information includes property data and building sketches. A Powerpoint presentation on the website entitled, “Understanding Property Assessments and Taxation” is a useful tool for taxpayers who wish to become more familiar with the assessment process, tax credits, exemptions and tax bills. An informational meeting explaining the property assessment process was held on February 19, 2015. An explanation of the property tax billing process was added to the Department’s web page in an effort to help taxpayers understand the quarterly billing process.
- b) **Community Development:** Louis Karno & Company revamped the Main Street Project website and added two project “cams” located at both ends of Main Street. In addition, the firm created and maintained a project Facebook page and Twitter account. Radio and newspaper ads have also been placed with WJYY, WKXL, 93.3 The Wolf, and the Concord Monitor. The radio spots offered local merchants the opportunity to directly showcase their businesses, as well as Main Street as a whole. Weekly project updates sent directly to members of the public have continued throughout. A “Main Street Minute” collaborative with Concord TV has also started and will be available on their YouTube channel. A project banner beckoning visitors and patrons to Main Street has been placed on the north side of the Remi building.

In terms of overall development marketing by the Community Development Department, another issue of the “Concord Development” newsletter was distributed in February 2015, focusing on the City’s industrial parks. The Department also negotiated an agreement with CGI Communications, Inc. to produce four videos focused on Concord’s quality of life and development potential. These videos will be made at no cost to the City and are expected to be filmed in June 2015 and released over the summer.

- c) **Finance – Purchasing:** The Purchasing Division has considerable public contact, mostly through bids, proposals and quotes. Information is distributed to vendors as warranted. Vendors are encouraged to register on the City website in order to receive e-mail notification when a solicitation has been issued that may be of interest to them. The Purchasing website is easy to navigate for any citizen wishing to review bids and proposals. The website is reviewed regularly to ensure all information is current and updated with every new bid or request for proposal that is released.
- d) **Fire Department:** The Fire Department’s Facebook page has 2,667 followers. The Department most recently posted information on burn safety awareness week, cooking and kitchen safety, changing batteries in smoke alarms, and various community support activities. Several posts included safety tips for coping with winter weather, including keeping hydrants clear, snow loads on roofs, and generator safety. The Department’s Twitter page has 527 followers (up 9% from December 2014) and the same information is shared there. The Department’s web pages continue to see a high volume of traffic. The Concord Monitor and NH-1 News did stories on winter weather impacts and safety tips, cooking safety, and the unusual case of an entire roof sliding off a house. WKXL has added a weekly segment on Fire Department activities, which began in March 2015.
- e) **General Services Department:** In February 2014, the General Services Department hired the City’s first Communications Coordinator to help the Department with marketing, promotions, and public communication. At that time, the Department updated its web pages and increased its web page views to a total of 4,241. The Department also launched a monthly newsletter, *The General Gazette*, which features top stories from the Department. Google+ and YouTube pages were also launched. The first video that was produced showcased downtown snow removal.

In April 2014, the General Services Department launched two new YouTube videos regarding Spring Leaf Collection and Arbor Day. The Department created and mailed its first annual Trash and Recycling Brochure to residents, which included information regarding PAYT trash bag locations, recycling, contact information, a calendar of trash holidays and other solid waste events, and a PAYT trash bag contest that encouraged residents to sign up for News Flash on the City website. The brochure received the 2014 Outstanding Recycling Brochure Award by the Northeast Resource Recovery Association.

In May 2014, a new YouTube video was released which showcased the City's Water Conservation Technician presenting information to school children at the Manchester Water Fair regarding leak detection and the importance of water conservation.

In June 2014, a YouTube video was released which showcased a tour at the Water Treatment Plant with a brief explanation of the City's water treatment process. The Department also launched a Twitter page and diligently tweets about street sweeping, road work, water conservation, recycling, trash holidays, promotions, arena events and more.

In July 2014, the Department initiated a Facebook page. Facebook posts are done 2-3 times a week regarding things like *The General Gazette*, water conservation, trash and recycling, street maintenance, holidays, YouTube videos, pictures of events, and other engaging topics. The Department also had a presence at Downtown Market Days, with a mini-golf hole built by staff which advertised General Services' social media pages and the City website. Department staff engaged with the community on-site and encouraged them to follow General Services online. Also in July, the Department published another YouTube video which instructed residents how to read their water meter. Another community engagement event in July was the Department's Truck Photo Contest. The Department requested that Concord residents submit photos of what Concord means to them. Two winning photos are to be printed on Casella trash and recycling trucks.

In August 2014, the Department attended National Night Out to promote its vehicles, water conservation, solid waste, etc. The mini-golf hole from Market Days was brought back as well. Also in August, the Department created and mailed a water brochure which contained information about utility billing, water conservation, water quality, and two promotions. The first promotion was a Goody Bag Giveaway, which encouraged residents to follow the Department's Facebook, Twitter, Google+, and YouTube pages with an incentive of a free goody bag filled with General Services' promotional items. The second promotion was "E-Z Pay for WaterSense," a contest that encouraged water consumers to enroll in E-Z Pay for Utility Billing on the City website for a chance to win a WaterSense labeled showerhead.

