

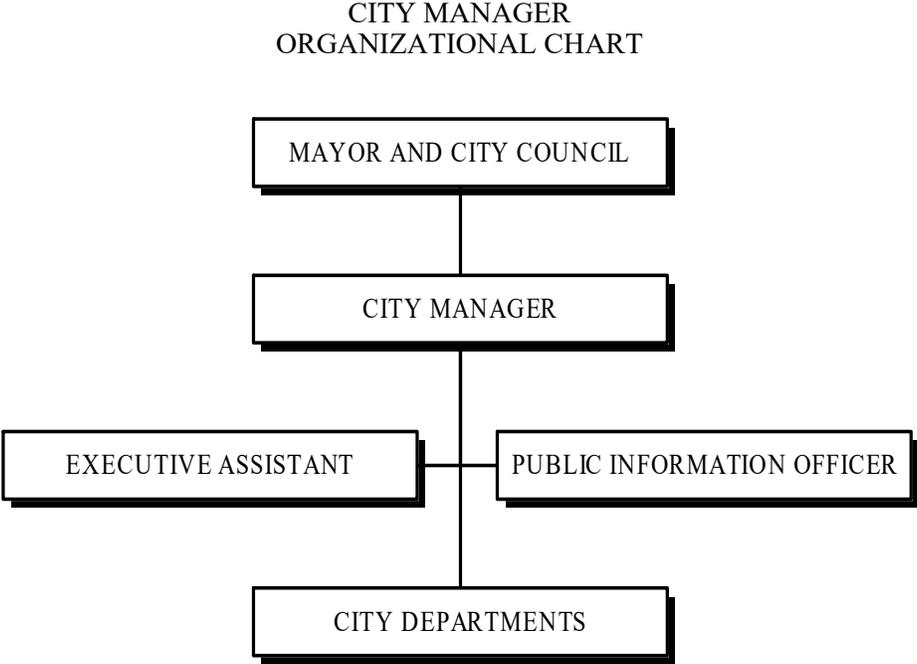
General Government

	2022	2023	2023	2023	2024
	Actual	Adopted	Revised	Projected	Budget
Revenue					
City Manager	\$7,660	\$0	\$200,596	\$200,600	\$0
Legal	\$79,471	\$79,531	\$79,531	\$74,131	\$74,850
Assessing	\$773,531	\$689,870	\$689,871	\$701,090	\$737,779
Human Resources	\$36,869	\$35,700	\$35,700	\$35,781	\$35,880
Finance	\$56,451,589	\$60,279,209	\$64,049,674	\$63,806,121	\$63,427,348
Information Technology	\$116	\$0	\$0	\$0	\$0
City Council	\$413	\$0	\$0	\$0	\$0
City Clerk	\$118,717	\$94,900	\$94,900	\$105,420	\$97,750
General Overhead	\$5,959,514	\$5,606,240	\$5,700,240	\$5,772,560	\$5,848,403
Total Revenue	\$63,427,881	\$66,785,450	\$70,850,512	\$70,695,703	\$70,222,010
Expense					
City Manager	\$817,811	\$854,766	\$864,592	\$692,419	\$739,615
Legal	\$1,250,715	\$1,432,737	\$1,432,493	\$1,347,218	\$1,575,028
Assessing	\$708,150	\$772,195	\$773,498	\$740,900	\$806,387
Human Resources	\$598,309	\$671,826	\$722,157	\$692,876	\$872,858
Finance	\$2,413,273	\$2,505,004	\$2,567,393	\$2,483,859	\$2,649,192
Information Technology	\$1,216,920	\$1,382,312	\$1,390,257	\$1,215,127	\$1,397,471
City Council	\$38,466	\$40,704	\$40,597	\$40,658	\$183,520
City Clerk	\$453,135	\$574,181	\$573,967	\$537,450	\$660,003
General Overhead	\$14,622,255	\$13,819,852	\$17,670,564	\$16,864,997	\$14,238,616
Total Expense	\$22,119,034	\$22,053,578	\$26,035,517	\$24,615,504	\$23,122,690

City Manager

Mission

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



Core Responsibilities

1. Build relationships with stakeholders.
2. Oversee all day-to-day City operations.
3. Ensure financial stability and foster sound financial management practices.
4. Facilitate strategic planning for future growth and development, as well as for operational efficiency.
5. Maintain the City’s overall commitment to providing high quality services to the Concord community.

City Manager

<u>Budget Detail</u>	2022	2023	2023	2023	2024
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Other Revenue	\$0	\$0	\$200,596	\$200,600	\$0
Transfer In - Trust	\$7,660	\$0	\$0	\$0	\$0
Total Revenue	\$7,660	\$0	\$200,596	\$200,600	\$0
Expense					
Full Time	\$534,344	\$552,252	\$552,252	\$444,420	\$381,158
Overtime	\$315	\$0	\$0	\$0	\$0
Allowance	\$1,800	\$1,800	\$1,800	\$1,800	\$1,200
Retirement	\$74,357	\$74,950	\$74,950	\$62,360	\$48,865
FICA	\$36,948	\$37,956	\$37,956	\$29,750	\$24,687
Beneflex	\$83,683	\$100,138	\$100,138	\$71,940	\$49,130
Worker's Compensation	\$611	\$623	\$623	\$620	\$770
Unemployment Insurance	\$207	\$198	\$198	\$200	\$105
Professional Development	\$9,390	\$2,150	\$12,150	\$5,000	\$2,160
Business Expense	\$1,010	\$3,500	\$3,500	\$2,000	\$2,500
Dues & Memberships	\$56,001	\$57,017	\$57,017	\$57,017	\$57,400
Professional Services	\$10,893	\$14,800	\$14,800	\$10,000	\$162,800
Communications	\$359	\$420	\$420	\$400	\$350
Postage	\$116	\$650	\$650	\$200	\$550
Office Supplies	\$3,768	\$2,600	\$2,426	\$1,500	\$1,600
Departmental Supplies	\$500	\$1,700	\$1,700	\$1,200	\$1,700
Liability Insurance	\$3,508	\$4,012	\$4,012	\$4,012	\$4,640
Total Expense	\$817,811	\$854,766	\$864,592	\$692,419	\$739,615

2024 Goals

1. Work with Departments to ensure essential organizational positions are staffed.
2. Advance capital projects, as approved by the City Council, in all areas.
3. Ensure staff continues to participate in all needed training, improve technical proficiencies and sustain professional certifications relevant to their responsibilities and the needs of the community.
4. Continue to work collaboratively with existing community partners and build new partnerships for important initiatives.
5. Apply and secure grants and outside resources to achieve organizational goals.
6. Work with staff to maintain and improve recreational and park infrastructure, programming and accessibility.
7. Prepare to transition to newly approved solid waste contract.

City Manager

2023 Goal Status

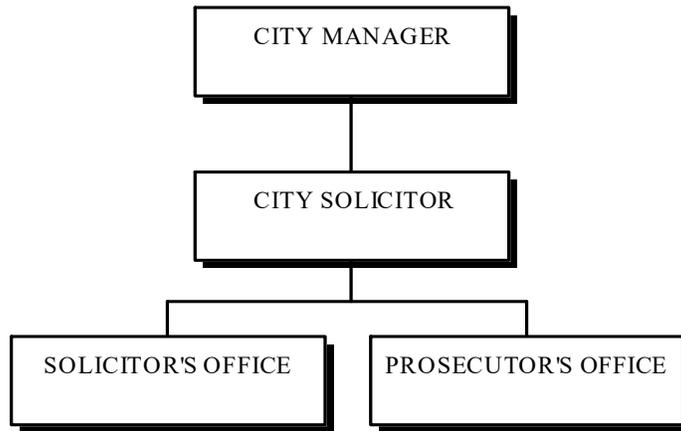
1. Implement the enhanced ambulatory services initiative as approved by City Council.
9-Month Status: Ambulance 1 initiative was completed in advance of schedule.
2. Complete priority infrastructure projects including: construction of the Hoit/Whitney Road intersection, construction of the new high lift station at the Water Treatment Plant, and other approved capital projects.
9-Month Status: Construction of the Hoit/Whitney Road double roundabout and associated infrastructure is completed and operational; the new high lift station at the Water Treatment Plant is substantially complete, awaiting delivery of variable frequency drives; the Loudon Road Bridge Improvements are under design; McKee Square design and engineering is underway; the General Services and Fire Departments' Vehicle Replacement Program is proceeding as scheduled; and park and building improvements, approved in the budget, are proceeding.
3. Work with departments and boards to update, adopt and implement the City's new zoning code.
9-Month Status: Phase 2 of the "Concord Next" Zoning Ordinance is currently under development. Presently, staff is planning on the new ordinance being finalized and adopted by the end of the upcoming fiscal year.
4. Continue to work with the Human Resources Department to facilitate organization-wide programs to enhance diversity, equity, and inclusion in the workplace.
9-Month Status: Although no specific program has been provided, the principals of diversity, equity and inclusion have been included in harassment prevention, orientation, and other programs provided to employees. Through work with the National League of Cities, it was determined that a Core Team of Department Heads would first work on foundational training that aids in understanding and assessing government's role in promoting racially equitable and inequitable policies, practices, and procedures; as well as behaviors that can help to advance racial equity. This was completed in two sessions throughout the year.
5. Apply for maximum funding possible for housing, public facilities, and economic development related projects under the Community Development Block Grant (CDBG) program, as administered by the Community Development Finance Authority (NHCDFA).
9-Month Status: During FY 2023, the City secured six Community Development Block Grants totaling \$2,646,718. Awards included: \$750,000 for the new Boys & Girls Club facility at 76 Community Drive in Penacook Village; \$750,000 for a new food pantry at the Chris the King Parish on South Main Street; \$500,000 for the Concord Coalition to End Homelessness to acquire and redevelop property at 6 South State Street into housing for persons experiencing homelessness; \$500,000 for the Crisis Center of Central New Hampshire to acquire property located at 27 Warren Street for support services for victims of domestic violence; and \$146,718 for Riverbend Community Mental Health to renovate public facilities and residential units supporting individuals with mental health needs.
6. Maintain or improve the City's financial position and bond ratings while managing towards a balanced budget.
9-Month Status: The City continues communication with the rating agency to maintain the current bond rating. The City's ongoing economic development, strong financial management policies and procedures, and strong financial stability continue to be a driving force for the favorable bond rating, year over year.
7. Work with the Human Resources Department on retention and recruitment initiatives.
9-Month Status: The Recruitment/Retention Committee worked for six months to develop a report of recommendations to present to City Administration, the Fiscal Policy Advisory Committee, and, ultimately, City Council, for approval. Once approval was gained, the initiatives were implemented and more members were recruited for the committee. The committee will reconvene in May 2023.
8. Develop and implement strategies to expand training opportunities for staff city-wide. Focus on succession planning, mentorship and employee development programs.
9-Month Status: Training continues focused on the public safety departments; the City Clerk's Office; and the Community Development Department, particularly the new Energov system and Citizen Self Service portal/permitting process. MUNIS performance evaluations, training/certifications and Employee Self Service functionality roll-out was accomplished. The principles of diversity, equity and inclusion have been included in harassment prevention, orientation and other programs provided to employees.