In September 2014, a new YouTube video was released of the Everett Arena ice painting. The Department also continued its E-Z Pay for WaterSense contest.

In October 2014, the Department participated in the EPA WaterSense "Shower Better Month" campaign with their E-Z Pay for WaterSense contest and a WaterSense labeled showerhead coupon for use at The Granite Group. When the E-Z Pay for WaterSense contest ended, the Department had gained a total of 79 new E-Z Pay enrollees. Also in October, a new YouTube video was developed featuring the Fall Leaf Collection Program.

In November 2014, a winter operations web page was created to showcase information regarding street and sidewalk plowing priorities, plowing route maps, downtown snow removal, winter parking bans, and sand locations.

In December 2014, the Department promoted a pilot program for curbside Christmas tree collection. The Department issued a press release to the local media and promoted the program on social media. Program information was also distributed to residents with their water bills. Eleven new web pages were created on the City website regarding the following topics: wastewater treatment; biosolids; odor control; what is flushable; sanitary sewer collection; RV waste; septage discharge; industrial pre-treatment; facility tours; and how to prevent fats, oils and greases in our sewers. The Department mailed out its second annual solid waste brochure, this time including a full year calendar. Similar to the last brochure, the calendar included information about trash holidays, household hazardous waste day, and spring and fall leaf collection. The calendar also included the curbside Christmas tree collection and information about collection services, the Transfer Station, Earth Materials Recycling Center, single-stream recycling, and the PAYT Program. The Department also held another PAYT trash bag contest, which provided the opportunity for residents to win a free bundle of PAYT trash bags if they signed up for General Services topics within Notify Me on the City website.

In January 2015, the Department created a Website Navigation YouTube video. The video promoted the City website, particularly General Services' pages, and was promoted through the City website and social media to help Concord residents better navigate online City services.

In February 2015, a new web page was created to feature information about the Transfer Station. The Department also updated several of its web pages to begin featuring WaterSense's "Fix a Leak Week" to prepare for the water bill stuffer that was being mailed out to residents encouraging them to fix leaks. A new YouTube video was also created featuring the Everett Arena Zamboni getting a new wrap.

In March 2015, five winners were chosen for the PAYT trash bag contest. A total of 332 new subscribers were gained from this contest and General Services now has a total of 1,513 News Flash subscribers. After tracking promotional outlets (social media, print, press releases, newsletters, etc.), it was discovered that most new subscribers came after the 2015 Solid Waste Brochure was released and after press releases to the Concord Patch and Concord Monitor were submitted. Also in March, a new web page was created to feature Highway and Utilities Division spring operations. This page features information about potholes and road limit postings, and will soon feature other spring related activities such as street sweeping, road repairs, etc. As promotional partners for the EPA WaterSense Program, the Department helped to promote "Fix a Leak Week" with a Royal Leak Detection contest. The contest encouraged Concord water consumers to find and fix leaks and to be entered for a chance to win a WaterSense labeled toilet by sharing a picture of their leak detection efforts.

The General Services Department regularly submits press releases to the local media to promote important events and programs. Since February 2014, the Department has been featured 25 times in the Concord Monitor, 35 times in Concord Patch, 5 times in the Concord Insider, and at least 8 times in other miscellaneous sources; the Department's monthly web page visits have increased by 2,171 views to 6,412 in February 2015; and they have steadily gained followers on their social media pages with 302 likes on their Facebook page, 167 followers on Twitter, 33,679 views with 23 subscribers on their Google+ page, and 3,581 video views and 28 subscribers on their YouTube page.

- f) **Human Resources:** In an effort to improve outreach activities regarding position vacancies within the City, the Human Resources Department utilizes online cloud-based recruitment software for applications. Now an applicant can be made aware of City job opportunities by completing a job interest card. Job interest cards are sent to those who have completed a profile and have let us know what types of work they are looking for. This has served to reduce phone calls within the Department, while saving the job seeker time in having to check back to our website. It has also provided savings in recruitment advertising costs. Job vacancies are a "hot link" on the home page of the City's website.

- g) **Library:** Staff has focused on improving marketing by revising the Library's list of publicity contacts in order to reach a broader audience. Staff created two Tumblr pages – one for teens and one for book clubs and adult readers. A YouTube channel was created for the posting of videos of Library programs, and they also maintain a Facebook page. The Library makes great use of the News Flash feature of the City website, highlighting upcoming programs and information about Library services. Staff continues to highlight Library services and programs through monthly *Insider* ads. The Library just concluded marketing of its 2015 “Concord Reads” program events throughout the City on a variety of mediums. Currently, the Library is doing a Tumblr promotion where the tenth person to log on to Tumblr will receive a bag of books. Reminding patrons that their reading history can be viewed through their online patron account is also a current emphasis.
- h) **Parks & Recreation:** The Parks & Recreation Department creates four seasonal brochures each year which are delivered to all elementary school children in the city. Each brochure highlights programs and events for a 3-4 month period. The content of the brochures is also posted on the Parks & Recreation website. In addition, the Department maintains a very active Facebook page, with over 1,600 “likes”. The Department also creates a monthly newsletter, 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.

The Parks & Recreation Department also maintains the web site 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 our online e-club. The web site receives 2,500-3,500 unique web hits per month. The Department also maintains a very active Facebook page for the course, with over 1,100 “likes”. During the golf season, staff coordinates weekly newspaper and radio ads.

- i) **Police Department:** The Police Department utilizes a number of social media sites, as well as the City website to share information with the public regarding the Department and its activities. 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, citizen police academies, and other events. In addition, all Department press releases are placed on the site.

The Department's Twitter page has approximately 1,200 followers and its Facebook page has over 1,050 friends. Both of these sites disseminate information regarding Department and/or 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 2014, a total of 298 tips were received, leading to the arrest of 24 individuals and closing out numerous cases.

The Community Resources Unit of the Department produced a segment on Concord TV entitled, “On the Beat”, which aired every other month. “On the Beat” allowed the Department to disseminate news of interest regarding the Department, as well as helpful tips to prevent crime and how to respond if one has been a victim of crime. In addition, interviews were conducted with other City employees and community leaders to help pass on useful information to the residents of Concord. Unfortunately, in 2015, after 26 episodes, the Department will not be able to continue with this project due to organizational changes at Concord TV.

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.

GOAL 4. PARKING MASTER PLAN / IMPLEMENTATION MEASURES

The City issued a Request for Qualifications and Experience (RFQ) for this project on January 21, 2014. Statements of qualifications were received on February 28, 2014 from four consultant teams. Consultant teams were subsequently interviewed on April 4th and April 21st. On June 9, 2014, the City Council appropriated \$115,000 to proceed with the project. On June 24, 2014, the City engaged Nelson Nygaard and Desman Associates to undertake the project. The total project is \$108,775. The project began last summer with data collection. That process included reviewing all past City parking studies, as well as the completion of an inventory of all public and private parking spaces in the study. In September and October of 2014, ten stakeholder focus group meetings were held. Stakeholder forums included residents, downtown business owners and employees, the State of New Hampshire, the US Federal Court, UNH Law School, landlords and developers, as well as staff from the Parking Division and the General Services Department. A community “open house” to receive public input about the City parking system was held on October 6, 2014. On January 7, 2015, the consultant collected additional parking counts when the Legislature was in session and held meetings with long-term lease holders to gauge potential interest in moving to a permit system. A second public forum was held on January 28, 2015 to present preliminary findings and recommendations to the community. The consultant also met with the City’s Parking Committee on March 16, 2015 to discuss preliminary findings. As of the end of March 2015, the consultant and City staff were working to develop new financial pro formas for the Parking System, which incorporate the preliminary recommendations. During this process, the draft recommendations might be modified if they are not financially viable. Once the City Administration is satisfied that the preliminary recommendations are financially viable, the final study will be presented to the City Council, likely in early summer 2015.

PROJECT 1. MAIN STREET COMPLETE STREETS PROJECT

The project received City Council approval on July 30, 2014. Two meetings with downtown merchants were held in August to arrive at the preferred construction sequence. Ultimately, the merchants attending unanimously approved the construction of the entire North Main Street streetscape in 2015, with the southern section, from Pleasant Street to Concord Street, being done in 2016.

Per Council direction, a lighting firm was sought to be part of the project team. The lighting design firm of Horton Lees Brodgen was selected. A lighting design was presented to City Council in December 2014.

A way-finding signage package was also presented to City Council in December 2014. Council directed Community Development staff to meet with downtown stakeholders to obtain input on the designs. Meetings were held on January 6th and 8th, 2015, followed by a public hearing on January 12th. The “historic” sign package option was the consensus choice for the downtown.

PROJECT 2. CITYWIDE MULTI-GENERATIONAL COMMUNITY CENTER

On April 23, 2014, the City engaged a design team for the project led by the H.L. Turner Group of Concord. As part of the FY 2014 and FY 2015 budgets, the City has appropriated approximately \$751,000 to complete design. Focus group meetings were held on May 29, 2014 with six stakeholder groups, including the Recreation and Parks Advisory Committee, to confirm the findings of the 2011 Needs Assessment, as well as to reintroduce the community to the project. A public forum was held on June 24, 2014. At the August 2014 City Council meeting, staff reported on the results of the stakeholder input and Council authorized the City Manager to proceed with schematic design, as well as updates to the 2011 business plan and financial pro forma for the project. Initially, schematic designs and business plans/financial pro formas were completed for three options and presented to City Council on February 9, 2015. The City Council requested supplemental information, which was provided on March 9, 2015. To date, nine different design options and pro formas have been prepared for the project. A public hearing on the design options was held on March 9, 2015. The City Council will discuss the project again at its April 13, 2015 meeting. Final design will only proceed if the City Council selects a preferred option and authorizes a final design to move forward.