Legal

Mission

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

LEGAL DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Legal

<u>Budget Detail</u>	2022	2023	2023	2023	2024
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Fines for Code Prosecution	\$3,724	\$5,000	\$5,000	\$0	\$0
Court Ordered Payments	\$3,657	\$1,000	\$1,000	\$600	\$0
Other Gov Agencies - Local	\$72,089	\$73,531	\$73,531	\$73,531	\$74,850
Total Revenue	\$79,471	\$79,531	\$79,531	\$74,131	\$74,850
Expense					
Full Time	\$715,479	\$848,471	\$848,471	\$745,700	\$886,623
Part Time	\$37,053	\$33,451	\$33,451	\$39,620	\$96,625
Temporary	\$51,797	\$0	\$0	\$40,140	\$0
Overtime	\$0	\$890	\$890	\$250	\$920
Allowance	\$3,050	\$3,000	\$3,000	\$3,000	\$3,000
Retirement	\$101,306	\$119,420	\$119,420	\$105,250	\$120,084
FICA	\$60,882	\$67,462	\$67,462	\$62,270	\$74,089
Beneflex	\$150,320	\$192,123	\$192,123	\$182,780	\$225,101
Worker's Compensation	\$1,087	\$1,109	\$1,109	\$1,110	\$1,180
Unemployment Insurance	\$413	\$384	\$384	\$380	\$384
Professional Development	\$11,068	\$21,877	\$21,877	\$21,877	\$21,877
Business Expense	\$1,048	\$4,500	\$4,500	\$4,500	\$4,500
Professional Services	\$42,493	\$55,350	\$55,350	\$55,350	\$55,575
Software/Hardware Maintenance	\$8,162	\$8,073	\$8,073	\$8,343	\$8,588
Rent	\$56,589	\$63,250	\$63,250	\$63,250	\$63,143
Communications	\$1,732	\$1,291	\$1,291	\$1,310	\$1,350
Postage	\$399	\$1,000	\$1,000	\$1,000	\$1,000
Office Supplies	\$1,426	\$4,000	\$3,756	\$4,000	\$4,000
Liability Insurance	\$6,410	\$7,088	\$7,088	\$7,088	\$6,990
Total Expense	\$1,250,715	\$1,432,737	\$1,432,493	\$1,347,218	\$1,575,028

Legal

<u>Service Indicators</u>	2021 <u>Actual</u>	2022 <u>Actual</u>	2023 <u>Estimated</u>	2024 <u>Projected</u>
1. Civil Litigation Cases	*15	*14	*20	*20
2. Tax Abatement Cases	*19	*20	*19	*19
3. Tax Lien Mortgages (Research at Registry)	375	345	345	345
4. Tax Deed Mortgages (Research at Registry)	77	39	50	50
5. Tax Title Searched for Properties to be Deeded	452	384	395	395
6. Ordinances, Reports and Resolutions	136	149	130	135
7. Negotiated Union Contracts (out of 6)	1	4	1	1
8. Licenses, Agreements and MOUs	78	79	65	75
9. Bankruptcy Matters (Claims Filed)	2	2	3	3
10. City Department/Public Body Westlaw Legal Research	2,333	1,825	1,200	1,500
11. Financial Guarantees for City Projects/Developments	60	68	60	60
12. Right-to-Know Requests	113	107	**80	**100
13. Complaints Filed/Reviewed	3,650	4,369	4,000	4,500
14. Criminal Dispositions, Hearings, Proceedings	16,703	14,663	14,200	16,000
15. Juvenile Dispositions and Hearings	662	752	600	550
16. Administrative License Suspensions	239	321	220	220
17. Concord Code Enforcement	23	7	7	7

* Includes pending cases from prior years.

**Excludes requests handled exclusively by the Police Department and Fire Department

2024 Goals

1. The City Solicitor’s Office will continue to monitor legislation and case law related to New Hampshire’s Right-to-Know Law.
2. The City Solicitor’s Office will continue to provide Right-to-Know Law training, as needed, for all City Departments, the City Council, Boards, Commissions and Committees.
3. The City Solicitor’s Office will continue to archive remaining paper files to electronic format.
4. The City Prosecutor’s Office will continue to work with the Court in determining how to address the impact of the end of Felonies First in January of 2024.
5. The Prosecutor’s Office will work on adding legal training for its new attorneys and will continue to work with the police departments, providing training on a case by case basis.
6. The Prosecutor’s Office will work on covering the additional hearings that are being scheduled by the Court now that they have additional judges and more trials are being scheduled on a daily basis.

2023 Goals Status

1. The City Solicitor’s Office will provide Right-to-Know Law training to all City Departments, the City Council, Boards, Commissions and Committees.
9-Month Status: Training is scheduled for May 9, 2023.
2. The City Solicitor’s Office will provide the City’s Ethics Ordinance training to the City Council, Boards, Commissions and Committees.
9-Month Status: Training is scheduled for May 9, 2023.
3. The City Solicitor’s Office will archive remaining paper files to electronic format.
9-Month Status: Ongoing.
4. The City Prosecutor’s Office will review the impact of pending State legislation relative to the staffing levels at the Prosecutor's Office.
9-Month Status: Ongoing.

Legal

5. The City Prosecutor's Office experienced a reduction and turnover in its attorney positions in FY 2022. The City Prosecutor's Office will continue to train officers on a case-by-case basis, as staffing levels allow, for additional time to complete enhanced training
9-Month Status: Ongoing.

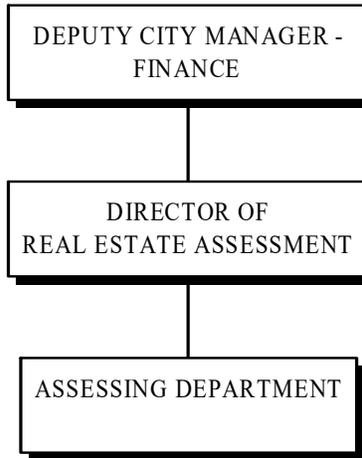
6. The City Prosecutor's Office will continue to meet with the Court on a regular basis to work on solutions to reduce the backlog of cases from FY 2022.
9-Month Status: Ongoing.

Assessing

Mission

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

ASSESSING DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Assessing

<u>Budget Detail</u>	2022	2023	2023	2023	2024
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Timber Tax	\$30,827	\$15,000	\$15,000	\$16,500	\$15,000
Payment-In-Lieu-of-Tax (PILOT)	\$742,121	\$674,180	\$674,180	\$684,050	\$722,139
Excavation Activity Tax	\$0	\$100	\$100	\$0	\$100
Forest Loss Reimbursement	\$491	\$490	\$491	\$490	\$490
Other Revenue	\$93	\$100	\$100	\$50	\$50
Total Revenue	\$773,531	\$689,870	\$689,871	\$701,090	\$737,779
Expense					
Full Time	\$437,391	\$455,934	\$455,934	\$443,620	\$474,367
Part Time	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Temporary	\$0	\$1,540	\$1,540	\$0	\$1,550
Overtime	\$1,745	\$390	\$390	\$390	\$400
Allowance	\$0	\$0	\$0	\$450	\$600
Retirement	\$62,891	\$64,160	\$64,160	\$62,740	\$64,317
FICA	\$32,364	\$33,678	\$33,678	\$33,240	\$34,909
Beneflex	\$124,977	\$135,889	\$135,889	\$118,660	\$145,824
Worker's Compensation	\$9,427	\$8,991	\$8,991	\$8,980	\$9,970
Unemployment Insurance	\$242	\$231	\$231	\$230	\$210
Professional Development	\$9,336	\$16,590	\$16,590	\$16,590	\$18,050
Business Expense	\$2,604	\$5,450	\$5,450	\$4,800	\$5,450
Professional Services	\$13,751	\$34,440	\$34,440	\$36,000	\$36,260
Software/Hardware Maintenance	\$917	\$1,230	\$1,230	\$1,230	\$1,260
Communications	\$477	\$560	\$560	\$560	\$490
Postage	\$2,809	\$2,800	\$2,800	\$1,800	\$2,000
Office Supplies	\$3,118	\$3,750	\$5,052	\$5,050	\$3,900
Liability Insurance	\$3,100	\$3,562	\$3,562	\$3,560	\$3,830
Total Expense	\$708,150	\$772,195	\$773,498	\$740,900	\$806,387

Assessing

<u>Service Indicators</u>	2021 <u>Actual</u>	2022 <u>Actual</u>	2023 <u>Estimated</u>	2024 <u>Projected</u>
1. Building Permits Processed	545	621	500	600
2. Building Permits Inspected	534	529	649	600
3. New Homes Added	75	44	45	50
4. New Parcels Added	52	49	63	60
5. Deed Changes Processed	825	915	851	850
6. Sales Reviews Conducted	622	734	450	500
7. Appeals: BTLA & Superior Court	13	10	15	15

2024 Goals

1. Conduct interviews, hire, and train a qualified candidate for the Department’s vacant Appraiser position.
2. Continue to encourage and sponsor department staff to enhance professional growth through new education opportunities and continued education for our certified/licensed Appraisers/Assessors.
3. Coordinate and cooperate with the NH Department of Revenue with scheduling and completing the required assessment review scheduled for calendar year 2023.
4. 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.