PROJECT 3. OPPORTUNITY CORRIDOR ECONOMIC DEVELOPMENT

- a) **South Main Street:** On June 9, 2014, the City Council authorized the City Manager to enter into a Purchase and Sales Agreement with the State of New Hampshire to acquire the former Employment Security property located at 32-34 South Main Street. The City Council also appropriated \$1.99 million, supported by the Sears Block TIF District, to support this effort. The City acquired the property on October 31, 2014 for the purpose of holding it on an interim basis until such time as a developer can be found with a suitable redevelopment plan that maximizes the highest and best use of the property. The City, with the aid of an independent contractor, has decommissioned, weatherized and secured the property. In February 2015, the City opened the property's 75-space parking lot for paid public parking. On March 25, 2015, the City engaged the Norwood Group, a commercial real estate brokerage firm based in Bedford, NH, to market the property.

Concord Steam representatives have not approached the City since their announcement in December 2013 to abandon the development of their new plant at the South Main Street/Langdon Avenue site. The City has directed developers in need of project sites to the area. The property is currently on the market for \$3.3 million.

- b) **Penacook Village:** The final phase of environmental cleanup activities at the Former Allied Leather Tannery and Amazon Realty sites were completed in August 2014, and a full report was provided to the City Council in September. Working with its environmental consultant, the City is in the process of amending institutional controls for the site, as well as project close-out with the US Environmental Protection Agency and the NH Department of Environmental Services. This will be completed in late spring 2015. On March 25, 2015, the City engaged the Norwood Group, a commercial real estate brokerage firm based in Bedford, NH, to market the property.

Work on CIP #35 (Route 3-Village Street Improvements) has made significant progress. The downtown utilities were placed underground, the roundabout and sidewalks completed, and paving done. Work on the final phase (Stark Street to Manor Road) will be completed in 2015.

The Penacook Village Vision Plan was completed by the Community Development Department in February 2015. The Plan was presented to the Planning Board at its March 18, 2015 meeting. Over the next several months, additional public input will be sought and draft zoning amendments will be prepared for Planning Board review and City Council action.

- c) **Downtown 2nd & 3rd Floor Redevelopment:** The Upper Floor Development Committee continued its review of the City's development review process to determine what changes, if any, should be implemented to facilitate upper floor development. A forum with downtown property owners over the summer of 2014 illustrated a need for alternate funding sources for redevelopment projects. Some attendees suggested re-visiting the idea of a "lender's consortium." The viability of a lender's consortium was subsequently discussed at the October 2014 Economic Development Advisory Committee (EDAC) meeting. EDAC members involved in banking questioned the feasibility and applicability of this lending concept, arguing that changed banking regulations and the challenges of historic renovations significantly discourage banks from participating in such an arrangement. Ultimately, EDAC did not take any action to support or promote the lender's consortium concept.

Related to this effort, on December 8, 2014, the City Council approved an RSA 79-E Community Tax Relief Incentive application for redevelopment of the Vegas Block. The City Council also approved a license agreement for the installation of balconies for the upper floors of the building. Staff has also met with the Developer, the CRDC, and the developer's lender regarding potential use of the City's Revolving Loan Fund program to provide gap financing for the project.

- d) **North Central Corridor/Storrs Street Connection & South End Rail Yard:** On May 12, 2014, the City Council authorized the City Manager to enter into a Purchase and Sales Agreement with Tsunis Holdings to acquire a 4.04 acre property to facilitate future construction of Storrs Street North. The City Council also appropriated \$1.05 million to support the purchase and related activities. The City acquired the property on October 1, 2014. Working with third party consultants, the City is currently in the process of preparing bid documents and securing permits from the State to conduct removal of vegetation and interim grading of the property until such time as the City is prepared to advance the project (CIP #18).

PROJECT 4. EXPAND NEIGHBORHOOD STREET IMPROVEMENT PROGRAM

To maintain our local roadway network of 220 miles of streets, annual funding of \$2.6 million is needed.

In recent years, the City has invested in its major arterial streets that receive heavier traffic volumes and, consequently, has had to reduce annual expenditures directed towards local streets to approximately \$1 million. With the funding for the final phase of the Route 3 North State Street Rehabilitation Project now in place, City Council has expressed a strong desire to focus on funding for local neighborhood streets. City Administration presented a new Neighborhood Paving Plan at the City Council's CIP out-year review meeting on February 17, 2015. During the upcoming budget review process, the City Council and City Administration will determine how to best augment existing funding with new sources to increase the number of local neighborhood streets to be repaved each year. The General Services Department is actively engaged in the development of that plan and has launched an informational page on the City's website.

ONGOING INITIATIVE 1. MAJOR TRANSPORTATION CORRIDOR IMPROVEMENTS

Work on CIP #35 (Route 3-Village Street Improvements) has made significant progress. The downtown utilities were placed underground, the roundabout and sidewalks completed, and paving done. Work on the final phase (Stark Street to Manor Road) will be completed in 2015.

CIP #19 (Loudon Road Improvements): The "road diet" has been approved by City Council and is under design. Construction is anticipated for summer 2015. The ongoing budget issues at the State and Federal levels have called into question the timing of the grant dollars for this project. Based on the most recent communications, however, staff believe that these funds will be disbursed to the City, although the construction schedule may be impacted.

CIP #40 (Langley Parkway): A final report on the Langley Parkway project findings to date was distributed to City Council in February 2015.

ONGOING INITIATIVE 2. MUNICIPAL COMPLEX IMPROVEMENTS

In March 2014, the General Services Department completed a major renovation of the second and third floors of City Hall, which consolidated Finance Department staff on the second floor and Engineering and Planning Division staff on the third floor. The work consisted of the renovation of approximately 3,100 square feet of office space. With these improvements, both Deputy City Manager offices are located on the second floor adjacent to the offices of the City Manager and City Solicitor. The work included constructing a new private office and repurposing a larger private office into a needed conference room on the second floor. Planning staff were moved to the third floor with a new private office constructed for the City Planner. A small conference room on the third floor was also constructed for use by Engineering and Planning staff. The work also included a new entryway into the repurposed space for the Engineering and Planning staff, with extended counter service. New office furniture and privacy cubicles were also provided to enhance the work environment. Through a grant the City received from the NH Charitable Foundation, the General Services Department was able to have both staircases in City Hall painted.

ONGOING INITIATIVE 3. MEMORIAL FIELD COMPLEX IMPROVEMENTS

The General Services Department managed the much-needed renovations of the press box and immediate grounds of the Doane Diamond baseball complex at Memorial Field. Work included a new roof, new siding, new windows and a refurbished interior. Security panels were installed to cover the windows when the building is not in use. The stairway to the second floor was reconstructed to meet present code and safety requirements. The grounds were improved, including the addition of foundation drains, area drains and a ground water pumping station to improve the wet conditions of the past. The work on the building included the addition of two large overhead doors at each end to provide secure storage space for equipment. Walkways and access drives were reconstructed and paved for safe access for users and patrons.

ONGOING INITIATIVE 4. SEWALLS FALLS BRIDGE

Funding for the design of this bridge was released and construction funding was programmed in the State's Transportation Improvement Program. The NH Department of Transportation (NHDOT) is currently reviewing the final plans. Full right-of-way disposition from the State is working its way through the State's CORD process. The City hopes to release the bid in late March/early April 2015, concurrent with the CORD process. The existing bridge was closed permanently on December 1, 2014.

ONGOING INITIATIVE 5. CREATE AND EXPAND PARTNERSHIPS (particularly in regards to Recreation & Economic Development Opportunities)

The sale of City and State-owned land for the proposed 31,000 SF Siena Development, located across from the Sears Auto Center on Loudon Road, was closed in early December. In addition to the State and private land involved, the City received \$39,141 for remnant slivers of City property and the developer has since cleared the land in preparation for spring construction of the shopping center and public roadway improvements, which will be built at the developer's cost.

The Library has partnered with the NH League of Conservation Voters on a public meeting with an EPA representative; the National Network of Medical Libraries for programs and materials; the Appalachian Mountain Club for programs; and Second Start for an English language learning group. The Library also has a number of community partners for Concord Reads programs.

ONGOING INITIATIVE 6. CREATIVE ECONOMY WORK

In the summer of 2014, a fact-finding visit was made by City Councilor Byron Champlin and representatives from the Chamber of Commerce and NHTI to the Plymouth State Enterprise Center. Representatives of the Enterprise Center subsequently made a formal presentation to EDAC at its September 2014 meeting. EDAC formed a subcommittee to explore the concept of the incubator and has since, along with members of Creative Concord, visited the Hannah Grimes Center in Keene and the Alpha Loft in Manchester. Investigation of the incubator concept continues.

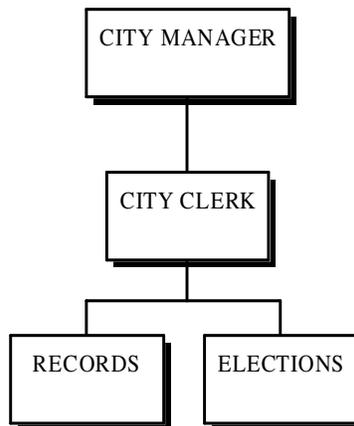
ONGOING INITIATIVE 7. HALL ST. WASTEWATER TREATMENT PLANT ODOR CONTROL

The second phase of the three phased comprehensive odor mitigation program at the Hall Street Wastewater Treatment Plant has been operating since November 2013. In order to ensure that future capital funds are spent appropriately, the General Services Department is moving forward with two rounds of odor source sampling and analyses in FY 2015. This effort is intended to rank remaining unmitigated sources of odor and to determine the effectiveness of the investments made to date. Atmospheric dispersion modeling will also be conducted to predict potential off-site odor emissions. The current Capital Improvement Program has funds scheduled in FY 2016 and FY 2017 to address remaining process areas that are identified as significant contributors to off-site odor emissions.