2023 Goals Status

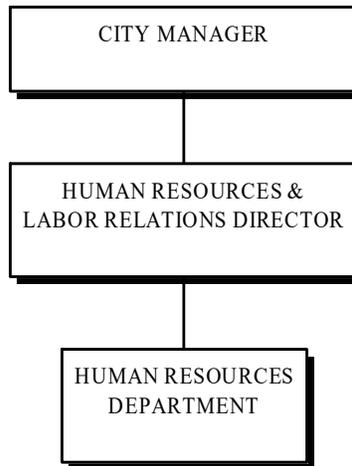
1. Complete a statistical update for all property for market value as of April 1, 2022.
9-Month Status: This was not completed for Tax Year 2022/ Fiscal Year 2023 due to staff changes in the Department. Staff continues to review, discover, and list information on properties in order to provide fair and equitable property values.
2. Work in conjunction with GIS staff to complete the last phase of the digital tax map program.
9-Month Status: The final phase of the digital tax map program is in its final stage of internal review and on target to be completed by mid-May 2023.
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:
 - Brain Injury Association of New Hampshire, 7 Green Street, 2nd Floor, unoccupied; area not exempt.
 - Community Bridges, Inc., 162 Pembroke Road, renovation complete and occupied; exempt.
 - Carmelite Monastery, 275 Pleasant Street, property unoccupied but partially consecrated; unoccupied areas are not exempt and consecrated areas are exempt.
 - NH Historical Society, 6 Eagle Square, 54% leased and not exempt.
 - NH Higher Education Loan Corp, 1-4 Barrell Court, properties partially rented and vacant; areas leased to non-exempt or vacant are taxable.
 - Penacook Community Center (Boys and Girls Club), buildings were demolished with the intent to rebuild to a charitable purpose.
 - Capital Development Council, adjusted taxable/exempt percentage based on usage.
 - Concord Coalition to End Homelessness, Rollins Street parking lot, leased; taxable.
 - Granite State College, reviewed for taxable and exempt percentage.
 - IQRA Islamic Society of Greater Concord, reviewed renovation work in progress, able to use entire building; exempt.
 - Roman Catholic Bishop of Manchester, reviewed 3 Thorndike Street, the church purchased the property in August 2021; exempt.

Human Resources

Mission

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

HUMAN RESOURCES DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Human Resources

<u>Budget Detail</u>	2022	2023	2023	2023	2024
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Donations	\$35,518	\$35,700	\$35,700	\$35,781	\$35,880
Other Revenue	\$1,351	\$0	\$0	\$0	\$0
Total Revenue	\$36,869	\$35,700	\$35,700	\$35,781	\$35,880
Expense					
Full Time	\$364,977	\$375,419	\$375,419	\$381,490	\$394,804
Allowance	\$600	\$600	\$600	\$600	\$600
Retirement	\$51,317	\$52,785	\$55,285	\$53,630	\$53,416
FICA	\$27,163	\$28,888	\$28,888	\$29,390	\$30,349
Beneflex	\$87,386	\$93,841	\$93,841	\$93,947	\$97,902
Worker's Compensation	\$422	\$435	\$435	\$430	\$580
Unemployment Insurance	\$140	\$154	\$154	\$160	\$140
Professional Development	\$8,900	\$17,739	\$26,739	\$29,529	\$17,450
Business Expense	\$36	\$400	\$400	\$290	\$400
Professional Services	\$44,814	\$87,150	\$126,400	\$89,220	\$262,365
Software/Hardware Maintenance	\$5,990	\$6,290	\$6,290	\$6,290	\$6,600
Communications	\$357	\$420	\$420	\$420	\$420
Postage	\$107	\$298	\$298	\$373	\$392
Office Supplies	\$1,692	\$2,300	\$1,881	\$1,900	\$1,900
Departmental Supplies	\$1,837	\$2,200	\$2,200	\$2,297	\$2,380
Liability Insurance	\$2,570	\$2,908	\$2,908	\$2,910	\$3,160
Total Expense	\$598,309	\$671,826	\$722,157	\$692,876	\$872,858

Human Resources

<u>Service Indicators</u>	<u>2021 Actual</u>	<u>2022 Actual</u>	<u>2023 Estimated</u>	<u>2024 Projected</u>
1. Recruitments Conducted	92	111	115	110
2. Wellflex Enrollments	261	313	191	225
3. Wellflex Completions	81	*102	**80	75
4. New Hire Orientations	13	12	12	12
5. Retirements Processed	16	18	12	15
6. Lost Time Injury Frequency***	36	30	19	17

* The increase in completions is due, in part, to the availability of virtual wellness programs during COVID-19.

** In July 2022, a new online wellness portal was introduced. It had a soft rollout coming out of a new process for online open enrollment and has since gained traction throughout the year.

*** 2021: 6 Lost Time Claims COVID-19 related; 13 Lost Time Claims unrelated to COVID-19. 2022: 25 Lost Time Claims COVID-19 related; 5 Lost Time Claims unrelated to COVID-19. 2023: 10 Lost Time Claims COVID-19 Related; projection based on no additional COVID-19 claims this fiscal year.

2024 Goals

1. Review and prepare for the potential of the NH Department of Labor adopting OSHA standards.
2. Continue work on implementing the MUNIS Performance Evaluation module.
3. Implement Employee Self Service notification functionality for new hires and employee messaging.
4. Work with Core Team to develop Equity plans.
5. Work with Retention and Recruitment Committee to assess and recommend improvements.

2023 Goals Status

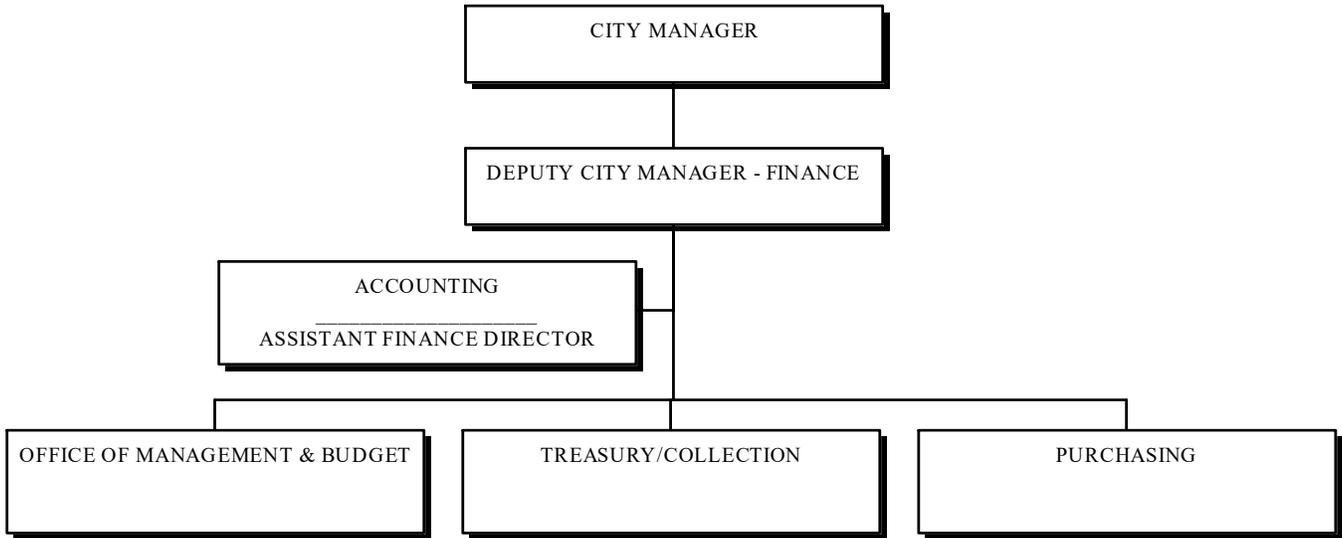
1. Complete MUNIS Performance Evaluations, Training/Certifications, and ESS Functionality roll out.
9-Month Status: Effective January 1, 2022, MUNIS employees are able to register for and review completed trainings offered by the City. Completed training certificate provided by third party provider may continue to be updated to employee training record for review in MUNIS system. In 2022, over 600 individual records were updated for review; 363 individual employees. Work on the MUNIS Performance Evaluation module continues. New evaluation performance competencies have been developed and loaded into MUNIS in preparation for testing the system in small test groups. We have delivered 1095 and W-2 documents through the ESS portal.
2. Complete training for Manager Use of Employee Self Service for evaluations, leave approval and personnel action approvals.
9-Month Status: Testing continues on work flow to ensure routing of these critical documents goes to the appropriate chain of command.
3. Conduct Citywide training on Diversity, Equity and Inclusion.
9-Month Status: The principals of diversity, equity and inclusion have been included in harassment prevention, orientation, and other programs provided to employees. Through work with the National League of Cities, it was determined that a Core Team of Department Heads would first work on foundational training that aids in understanding and assessing government’s role in promoting racially equitable and inequitable policies, practices, and procedures; as well as behaviors that can help to advance racial equity. This was completed in two sessions throughout the year.
4. Continue work with Retention/Recruitment Committee Initiative.
9-Month Status: The committee worked for six months to develop a report of recommendations to present to City Administration, the Fiscal Policy Advisory Committee, and, ultimately, City Council, for approval. Once approval was gained, we implemented the initiatives and recruited more members for the committee. The committee will reconvene in May 2023.