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.

2016 OPERATING BUDGET

BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Dog Licenses	\$37,437	\$27,642	\$30,000	\$28,000	\$30,000
Marriage Licenses	\$2,401	\$3,010	\$2,800	\$2,700	\$2,800
School District Payments	\$6,813	\$3,677	\$7,800	\$5,455	\$4,000
Recording Fees	\$7,397	\$11,705	\$9,000	\$7,000	\$7,000
Sundry Services	\$27,012	\$48,492	\$32,000	\$38,000	\$35,000
Miscellaneous	\$8,445	\$1,498	\$250	\$160	\$500
Transfer In-Trust/Capital Reserve	\$10,000	\$12,500	\$0	\$0	\$0
Total Revenue	\$99,505	\$108,523	\$81,850	\$81,315	\$79,300
Expense					
Compensation	\$251,378	\$232,231	\$260,973	\$261,460	\$290,658
Fringe Benefits	\$67,058	\$64,681	\$66,873	\$66,540	\$96,850
Outside Services	\$11,371	\$8,956	\$14,875	\$12,030	\$24,814
Supplies	\$17,368	\$9,556	\$18,320	\$18,620	\$17,145
Insurance	\$2,058	\$2,040	\$2,400	\$2,400	\$2,220
Capital Outlay	\$8,219	\$12,332	\$0	\$0	\$0
Total Expense	\$357,451	\$329,796	\$363,441	\$361,050	\$431,687

<u>SERVICE INDICATORS</u>	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Estimated</u>	<u>2016 Projected</u>
1. Birth Certificates Issued	1,999	1,928	1,925	1,900
2. Marriage Certificates Issued	671	805	750	700
3. Death Certificates Issued	3,305	3,668	3,300	3,300
4. Divorce Records Issued	76	124	95	85
5. Marriage Licenses Issued	344	419	400	400
6. Marriage Ceremonies Performed	82	136	120	110
7. Dog Licenses Issued	5,379	5,155	5,100	5,000
8. Notice of Intent to Issue Summons	716	751	665	650
9. Voter Registrations Processed	4,281	289	1,650	1,200
10. Absentee Voters Serviced	2,609	142	1,369	600
11. Average Number of Ballots Cast	29,221	4,173	22,068	14,000

2016 GOALS

1. Implement the ability for citizens to request vital records and/or license their dogs online.
2. Implement an updated procedure 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 vital records and general office manuals to outline procedures staff should follow when performing their duties.
5. Complete an election procedures manual that clearly defines and provides guidance specific to the many duties of staff prior to and in follow-up to any election.

2015 GOALS STATUS

1. Implement, as funded, improvements to the current City Council agenda process with a goal of going live with a more automated process during FY 2015.
9-Month Status: Staff is running parallel agenda systems for the months of April and May 2015, with a goal of going live and paperless in June 2015.
2. Implement an updated procedure 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 to date. Procedures for committees and staff members to use to ensure compliance with Right to Know laws and municipal policies will be drafted for review by City Administration prior to citywide implementation. This goal remains a priority.
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 to date. A Municipal Records Committee meeting will be scheduled to report recommendations as to how long municipal records not listed within retention statutes should be kept, along with recommendations on which department should retain documents currently stored by more than one entity. These recommendations will be submitted to City Administration for review and approval. This goal remains a priority.
4. Complete a vital records manual and a general office manual to outline procedures staff should follow when performing their duties.
9-Month Status: Minimal progress to date. The progress of this manual was hindered while staff was focused on other projects within the department, including two State elections in 2014, as well as the new, soon to be implemented automated City Council agenda system. This goal remains a priority.
5. Complete an election procedures manual that clearly defines and provides guidance specific to the many duties that must be completed by municipal staff prior to and in follow-up to any election.
9-Month Status: This project remains ongoing. It is anticipated that this procedure manual will be close to completion prior to the November 2015 Municipal Election and the January 2016 retirement of our Administrative Technician.
6. Hold additional training sessions for City Ward Clerks and Supervisors of the Checklists.
9-Month Status: Prior to the September and November 2014 elections, staff focused training efforts on those ward officials within the City that were either new, wanted refresher training, or, in our opinion, needed additional training.