Finance

Mission

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

FINANCE DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Finance

<u>Budget Detail</u>	2022	2023	2023	2023	2024
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Property Taxes	\$44,363,703	\$46,696,609	\$46,513,677	\$46,513,677	\$48,686,053
Fines and Penalties	\$321,916	\$450,000	\$450,000	\$403,000	\$405,000
Motor Vehicle Registrations	\$7,205,644	\$7,450,000	\$7,395,000	\$7,700,000	\$7,600,000
MV Transportation Surcharge	\$186,184	\$180,000	\$180,000	\$183,000	\$185,000
MV Transportation Admin	\$20,609	\$20,500	\$20,500	\$20,600	\$20,500
MV Waste Disposal	\$20,897	\$20,500	\$20,500	\$20,600	\$20,500
MV State Agent Admin	\$133,313	\$125,000	\$125,000	\$129,700	\$130,500
Investment Income	\$82,142	\$800,000	\$800,000	\$1,300,000	\$1,310,000
Sale of Assets	\$62,909	\$30,000	\$30,000	\$30,000	\$30,000
Finance Charges	\$7,346	\$2,500	\$2,500	\$2,500	\$2,500
Use of Fund Balance	\$0	\$375,000	\$1,070,350	\$0	\$295,150
Other Revenue	\$3,130	\$30,500	\$30,500	\$91,458	\$30,500
Other Gov Agencies - State	\$54	\$0	\$1,959,114	\$1,959,113	\$0
Rooms and Meals Tax	\$3,141,213	\$3,247,000	\$3,824,985	\$3,824,985	\$3,824,985
Highway Block Grant	\$848,227	\$851,600	\$1,625,666	\$1,625,670	\$884,660
Railroad Tax	\$2,305	\$0	\$1,882	\$1,818	\$2,000
Transfer In - Trust	\$52,000	\$0	\$0	\$0	\$0
Total Revenue	\$56,451,589	\$60,279,209	\$64,049,674	\$63,806,121	\$63,427,348

Finance

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Full Time	\$1,388,911	\$1,442,409	\$1,442,409	\$1,396,440	\$1,515,465
Part Time	\$21,209	\$29,469	\$29,469	\$26,090	\$31,139
Temporary	\$1,599	\$0	\$0	\$0	\$0
Overtime	\$18,411	\$13,670	\$13,670	\$23,160	\$14,180
Allowance	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400
Retirement	\$198,723	\$204,727	\$204,727	\$199,390	\$206,962
FICA	\$106,313	\$110,671	\$110,671	\$108,450	\$116,238
Beneflex	\$357,777	\$396,834	\$396,834	\$356,040	\$415,721
Worker's Compensation	\$1,695	\$1,734	\$1,734	\$1,730	\$2,220
Unemployment Insurance	\$704	\$730	\$730	\$740	\$665
Professional Development	\$6,923	\$6,280	\$6,280	\$4,555	\$6,380
Business Expense	\$871	\$1,650	\$1,650	\$1,500	\$1,550
Professional Services	\$77,977	\$77,085	\$77,085	\$86,646	\$88,835
Software/Hardware Maintenance	\$102,020	\$107,904	\$126,360	\$125,075	\$135,098
Advertising	\$1,636	\$50	\$50	\$333	\$50
Rent	\$3,334	\$3,870	\$3,870	\$3,870	\$4,044
Communications	\$1,490	\$1,890	\$1,890	\$1,890	\$1,750
Postage	\$47,628	\$52,050	\$52,050	\$49,050	\$54,435
Office Supplies	\$21,280	\$39,650	\$36,583	\$37,570	\$39,660
Liability Insurance	\$10,370	\$11,931	\$11,931	\$11,930	\$12,400
Capital Outlay - GL	\$41,998	\$0	\$47,000	\$47,000	\$0
Interest	\$3	\$0	\$0	\$0	\$0
Total Expense	\$2,413,273	\$2,505,004	\$2,567,393	\$2,483,859	\$2,649,192

Finance

<u>Service Indicators</u>	2021 <u>Actual</u>	2022 <u>Actual</u>	2023 <u>Estimated</u>	2024 <u>Projected</u>
1. Collection Rate as a % of Current Levy	98.5%	99.3%	98.8%	98.8%
2. Total Number of Motor Vehicle Registrations	45,974	47,606	47,600	47,600
3. Bond Rating – Moody’s/S&P	AA+	AA+	AA+	AA+
4. Number of Purchasing Transactions	8,781	6,066	7,000	7,000
5. Dollar Value of All Purchasing Transactions	\$48,619,910	\$49,423,610	\$48,000,000	\$48,000,000

2024 Goals

1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
2. Continue to maintain or improve the City’s current bond rating.
3. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.

2023 Goals Status

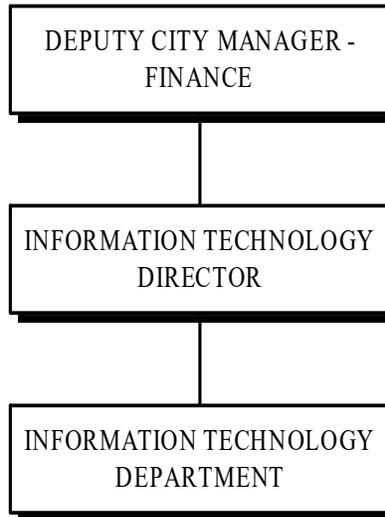
1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
9-Month Status: The continued strong housing market contributes to a favorable tax collections rate for the City. Delinquent taxes are paid at time of ownership change. The number of parcels lien-ed each year continues to decline due to the favorable housing market, the mailing of “friendly” reminder notices, and the late summer lien date. Customer education continues for the tax collection process, and the exemptions and credits available, which promote a better customer service experience.
2. Continue to maintain or improve the City’s current bond rating.
9-Month Status: The City continues communication with the rating agency to maintain the current bond rating. The City’s ongoing economic development, strong financial management policies and procedures, and strong financial stability continue to be a driving force for the favorable bond rating, year over year.
3. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.
9-Month Status: Two –term contracts were signed for gasoline and diesel for the period July 1, 2023 through June 30, 2025, with a FY 2024 fixed price of 90% of volumes; and a FY 2025 fixed price of 50% of volumes. Electricity bids are forthcoming in April 2023, and we anticipate entering into a new 2-3 year fixed-price supply contract effective December 2023.

Information Technology

Mission

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

INFORMATION TECHNOLOGY DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Information Technology

<u>Budget Detail</u>	2022	2023	2023	2023	2024
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Other Gov Agencies - State	\$116	\$0	\$0	\$0	\$0
Total Revenue	\$116	\$0	\$0	\$0	\$0
Expense					
Full Time	\$717,390	\$782,890	\$782,890	\$681,110	\$792,898
Overtime	\$120	\$660	\$660	\$660	\$4,806
Allowance	\$3,550	\$4,200	\$4,200	\$4,200	\$4,200
Retirement	\$101,776	\$110,168	\$110,168	\$95,860	\$107,926
FICA	\$53,512	\$58,430	\$58,430	\$51,520	\$60,201
Beneflex	\$165,030	\$204,497	\$204,497	\$154,580	\$189,725
Worker's Compensation	\$775	\$768	\$768	\$770	\$1,020
Unemployment Insurance	\$325	\$346	\$346	\$350	\$315
Professional Development	\$2,274	\$10,430	\$10,430	\$10,430	\$7,200
Business Expense	\$231	\$800	\$800	\$800	\$1,000
Professional Services	\$175	\$0	\$0	\$161	\$0
Software/Hardware Maintenance	\$161,960	\$199,800	\$199,800	\$199,800	\$217,600
Communications	\$2,061	\$2,101	\$2,101	\$2,200	\$2,140
Postage	\$12	\$200	\$200	\$100	\$200
Office Supplies	\$3,359	\$2,000	\$9,944	\$7,566	\$2,000
Liability Insurance	\$4,370	\$5,023	\$5,023	\$5,020	\$6,240
Total Expense	\$1,216,920	\$1,382,312	\$1,390,257	\$1,215,127	\$1,397,471

Information Technology

<u>Service Indicators</u>	2021 <u>Actual</u>	2022 <u>Actual</u>	2023 <u>Estimated</u>	2024 <u>Projected</u>
1. Number of Support Calls	4,020	3,800	3,900	4,000
2. Network Availability - Estimated Percentage	99.2%	99.5%	99.7%	99.7%
3. Average Website Visitors per Month	55,000	83,265	85,000	86,000
4. Number of Employee Systems Supported	530	535	540	545
5. Average Age of Hardware Systems	2.8	3.8	4	4

2024 Goals

1. Complete Fire mobile computer replacement.
2. Replace Central Network Core, and upgrade high speed access to Data Repository Center.
3. Replace 60% of department access network switches and implement improved security protocols and network access.
4. Replace Legacy Human Services Benefit tracking system.
5. Implement EPA recommendations and improved security to our Water and Wastewater infrastructure.
6. Implement Two-Factor authentication for First Responders.
7. Replace and upgrade Virtual server environment.

2023 Goals Status

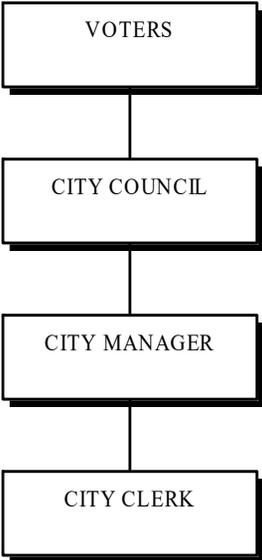
1. Replace 16 Police Mobile units and 10 Fire Apparatus units.
9-Month Status: All police mobiles have been replaced. We are waiting on final approval from the Fire Department to install the fire mobiles.
2. Replace 30% of department access network switches and implement improved security protocols and network access.
9-Month Status: This project can only be started once the core network switches are replaced. These delays are due to supply change issues. Once the core switches are replaced, this project can be started.
3. Replace Central Network Core, and upgrade high speed access to Data Repository Center.
9-Month Status: We are running 8 months behind in this project due to supply change issues. Now that we have received most of the required switches, we will be trying to catch up with our replacement schedule.
4. Replace Legacy Human Services Benefit tracking system with online centralized software platform.
9-Month Status: The first attempt to replace the legacy system fell through. The company providing the system stopped responding to us. We have started reviewing alternative options.
5. Review EPA recommendations and implement improved security to our Water and Wastewater infrastructure.
9-Month Status: The funding was approved in March 2023. We will be having our first meeting with the vendor soon.
6. Upgrade the City's internal Helpdesk ticketing system.
9-Month Status: The ticketing system was successfully implemented in August 2022.
7. Implement Two-Factor authentication for First Responders.
9-Month Status: This project has been temporarily put on hold until we can clear a backlog of projects and free up personnel. We are planning on resuming work on this project in the summer of 2023.

City Council

Mission

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

CITY COUNCIL
ORGANIZATIONAL CHART



City Council

<u>Budget Detail</u>	2022	2023	2023	2023	2024
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Other Gov Agencies - State	\$413	\$0	\$0	\$0	\$0
Total Revenue	\$413	\$0	\$0	\$0	\$0
Expense					
Part Time	\$15,964	\$16,000	\$16,000	\$16,000	\$16,000
FICA	\$1,222	\$1,224	\$1,224	\$1,224	\$1,231
Worker's Compensation	\$0	\$19	\$19	\$19	\$30
Unemployment Insurance	\$1	\$44	\$44	\$0	\$9
Professional Development	\$3,006	\$4,400	\$4,400	\$4,400	\$146,900
Software/Hardware Maintenance	\$13,474	\$14,000	\$14,000	\$14,000	\$14,000
Advertising	\$4,028	\$3,575	\$3,575	\$3,575	\$3,900
Postage	\$31	\$60	\$60	\$60	\$60
Office Supplies	\$620	\$1,250	\$1,143	\$1,250	\$1,250
Liability Insurance	\$120	\$132	\$132	\$130	\$140
Total Expense	\$38,466	\$40,704	\$40,597	\$40,658	\$183,520

CY 2022-2023 Priorities

Members of City Council met on February 7, 2022, to discuss and set priorities for CY 2022 and CY 2023. The following items are the top priorities that members of Council chose for 2022-2023.

1. Balanced Budget Issues: FY 2023 and FY 2024
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Safety Work
4. Recreational/Cultural Opportunities, Parks and Cemeteries
5. Enhanced Community Events/Arts
6. Sustainability Initiatives
7. Transportation

CY 2022-2023 Ongoing Initiatives

1. Former Tannery Site/Park
2. Enhanced Neighborhood Street Paving Program
3. Bridges
4. Technology Infrastructure Improvements

CY 2022-2023 Goals Status

GOAL 1. BALANCED BUDGET ISSUES: FY 2023 AND FY 2024

- a) Eliminate Use of Fund Balance to Balance Budget: As part of the FY 2023 budget adoption, the City Council approved reducing the use of fund balance to \$375,000. When setting the 2022 tax rate, the City received an additional \$578,000 in Rooms and Meals Tax revenue and reduced the use of fund balance to zero in advance of the FY 2022 budget proposal.

City Council

- b) ARPA Strategy: On March 14, 2022, City Council approved a supplemental resolution appropriating \$4,567,295 in ARPA funds as part of the Standard Revenue Replacement Option under the U.S. Treasury Final Rules for ARPA funds. The City received its first installment of \$2,283,647.65 in July 2021, and the second installment in August 2022. The first installment was distributed to applicable City Funds for FY 2022. The second installment was distributed to the Parking Fund and the General Fund as part of the FY 2023 revenue budget. A final allocation will be transferred to the General Fund in FY 2024.

Additionally, the General Services Department obtained \$760,000 in ARPA funds from the NH Department of Environmental Services (NHDES) as part of the \$3.8 million facility refurbishment at the Hall Street Wastewater Treatment Facility; and \$166,000 from NHDES for the replacement of a sludge holding tank mixing system at the Hall Street Wastewater Treatment Facility.

- c) Health Insurance Costs: The City had received a not to exceed amount on its medical insurance with a 12% rate increase driven by high cost claimants and the impact of specialty medication utilization as a whole. The final rates came in at 9.5% in February. Continuing in FY 2024, it is anticipated that the City will contribute 90% of the premiums for medical and dental with the employees paying 10%.
- d) Grant Funding Opportunities: The General Services Department completed a grant application for approximately \$75,000 from the NHDES to offset, in part, the replacement of a 2001 Mack sludge hauling truck. The grant was not approved. In conjunction with the Information Technology Department, the General Services Department has secured grant funds to enhance cybersecurity for the City's water and wastewater treatment facilities. The Water Division has secured a grant in the amount of \$75,000 to prepare a citizen facing inventory of the community's water service lines relative to their material. The Wastewater Division has applied for grant funding for 10 infrastructure improvement projects through the NHDES State Aid Grant and State Revolving Loan Fund programs. NHDES has approved three grant applications: 1) Sludge Holding Tank Mixing System, \$166,000; 2) Chlorine Building Solar Collection System, \$250,000; and 3) Hall Street Process Evaluation, \$100,000.

The City is currently working on a Federal Aviation Administration Airport Terminals Program grant.

The Fire Department has received all equipment that was ordered with funds from the GOFERR Locality Equipment Purchase Program. This program supported purchasing durable medical equipment that was needed for the fourth ambulance that was placed into service on October 1, 2022.

The Fire Department has accepted \$25,000 through the Federal Fiscal Year 2020 and 2021 NH State Homeland Security Critical Infrastructure Water Related Catastrophe Program. These funds will be used to purchase personal protective equipment and other supplies that will support increased ability to respond to all water-based emergencies, as well as support the newly developed Swiftwater Rescue Team.

The Fire Department has started to research grant funding opportunities to support the purchase of a portable traffic barrier system intended to protect crowds in closed roadways during special events.

The Parks and Recreation Department applied for two EDA Travel, Tourism and Outdoor Recreation grants. The first one was for the Phase 2 build of Terrill Park, which includes an artificial turf field with lights, parking area, storage building, equipment and associated site work. The Terrill Park project is fully designed and permitted, and is "shovel ready." The second grant was for the design, permitting and construction of the boardwalk section of the Merrimack River Greenway Trail, which would connect the built section at Terrill Park to the new cornfield section near Loudon Road. Unfortunately, the City was not awarded either grant.

In January 2022, NHDES awarded the Abbot-Downing Society a Brownfields Technical Assistance Grant to complete a Phase 1 Environmental Site Assessment and Hazardous Building Materials Survey of the former Concord Stables located at 117.5 Warren Street. The City prepared the grant application on behalf of the Abbot-Downing Society. The cost of these assessments is being paid for entirely by the State. These studies will allow the City and Abbot-Downing Society to further refine the redevelopment strategy for the property, as well as position the project for future potential Brownfields Cleanup Grants from the US Environmental Protection Agency and NHDES to support redevelopment efforts.

City Council

On April 11, 2022, the City Council authorized the City Manager to apply for two Land and Water Conservation Fund (LWCF) grants: one for up to \$500,000 to support the construction of the new Riverfront Park in Penacook; and another for up to \$400,000 to rebuild the playground at White Park. A site visit with LWCF staff occurred on May 11, 2022, and the City has received notification that both projects are eligible projects. Funding applications for both projects were filed on December 16, 2022. The City should be notified of grant award status by summer 2023.

The Police Department applied for and received \$80,217 in ARPA funds. These funds were to be used to purchase two all-terrain vehicles, a pick-up truck, and a trailer. The Department has purchased a 16-foot enclosed trailer and a 2022 Ford F-150 pick-up truck with this grant funding. The Department is still waiting for the arrival of the all-terrain vehicles.

In March of 2023, the Police Department researched grant funding opportunities through the Jeanne Shaheen Congressional Directed Spending grant. As a result, the Police Department prepared to submit applications for grant funding through the Commerce, Justice, Science and Related Agencies grant program. If approved, monies from this grant will allow the Department to replace and update older technologies currently in use and to purchase new equipment to keep up with an ever-changing law enforcement environment. Grant money will also be used for training purposes to ensure that staff are properly trained in all aspects of their work.

On November 3, 2022, the NH Community Development Finance Authority tentatively awarded \$1.5 million in Community Development Block Grant funds to support development of a new Boys & Girls Club facility at 76 Community Drive, Penacook; as well as a new food pantry at the Christ the King Church on South Main Street.

On February 2, 2023, the City applied for up to \$1 million in InvestNH “per unit” grant funds. The grant is in recognition of the City’s approval of the Dakota Partners Langdon Avenue and Caleb Penacook Landing 2 Project. The application is pending.

On March 13, 2023, the City Council approved Resolution #9538, which authorized the City Manager to apply for up to \$1 million of Community Center Improvement Program grant funds from the NH Community Development Finance Authority for the new Penacook Branch Library/Community Center to be developed in partnership with the Boys and Girls Club of Central NH at 76 Community Drive. The application will be filed in April 2023.

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

- a) Bricks and Mortar: The commercial construction at Exit 17, called Interchange Development, continues to progress. In March 2022, the Planning Board conditionally approved 1,500 SF for a restaurant, 2,750 SF for retail, and 2,500 SF for a credit union. This is in addition to the already approved Market Basket, Homegoods, State Liquor Outlet, and Wendy’s restaurant at the site. In addition, applications are currently pending before the Planning Board for a drive-thru pharmacy and coffee shop at 10 Whitney Road.

The Grappone Family received development approvals from the Planning Board for a new Mazda dealership at 134 Manchester Street. Steel erection is currently underway.

Development of multiple pad sites at the Brixmor Plaza on Storrs Street is almost completed. The project will feature approximately 16,000 SF of development, including a 110 Grille restaurant, another yet to be announced restaurant, an Xfinity store, and a coffee shop with drive-thru. Pending correction of sewer issues and completion of other punch list items, it is anticipated that a certificate of occupancy will be forthcoming soon.

In December 2022, the Planning Board granted conditional site plan approval for a new five story, 30,000 SF mixed use building to be developed at 20 South Main Street. The building will feature a Friendly Toast restaurant, office space, and event space.

City Council

b) Zoning Rewrite: Work continues on the final draft of Phase 1. Phase 2 public meetings were held virtually on March 28-31, 2022. The project is ongoing, due, in part, to staffing vacancies within the Community Development Department. Staff tentatively plans to complete proposed amendments to the Zoning Ordinance, as well as associated accompanying edits to the Site Plan Review Regulations, in FY 2024.

c) Housing:

Former NH Employment Security (NHES) Property: On May 20, 2021, the City Council approved Resolution #9375, which authorized the City Manager to enter into a Purchase and Sales Agreement with the John Flatley Company concerning sales and redevelopment of the former NHES property located at 32-34 South Main Street and 33 South State Street.

The Purchase and Sales Agreement was executed on May 17, 2021, and subsequently amended on September 14, 2021 and January 11, 2022. The Developer plans to demolish the existing 26,100 SF former office building and construct a new 80,000 SF apartment building featuring 64 market rate units. The new development will have an assessed value of \$8-\$10.24 million, and will generate \$215,000-\$275,000 in property taxes annually. Due to governmental ownership, the property has been tax exempt since 1979.

On December 22, 2022, the City completed interior asbestos abatement at the property. The cost of abatement was \$320,000, of which \$200,000 (or 60%) was funded by a grant from the NHDES.

On March 2, 2022, the Developer secured required variances and special exceptions from the Zoning Board of Adjustment; on April 20, 2022, the Developer secured conditional site plan approval from the Planning Board for the project; and on June 9, 2022, the City sold the property to the Developer. Construction is currently underway. The project is scheduled for completion in fall 2023.