GENERAL OVERHEAD

BUDGET DETAIL

Revenue

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Transfers					
Transfer in-Engineering Inspections Fund	\$0	\$400	\$400	\$400	\$1,892
Transfer In-Parking Fund	\$96,150	\$96,150	\$96,150	\$96,150	\$97,390
Transfer In-Airport Fund	\$31,900	\$30,500	\$32,360	\$32,360	\$32,340
Transfer In-CD Con Prop Mgmt Fund	\$78,250	\$23,300	\$47,560	\$47,560	\$55,600
Transfer In-Impact Fee Fund	\$0	\$309,100	\$131,794	\$131,790	\$131,790
Transfer In-NEOCTIF	\$0	\$31,520	\$33,090	\$33,090	\$34,744
Transfer In-Sears Block TIF	\$0	\$287,430	\$282,780	\$282,780	\$385,210
Transfer In-Penacook TIF	\$0	\$1,180	\$1,240	\$1,240	\$1,368
Transfer In-Golf Fund	\$74,950	\$74,950	\$74,950	\$74,950	\$76,440
Transfer In-Arena Fund	\$40,000	\$42,760	\$47,444	\$47,440	\$48,370
Transfer In-Water Fund	\$428,500	\$441,710	\$454,970	\$454,970	\$471,315
Transfer In-Wastewater Fund	\$506,800	\$544,040	\$560,361	\$560,360	\$570,825
Transfer In-Trust/Capital Reserve	\$0	\$0	\$111,611	\$111,610	\$0
Transfer In-Trust/Self Insurance	\$161,193	\$138,863	\$20,000	\$20,000	\$20,000
Sub Total	\$1,417,743	\$2,021,903	\$1,894,710	\$1,894,700	\$1,927,284
Special Programs					
Cable TV Franchise	\$731,793	\$749,281	\$745,000	\$806,350	\$820,000
Transfer In-Trust/Economic Dev	\$20,000	\$20,000	\$20,000	\$20,000	\$30,000
Sub Total	\$751,793	\$769,281	\$765,000	\$826,350	\$850,000
Risk and Insurance					
Insurance Distributions & Credits	\$315,094	\$327,702	\$163,850	\$163,790	\$82,500
NHRS subsidy for Retiree Health Ins	\$1,041,714	\$1,003,419	\$1,003,140	\$1,001,900	\$1,013,650
Retiree share of Health Ins	\$507,968	\$478,493	\$481,220	\$464,200	\$539,890
Sub Total	\$1,864,776	\$1,809,615	\$1,648,210	\$1,629,890	\$1,636,040
Comp Adjustment					
Transfer In-Trust/Self Insurance	\$0	\$0	\$148,000	\$148,000	\$183,000
Sub Total	\$0	\$0	\$148,000	\$148,000	\$183,000
Total Revenue	\$4,034,312	\$4,600,799	\$4,455,920	\$4,498,940	\$4,596,324

GENERAL OVERHEAD

Expenses

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Transfers					
Transfer Out - Capital Proj Fund	\$230,500	\$235,690	\$340,100	\$340,100	\$340,000
Transfer Out-Golf Course Fund	\$28,263	\$28,104	\$26,480	\$26,480	\$20,520
Transfer Out-Arena Fund	\$17,380	\$16,710	\$16,030	\$16,030	\$15,280
Transfer Out-Trust	\$1,196,640	\$1,023,629	\$1,299,374	\$1,223,960	\$474,956
Sub Total	\$1,472,783	\$1,304,133	\$1,681,984	\$1,606,570	\$850,756
Special Programs					
Intown Concord	\$20,000	\$20,000	\$20,000	\$20,000	\$30,000
Cable TV System	\$233,600	\$244,137	\$238,400	\$238,400	\$262,400
Holiday Celebrations	\$5,000	\$5,000	\$55,000	\$55,000	\$5,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Sub Total	\$283,600	\$294,137	\$338,400	\$338,400	\$322,400
Debt Service					
Principal on Bonds and Notes	\$3,590,343	\$3,824,051	\$4,123,525	\$4,020,000	\$4,117,230
Interest on Bonds and Notes	\$1,140,104	\$1,057,791	\$1,271,498	\$1,487,640	\$1,315,160
Bond Costs	\$31,847	\$56,926	\$37,250	\$75,000	\$57,300
Sub Total	\$4,762,294	\$4,938,768	\$5,432,273	\$5,582,640	\$5,489,690
Risk and Insurance					
Health Ins-Employee & Retiree	\$2,281,856	\$2,209,785	\$2,140,020	\$2,168,300	\$2,352,460
Prof & Tech Serv	\$270	\$940	\$5,000	\$5,000	\$5,000
Insurance Deductible and Reserve	\$3,133	\$7,923	\$15,000	\$8,000	\$15,000
Sub Total	\$2,285,259	\$2,218,648	\$2,160,020	\$2,181,300	\$2,372,460
Contingency					
City Council Contingency	\$0	\$0	\$10,000	\$0	\$10,000
Operational Contingency	\$0	\$0	\$0	\$0	\$95,000
Sub Total	\$0	\$0	\$10,000	\$0	\$105,000
Comp Adjustment					
Compensation Adjustment	\$0	\$0	\$458,000	\$0	\$346,500
Sub Total	\$0	\$0	\$458,000	\$0	\$346,500
Street Lighting					
Electricity	\$428,252	\$445,877	\$515,310	\$480,200	\$516,280
Sub Total	\$428,252	\$445,877	\$515,310	\$480,200	\$516,280