Penacook Landing Phase 2: On September 18, 2019, the City sold 2.5 acres of the former Allied Leather Tannery site, located at 33-35 Canal Street, to the Caleb Development Corporation (Caleb) for redevelopment into a 54-unit housing project. Phase 1 was completed in October 2020. On September 27, 2022, Caleb closed on all financing for the project, including a \$600,000 loan from the City's Revolving Loan Fund Program. The total cost of the project is \$6.2 million. Construction began in October 2022. The project will be completed in fall 2023. Upon completion, Phase 2 will have an assessed value of \$1,615,000 and will generate \$45,000 in property tax revenue for the community annually. Interest payments on the City's \$600,000 loan will generate approximately \$291,000 in revenue for the City's Revolving Loan Fund Program. The project is underway, and, as of March 31, 2023, rough framing for the shell of the building was completed.

Other:

1. A 16-lot residential single-family subdivision was approved by the Planning Board for a parcel located at the intersection of Sewalls Falls Road and Abbott Road.
2. CATCH Neighborhood Housing has secured development approvals and financing for 48 units of affordable housing to be located at 303 Sheep Davis Road. Construction is anticipated to begin in late 2023.
3. A private developer has secured development approvals and financing for 123 units of new housing on Pembroke Road, 84 of which will be affordable housing. Construction is anticipated to begin in late 2023.
4. In 2021, the City secured \$386,242 in Community Development Block Grant funds to support the renovation of housing units owned or leased by Riverbend Community Mental Health. The project specifically involves properties located on Fayette Street and Pleasant Street. Said units are occupied by low-moderate income persons who are clients of Riverbend. In 2022, the City secured an additional \$77,248 to assist this project. The project is currently under construction.
5. On May 23, 2022, the Concord Monitor announced that it had entered into a purchase and sales agreement with New England Family Housing concerning the sale of 95 acres for development. In March 2023, the Developer announced that it had entered into a Purchase Option Agreement concerning 40 additional acres controlled by the Concord Solid Waste Co-op. With this additional real estate, the Developer has indicated that the project may include approximately 924 housing units, including 120 affordable units. New England Family Housing is currently undertaking its due diligence for the transaction.

City Council

- d) Economic Development Website Update: In October 2021, InvestConcordNH.com, the previous Economic Development web site, was archived due to significant price increases and lack of updating during COVID-19. City staff is currently making improvements to, and reorganizing, the economic development portion of the main City web site to make it more accessible, informative, accurate and engaging. An update is currently underway.
- e) Downtown Business Investment: Staff continues to encourage downtown investment and communicate with pertinent property owners.

Wilcox and Barton have announced that they will not be proceeding with the proposed redevelopment of 10 Pleasant Street Extension. However, the property is currently under agreement. The prospective buyers are currently evaluating the property for a mixed-use project featuring four residential units and a restaurant.

- f) Outdoor Dining/Food Trucks: The Ad-Hoc Outdoor Dining Committee developed a final outdoor dining policy, which was presented and adopted at the March 14, 2022 City Council meeting. This new policy includes several clarifications to the application process, design standards, and the implementation of a \$3 per square foot usage fee on City property (i.e., sidewalks, public squares, etc.) and a fee of \$1,000 per parking space encumbrance per dining season. The dining season ran from April 15, 2022 to November 15, 2022. The committee subsequently forwarded a revised peddler's ordinance and a new policy for food trucks operating throughout the City, which was approved in May 2022.
- g) Fees/Rent Analysis: The Ad-Hoc Fee Committee met with and completed its recommendations for the Parks & Recreation and Community Development Departments. The proposed fee changes were approved by City Council in August 2022 for the Parks & Recreation Department. The recommended fee changes for the Community Development Department were submitted for the October City Council meeting, followed by a public hearing and adoption in November 2022.

The new rental rates for the Citywide Community Center went into effect on September 1, 2022, and the use of the center has increased. The Parks & Recreation Department has seen 50 new groups/people using the center compared to the same time period last year. The department reports, based on use this winter, that there is still room rental capacity mid-week (9 AM to 3 PM); however, many nights and on Saturdays the facility is either full or close to full. The Department will continue advertising and opportunities.

In March 2023, the City Council modified regulations for dining in parking spaces. Specifically, the City Council, upon recommendation by the Ad-Hoc Outdoor Dining Committee, appropriated the sum of \$34,000 to purchase concrete jersey barricades to enclose dining areas. Use of concrete barriers was recommended to improve safety of diners following an accident on July 5, 2022 involving the outdoor dining area at the Barley House.

GOAL 3. PUBLIC SAFETY WORK

- a) Fire Stations and Police Station Analysis: The Fire Department is working to finalize a contract to have two garage bays at Station 1 raised to accommodate the new tower truck that was ordered with FY 2023 CIP funds. Construction may start as early as May 2023.

The Police Department underwent a Building Assessment conducted by the H.L. Turner Group, which was presented to City Administration and the City Council on May 9, 2022. The report generated from this assessment outlined many building deficiencies, safety issues, and spatial needs, both short- and long-term. This assessment also outlined possible options for remodeling the current building and/or constructing a new building. The Police Department has well outgrown the functional capabilities of its current building. The building, as it stands now, would fall short of many police accreditation standards. The building itself could certainly serve as an asset for the City as part of the City Hall complex; however, the days where it can serve as Police Headquarters have passed and improvements or replacement have become imperative.

City Council

The Police Department is actively working with the Public Properties Division to overhaul and/or replace major components of the existing building. The building had major work completed on the elevator and the building's rubber membrane roof has been identified as needing replacement. The Police Department Command Staff is actively looking for viable locations in the downtown as a potential future site to construct a new facility.

- b) Enhance Emergency Management Services: The Fire Department held a small ceremony at the Manor Fire Station and placed a fourth ambulance into service on October 1, 2022. This addition has improved average ambulance response times throughout the majority of the city, as compared to the response model prior to relocating Ambulance 5 to the Central Station. Response times in neighborhoods surrounding the Manor Station improved (decreased) by approximately 45 seconds; neighborhoods surrounding the Central Station improved by 1-2 minutes; neighborhoods surrounding the Broadway Station improved by approximately 1 minute; and neighborhoods surrounding the Heights Station improved by approximately 1-2 minutes. These figures represent the average of different neighborhoods surrounding each station.

The Fire Department now has 15 Advanced EMT's on staff who are participating in the newly created labor grade. This has helped expand the Fire Department's ability to deliver high quality Advanced Life Support on medical calls.

GOAL 4. RECREATIONAL/CULTURAL OPPORTUNITIES, PARKS AND CEMETERIES

- a) Library, Pools, Arena, BMGC, Trails, MRGT, Recreation Programming: For the finale of National Poetry Month in April 2022, the Concord Public Library held a Haiku Hike. Patrons were led on a leisurely walk around White Park and learned about haiku, a traditional form of Japanese poetry. Then, they got to write and share their own haikus about Concord in the springtime.

Later in the spring, a NH Fish and Game Wildlife Steward gave a presentation at the United Church of Penacook on Understanding Bobcats in New Hampshire.

In May 2022, the Library virtually hosted Andrew Vietze, a Baxter State Park Ranger and author, who told of his adventures in the wilds of the Katahdin region.

The Concord Public Library partnered with the New Hampshire Audubon Society to connect patrons to a five-part webinar, which was held in February 2022, on the Peregrine Falcon in New Hampshire. Attendees learned the history of the bird, its stages of life, conservation efforts, birding tips and more.

In July 2022, Concord muralist Sheri Vincent-Crisp gave a talk to the public about her artwork, which is showcased at the Concord Public Library, both up the stairs to the second floor and in the Children's Department. Also in July, the Library invited master gardener Ruth Axelrod, of the UNH Cooperative Extension, to speak about invasive plants in the Concord area.

In the fall of 2022, the Library introduced "Word on the Street" - two new eBike bookmobiles, which Library staff members rode to outdoor locations in all corners of Concord. The bookmobiles reached out directly to community members, delivering books and materials, educational activities, community information, and library programming information.

In November 2022, the Library hosted eco-educator Willa Coroka, who taught an audience of all ages about beavers and their importance and impact here in the Granite State.

In January 2023, local authors Kathleen and Sheila Bailey came to the Library to talk about their latest book, *NH War Monuments: The Stories Behind the Stones*.

City Council

In February 2023, Jason Sokol, an associate professor at the University of New Hampshire and author of three books on the history of the civil rights movement, came to the Library to deliver a talk entitled, “All Eyes Are Upon Us: Racial Struggles in the Northeast.” Also in February, Sheryl Fave, a Historical Reenactor, performed her Ruth Bader Ginsburg, “I Dissent” program at the Heights Community Center Auditorium; and Mary Kelly, a Professor of History at Franklin Pierce University, specializing in Irish American culture and identity, presented a program entitled, “Ireland’s Great Famine in Irish-American History: Memory and Meaning.”

In March 2023, the Library hosted Deborah Anne Goss, a Historical Reenactor, who appeared as Abby Hutchinson Patton, recalling mid-19th century U.S. and New Hampshire history and performing rousing anthems, heartfelt ballads, and humorous songs during anti-slavery and early women’s rights struggles.

Quarterly throughout 2022, and again in 2023, the Library partnered with Northeast Deaf and Hard of Hearing Services, Inc. to provide a bilingual story time for children, at which kids learned and/or practiced using American Sign Language to read a story.

The Parks and Recreation Department is coordinating the design and permitting of the cornfield section of the Merrimack River Greenway Trail. The City has hired VHB, of Bedford, for the design and permitting for this section of trail.

The Parks and Recreation Department began advertising for summer lifeguard positions in January, with the goal of opening all outdoor pools this summer. The Department typically needs to hire just over 40 lifeguards to open all pools. Once again, this year, the Department will pay the class registration fee for applicants to take the American Red Cross Lifeguard class (value \$380).

In the FY 2022 Capital Improvement Plan, there were funds appropriated for court restoration at Rollins Park (\$135,000), Trolley Stop repoint at White Park (\$90,000), and stand-alone pickleball courts at Rolfe Park (\$90,000). The court projects were completed in early June 2022, and the repointing of the Trolley Stop at White Park has been completed. In addition, the FY 2022 budget included funds for a pond restoration project at White Park (\$210,000), for which the City is under contract with VHB to create a plan and required permits. Also funded were road repairs at Blossom Hill Cemetery (\$80,000). The mini-makeover/renovation of Thompson Park is underway and will be completed in summer 2023.

In the FY 2023 Capital Improvement Plan, several additional projects were funded. The soccer mini pitch at Keach Park should be open to the public in July 2023, and the LED court light conversion at Rolfe and Rollins Parks will be completed in spring 2023. Staff are also working with the H.L. Turner Group on life safety improvements to the Parks Division maintenance building at White Park, as well as conducting a review of the buildings at Blossom Hill Cemetery.

b) Terrill Park, Kiwanis Park, Skate Park, Penacook Riverfront, Monkey Around Playground, Cemeteries, Recreational Corridor:

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

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

In conjunction with the sale of the portion of the Tannery site located at 35 Canal Street to the Caleb Development Corporation for the Penacook Landing housing project, in September 2020, the City retained a 1.53 acre parcel with approximately 500 feet of frontage on the Contoocook River for the future riverfront park.

City Council

As part of the FY 2022 budget, the City Council appropriated \$110,000 of impact fees for design and permitting of the Canal Street Riverfront Park. On November 5, 2021, a Request for Qualifications and Experience (RFQ&E) was issued to engage a design team for the project. Proposals were received on December 10, 2021. On February 11, 2022, the firm of GPI was selected for the project. Contracts with GPI were executed on March 25, 2022.

On April 11, 2022, the City Council approved Resolution #9449, which authorized the City Manager to apply for up to \$500,000 in Land and Water Conservation Fund (LWCF) grants to support the project. The grant application was submitted on December 16, 2022.

On April 15, 2022, a kickoff meeting for the project occurred with GPI. The kickoff meeting also involved meetings with Chief's Restaurant and Briar Hydro Associates (both about the project site). On May 19, 2022, additional meetings were held with the remaining two site abutters (Day Properties and the Caleb Group), as well as the City's Recreation and Parks Advisory Committee.

On June 9, 2022, the City Council approved the FY 2023 budget, which included \$1,247,729 for the Canal Street Park. An additional \$500,000, which is associated with the pending LWCF grant application, was asterisked in the budget and will be appropriated at time of grant award.

On June 22, 2022, the City, in partnership with the Penacook Village Association, held a community forum to discuss four concept plans for the park. Feedback from this session was used to craft a final concept plan for the park.

In August 2022, City Administration issued an RFQ&E to engage on-call construction management services for this and other capital improvement projects. Interviews were completed in October 2022. Milestone Construction and PC Construction were selected. The two firms then competed for the Canal Street Riverfront Park Project. Milestone Construction was selected for the project and began to prepare preliminary cost estimates for the project as designed.

On December 8, 2022, the final design concept for the Park was presented at the Penacook Village Association's Annual Meeting.

In late calendar year 2022, the City applied for \$500,000 of Land and Water Conservation Fund grants to support the project. The application is currently pending.

The project is currently in the permitting phase. Pending receipt of grant funds, as well as bid pricing from the to-be-selected construction manager, construction is scheduled for late spring/early summer 2023.

Monkey Around Playground: The Parks & Recreation Department continues to work with the Friends of White Park on their fundraising efforts. In May 2022, the Friends held a cornhole tournament with food trucks to raise money for the playground replacement. On April 11, 2022, the City Council authorized the City Manager to apply for up to \$400,000 of LWCF grants to support the project. A site visit with LWCF occurred on May 11, 2022. The project was selected to move into the grant application phase, and a formal grant application was submitted in December. The City will find out the status of its application by spring 2023.

Kiwanis Riverfront Park: City staff, working with the Recreation and Parks Advisory Committee, the Everett Arena Advisory Committee, Concord Crew, and the new Skate Board group have met regularly regarding possible new park amenities. In the FY 2023 Capital Improvement Program, there were funds approved for the "Visioning of the Kiwanis Riverfront Park down to Terrill Park." On January 19, 2023, the Department held the first visioning charette with just over 120 residents in attendance. There is a second public meeting for the visioning process scheduled for May 4, 2023.

City Council

GOAL 5. ENHANCED COMMUNITY EVENTS/ARTS

- a) Promote Community Events with Community Partners: Community events continue to be shared through a variety of City channels, including the City Manager’s newsletter and social media (Facebook, Twitter and Instagram). The City’s Public Information Officer continues to work with the Greater Concord Chamber of Commerce and Intown Concord on coordinated community outreach.

In March 2023, the Public Information Officer joined the Intown Concord Board of Directors in the City seat to further strengthen the partnership with this organization. This seat had previously been vacant since 2021.

The Parks & Recreation Department began scheduling the parks in mid-February for use in 2023. The Department also started issuing permits for special events held in City parks. Some past special events have included: SouperFest, an Arts Market in Rollins Park, UNH Law School Graduation at White Park, several 5k road races, Making Strides at Memorial Field, and a Multicultural Festival at Keach Park. The Department also worked with Overcomers Refugee Services to host the first Umuganda Event at Keach Park on June 25, 2022.

The Police Department continues to foster its positive relationship with the community through a number of initiatives and events. Department staff work closely with the schools in both the Concord and Merrimack Valley School Districts. The D.A.R.E. Program continues to be presented in both school districts and the Department’s School Resource Officers are actively involved at Concord High School, Merrimack Valley High School, and Merrimack Valley Middle School. The Community Services Officers stay in contact with Bishop Brady High School, Trinity Christian School, and St. John’s Regional School as well. Officers have attended several lunch periods at the middle and elementary schools. The officers also have conducted several book readings with students. Additionally, Liberty, the Department’s comfort dog, makes frequent visits to the schools throughout the city. Safety assessments continue to be conducted at several of the public and private schools. Recommendations have been made to the schools to help officers in accessing the schools during threatening events. These safety assessments will continue throughout the year.

Members of the Police Department have conducted active shooter trainings, as well as safety presentations, to businesses, schools and community groups. Members also presented fraud education classes to the elderly; and educational classes warning students about bullying, cyberbullying, and internet safety. The Department has presented several active shooter trainings for several of the Concord School District schools and its administrators. Members of the Police Department also assisted Concord Hospital with several active shooter trainings for hospital staff. These trainings will continue throughout the year.

The Police Department held one “Coffee with a Cop” event at Hannaford grocery store. The event was well attended by community members. This gave members of the community an opportunity to ask questions and get to personally know some of the officers working in their area of the city.

The Police Department works closely with the New American communities throughout the city. The Department continues to work with the New American leaders in an attempt to open communication and to plan for informational events with the Police Department. The Police Department continues to assist the New American Scholars with their “Students Helping Students” program. This program is designed to promote area high school students assisting and tutoring New American and refugee students who have recently settled in the Concord area. This program also extends beyond the classroom and assists in other areas of life which may be difficult for those new to the country. The Department has met with Ascentria Care Alliance, who wants to partner with the Police Department while resettling New Americans in the community.

The Police Department continues to participate with the Refugee Advisory Council. This group meets monthly. The Refugee Advisory Council helps ensure the coordination of services for refugees and immigrants, and raises awareness of issues that affect refugee and immigrant communities throughout New Hampshire.

Through the NH Highway Safety Community Outreach and Betterment grant, the Police Department is in the process of planning a driver safety educational training class for the elderly. This training will focus on roadway safety and driver education.

City Council

The Police Department held one R.A.D. (Rape Aggression Defense) class. The class was well attended.

The City of Concord participated in Intown Concord's Market Days. The Human Resources Department brought all current job openings for review, as well as job interest cards for those "shopping" for a new career. It was a great opportunity to be part of the celebration and provide information to Market Days attendees. Concord Public Library staff was also present and provided information on Library resources, temporary literary tattoos, and story times in the family area on the State House lawn.

Representatives from the City's Human Resources Department co-chaired two committees with the Human Resources Association of Greater Concord; one pertaining to Membership and one for Community Relations. The Community Relations committee is currently working on setting up virtual interviews for seniors at the Concord Regional Technical Center (CRTC) Program to give them a one on one interview with feedback before they graduate. This will occur in the second week of April 2023. The Human Resources Department has also participated in three virtual job fairs that NH Employment Security has hosted.

The Concord Public Library held several programs in City parks throughout the spring and summer of 2022, including story times and book discussions. The Library also hosted a summer concert series, with each concert being held at a different location throughout the city.

Library staff visited Abbot-Downing Elementary School for their 2022 Earth Day celebration, and participated in the Christa McAuliffe Elementary School's block party, providing library information and card sign-ups. The Head Start Socialization Group visited the Library weekly for story times.

Library staff were present at National Night Out, where they gave away free books for children, library information, and temporary literary tattoos; at the Multicultural Festival, where they signed patrons up for library cards, handed out library information, and provided a free craft for children; and at Intown Concord's Halloween Howl, with its ebike bookmobiles, and handing out candy and information about library resources.

The Library collaborated with the Parks & Recreation Department to bring its two ebike bookmobiles to programs hosted in the parks, such as the Soccer Jamboree and Flying High Dogs, both held at Keach Park. The Library also worked with Parks & Recreation and the Assistant City Planner for two Trails and Tales programs, with book discussions and hikes on City trails, one on Marjory Swope Trail and the other at Oak Hill.

The Library held several collaborative programs in the fall of 2022. These included a Signing Evening Storytime with Northeast Deaf and Hard of Hearing Services; Color a Smile, where young patrons participated in this national campaign to send "cheerful drawings" to seniors and military personnel overseas; co-hosted several book discussions with the Concord YMCA; hosted a Walk-In Wednesday with Granite VNA; and brought back Beat the Librarians Trivia Night at Lithermans Limited Brewery with the Bow Baker Free Library.

Library staff engaged with several community partners in the fall. The Library served as a drop box station for the Junior Service League's toiletry drive, as well as the snack pantry drive for Rundlett's Blue Duke Care Closet. Library staff also participated in an outreach day with the New Hampshire Human Rights Commission, providing other non-profit organizations with information and ways the Library can help assist them.

The Library continues to provide free programs for community members of all ages, which are promoted on its website and social media (Instagram, Facebook, Twitter), in the Library newsletter, in the City Manager's newsletter, and in the Concord Monitor and The Patch. Several Library programs are held in partnership with other organizations, such as Granite VNA, Soak Up the Rain New Hampshire, the NH Audubon Society, and NH Humanities.