Revised 5/11/2015

GENERAL OVERHEAD

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Social Service Agencies					
Community Action Program	\$17,710	\$17,710	\$17,710	\$17,710	\$17,710
Concord Area Transit (CAT)	\$125,350	\$125,350	\$125,350	\$125,350	\$125,350
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
NH Coalition to End Homelessness	\$0	\$0	\$0	\$0	\$10,000
New American Africans	\$0	\$0	\$0	\$0	\$5,000
First Congregational Church	\$10,000	\$10,000	\$10,000	\$10,000	\$0
Sub Total	\$281,780	\$281,780	\$281,780	\$281,780	\$286,780
Total Expense	\$9,513,967	\$9,483,343	\$10,877,767	\$10,470,890	\$10,289,866

GENERAL OVERHEAD DESCRIPTIONS**GENERAL**

This is a new section for Fiscal Year 2016. Categories reported here consolidate items that were previously reported in the Social Services, Miscellaneous and Capital Outlay/Debt Service sections of the budget.

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.

Transfers (Expense): Reflects transfers to capital project funds for various projects; Arena and Golf Funds to support debt service; and Trust Funds, mainly for transfer of a portion of the Highway Block Grant revenues for paving purposes.

SPECIAL PROGRAMS

Intown Concord: The City's contribution to Intown Concord is increased for FY 2016. 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.

Cable TV Franchise/System: The proposed FY 2016 (Cable TV Franchise with Comcast) fee increased from FY 2015. Funding for Concord TV increased significantly for FY 2016.

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 2016 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 2016. 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 Annual 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.

Health Ins-Employee & Retiree: Includes the full cost of health insurance for retired employees. Overall, 66% of costs are recouped from a NHRS subsidy for retirees (for eligible employees) and Retiree share of Health Insurance (directly from retirees).

Insurance Deductible & Reserve: Represents deductible amounts for Auto and Property/Liability claims.

GENERAL OVERHEAD

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. For Fiscal Year 2016, partial funding has been allocated from the Self Insurance Trust to offset a portion of the cost of living increases granted to members of the collective bargaining units until the 90/10 employer/employee split for the cost of health insurance becomes effective. The 90/10 split for the Concord Police Supervisors Association (CPSA) will be effective on July 1, 2015. The split will be effective for all other bargaining units, except the Concord Firefighters Officers Association (CFOA), on July 1, 2016. The CFOA contract expires on June 30, 2015 and a successor agreement is currently under negotiation.

STREET LIGHTING

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

SOCIAL SERVICE AGENCIESCommunity Action Program – Area Center

Agency requested \$20,000 for this fiscal year, which represents a 13% increase over FY 2015 funding. Level funding in the amount of \$17,710 is recommended for FY 2016.

CAT/Public Transportation

Funding for all Concord Area Transit (CAT) purposes are now included in this section. For Senior Transportation, the agency requested \$16,000 for this fiscal year, and level funding in the amount of \$16,000 is recommended. For Special Transit (door to door service for disabled individuals), the agency requested \$27,360, and level funding in the amount of \$19,350 is recommended. For Public Transportation, the agency requested \$124,640, and level funding in the amount of \$90,000 is recommended. The total request from CAT for this fiscal year is \$168,000, which represents a 34% increase over FY 2015. Total level funding in the amount of \$125,350 is recommended for FY 2016.

Penacook Community Center

Agency requested \$28,000 for this fiscal year, which represents no increase over FY 2015 funding. Level funding in the amount of \$28,000 is recommended for FY 2016. 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 2015 funding. Level funding in the amount of \$57,000 is recommended for FY 2016. Continued commitment to the serious and growing issue of homelessness in the community is recommended at this time.

Salvation Army/McKenna House

Agency requested \$47,000 for this fiscal year, which represents a 50.5% increase over FY 2015 funding. Level funding in the amount of \$31,220 is recommended for FY 2016. 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 \$12,500 for this fiscal year, which represents no increase over FY 2015 funding. Level funding in the amount of \$12,500 is recommended for FY 2016. Continued commitment to the serious issue of specialized housing for victims is recommended at this time.

First Congregational Church

Due to the announcement that the First Congregational Church will not provide cold weather shelter in FY 2016, funding in the amount of \$10,000 has been eliminated and added to the City Council Contingency to use at their discretion.

Concord Coalition to End Homelessness

This is the first year that this agency has applied for funding. Agency requested \$10,000 for this fiscal year. Funding in the amount of \$10,000 was moved from City Council Contingency at the June 26 City Council meeting.

New American Africans

This is the first year that this agency has applied for funding. Agency requested \$10,000 for this fiscal year. Funding in the amount of \$5,000 was approved for FY 2016 at the June 26 City Council meeting.