City Council

GOAL 6. SUSTAINABILITY INITIATIVES

- a) Energy: LED Street Lights: All street lights have been converted to LED. The Engineering Services Division is working with vendors on final billing, warranties and submission to Unifil for completion of on-bill financing. This project is anticipated to save the City in excess of \$600,000 over the next ten years. Certain ornamental street lights, which were excluded from the project, such as those located on Loudon Road and the Manchester Street bridge, will be addressed in future capital improvement projects to be proposed by City Administration.
- b) Diversity: The City continues to use CircaWorks for job postings that seek out underrepresented groups, including people of color, veterans, LGBTQ, and individuals with disabilities. The City's core team of Department Heads also participated in a four-hour training from the National League of Cities entitled "REAL RACIAL EQUITY TRAINING: Leading for Racial Equity." Additionally, the Human Resources Director attended the Diversity Workforce Coalition's Annual Diversity, Equity, and Inclusion event to learn more about allyship to include activism, advocacy, and acting as an accomplice in bringing about systemic change to the inequity and marginalization that exists in every organization.
- c) Workforce & Housing (Homelessness): Over the past 24 months, the Penacook Landing multifamily development has added 34 units of workforce housing in downtown Penacook, and CATCH has added 42 units on Village Street. Penacook Landing Phase 2 started construction in October 2022 and is adding an additional 20 units for the community.

Phase 1 of the Dakota Partners project on Langdon Avenue is currently under construction. The project will add 192 units of new housing, the majority of which will be affordable housing.

CATCH Neighborhood Housing has secured development permits and financing commitments to develop 48 units of affordable housing on Sheep Davis Road.

A private developer has secured development approvals and financing for 123 units of new housing on Pembroke Road, 84 of which will be affordable housing.

In 2021, the City secured \$386,242 in Community Development Block Grant funds to support the renovation of housing units owned or leased by Riverbend Community Mental Health. The project specifically involves properties located on Fayette Street and Pleasant Street. Said units are occupied by low-moderate income persons who are clients of Riverbend. In 2022, the City secured an additional \$77,248 to assist this project. The project is currently under construction.

The Concord Coalition to End Homelessness has been working diligently on its Housing First model, recently securing Zoning Board of Adjustment relief for a project at 120 Pleasant Street. The estimated cost of the project is \$2.5 million. The project is currently underway.

On January 11, 2023, City Council authorized the City Manager to apply for up to \$500,000 of Community Development Block Grant funds to support the Coalition's planned acquisition and redevelopment of #6 South State Street into eight units of transitional housing for people exiting homelessness. The application was submitted at the end of January. Grant awards are typically announced in April.

- d) Essex Hydro: An agreement was reached with Essex Hydro to enter into a long-term Net Metering Agreement for a portion of their renewable energy generation. The agreement received full approval by the Public Utilities Commission, and Net Metering began on June 1, 2022.
- e) Renewable Energy: The City continues to work towards finding partners for renewable energy projects that are in the best interest of the City of Concord and will help achieve the City's renewable energy goals.
- f) Trees, Urban Canopy: Two trees were planted at White Park on Arbor Day 2022. Five street trees were planted along the street frontage of Maple Grove Cemetery using budgeted funds from the Conservation budget.

City Council

The Tree Committee set up a booth at the Farmer's Market for three weeks in June 2022 to educate residents about proper tree planting locations and the Sustainable Tree Program.

The Tree Committee did a reconnaissance of the neighborhoods in Penacook slated for paving in 2023, and identified 31 potential tree planting locations. The General Services Department will review the locations to determine if they are feasible, and then the committee will start public outreach in Penacook, asking these residents if they are willing to plant a tree in their front yard. Four potential locations have been identified.

The General Services Department's Sustainable Tree Program received requests for 30 trees to be planted in 2023 and is taking orders for 2024.

GOAL 7. TRANSPORTATION

- a) I-93, Storrs Street, Stickney Avenue: On August 9, 2022, the NH Department of Transportation (NHDOT), and their consultant, McFarland Johnson, presented a project update at a special Transportation Policy Advisory Committee (TPAC) meeting. The updates were inclusive of additional improvements, at the City's request, including improvements at Exit 13 (the Manchester Street intersection with Old Turnpike Road), partially restoring access to the Exit 14 northbound on-ramp, alternatives to expand the Merrimack River Greenway Trail through the project limits, exploring partial access at Stickney Avenue, and consideration of the proposed Storrs Street Extension Project and associated railroad realignment. TPAC continued to solicit public input and discussed all aspects of the project at subsequent meetings held on August 25, September 15, and September 29, 2022. On October 11, 2022, TPAC provided a report to City Council outlining its recommendations for the Bow-Concord Project. On October 11, 2022, the City Council received a presentation from the NHDOT concerning the project. On November 14, 2022, the City Council held a public hearing on the I-93 Bow-Concord Project. Related to said hearing, City Administration provided a staff report which discussed past planning initiatives relative to a "bridge park" and challenges associated therewith based on the State's current design for the Bow-Concord Project. On December 12, 2022, the City Council concluded its public hearing on the proposed Bow-Concord Project, and approved a draft letter to the State outlining the City's positions on various components related thereto. In accordance with City Council directive from its November 14, 2022 meeting, staff met on December 9, 2022, with the City's on-call engineering consultants to discuss scope of work for the "bridge park" project. Proposals were received on March 3, 2023. Review is ongoing.
- b) Merrimack Valley Greenway Trail (MRGT): In March 2021, the City filed an application for TAP grant funds to support the development of a rail trail on a 1.9-mile section of the Northern Line between Sewalls Falls Road and the Town of Boscawen. PanAm Systems provided a letter of support for the City's application.

On July 7, 2021, the City entered into a Purchase and Sales Agreement with PanAm Systems/Northern Railroad for a 5.6+/- mile discontinued segment of the Northern Main Line, located between Horseshoe Pond Lane and the Contoocook River, as well as a 0.5 mile section of the Concord-Claremont Line located between Horseshoe Pond Lane and the Smokestack Center on McGuire Street.

On October 18, 2021, the NHDOT invoked the State's Right-of-First-Refusal (ROFR) for the Northern Line, in accordance with RSA 228:60-b. As such, the City's Purchase and Sales Agreement with PanAm automatically terminated upon the State's enactment of its ROFR. The State enacted its ROFR, as the Northern Line has been designated for a potential future high-speed rail corridor to connect Boston to Montreal. As such, the City and NHDOT entered into negotiations concerning a potential partnership between the City and the State, which would allow the MRGT to move forward while simultaneously protecting the State's interests relative to the high-speed rail corridor. These negotiations were successful and, on May 9, 2022, the City Council approved Resolution #9463, which authorizes the City Manager to enter into the Memorandum of Agreement (MOA) negotiated between the City and NHDOT. Said agreement will be presented to the Governor and Executive Council pending final negotiation of a Purchase and Sales Agreement between PanAm and the NHDOT. Upon execution of the MOA between the City and NHDOT, the NHDOT shall assign the Purchase and Sales Agreement to the City, following which the City shall complete its due diligence and acquire the property.

City Council

On June 1, 2022, PanAm was sold to CSX. In early 2023, CSX contacted the City about the status of the Purchase and Sales Agreement. Discussions with NHDOT, CSX and the City will resume while the transaction is ongoing.

Following completion of due diligence, the City terminated the Purchase and Sales Agreement for the Concord-Claremont Line on October 25, 2021 due to title concerns.

The “cornfield” section of the MRGT (approximately 4,000 feet from Loudon Road south towards Terrill Park) is currently under design and permitting. The City was awarded a Land and Water Conservation Fund (LWCF) grant to build this section of the trail from Loudon Road south along the Merrimack River. The LWCF grant was for an estimated \$550,000 project and requires a 50% match (\$275,000), which the Friends of the MRGT has indicated they will help fundraise for. Design and permitting for this section will be completed by spring 2023 with the goal of starting construction in summer/fall 2023.

In February 2022, the Friends of the MRGT, in partnership with the City, applied for an allocation of Community Development Investment Program tax credits from the NH Community Development Finance Authority for the portion of the project located between Terrill Park and Loudon Road. Unfortunately, the funding application was not successful. The Friends of the MRGT will continue efforts to raise the required match for the LWCF grant.

- c) Airport Terminal: On January 27, 2022, the City held an Airport Listening Session where the consensus among the attendees was to move forward with a new terminal. At the February 24, 2022 Airport Advisory Committee meeting, the committee unanimously recommended the City Council authorize staff to apply for an FAA Airport Terminal Program grant. This program would provide potential funding for the relocation and construction of the Concord Municipal Airport’s terminal building, with only a 5% match required. At the March 14, 2022 City Council meeting, the Council authorized the City Manager to apply for this grant. Unfortunately, the City’s application was not successful. Pending City Council authorization, City Administration plans to reapply for these funds in the upcoming application round.
- d) Sidewalks: Maintain/Recondition: The Planning Board continues to require sidewalks on most site plans. In instances where construction of a sidewalk may be premature (no connection within any reasonable distance), the Planning Board has instituted a “fee in lieu” policy. Under this approach, a fee commensurate with the cost to construct sidewalk would be assessed to applicants seeking site plan approval. The funds generated from this fee would be used to support City sidewalk construction in the future. To date, one project has been subject to this policy as a condition of approval. However, said project has not yet moved forward. When/If the project moves forward, and fees are collected, a resolution establishing this reserve in trust account will be submitted to City Council.
- e) Projects: Langley Parkway, McKee Square
 - McKee Square (CIP #31): The McKee Square intersection improvement was approved in FY 2023 for a traffic assessment and design/engineering, and FY 2024 construction. Preliminary options for this work include a roundabout and a signal alternative. Staff will work with its engineering consultants on developing and scheduling meetings with the public and stakeholders. In addition, the City recently applied for a Congestion Mitigation and Air Quality (CMAQ) grant to support the project. The application is currently pending.
 - Langley Parkway (CIP #40): In accordance with the City Council’s direction, as provided to City Administration during the adoption of the FY 2023 budget, this project has been removed from the City’s Capital Improvement Program.

City Council

ONGOING INITIATIVE 1. FORMER TANNERY SITE/PARK

Updates about this project are addressed in Goal 2(c) and 4(b) of this report.

ONGOING INITIATIVE 2. ENHANCED NEIGHBORHOOD STREET PAVING PROGRAM

Continental Paving completed the FY 2022 paving project in November. The FY 2023 paving project bid was opened in late December 2022. GMI Asphalt was the low bidder, at budget, and was awarded the project. Letters for curb cost sharing went out in January 2023, with a tentative start date of early April, weather dependent.

ONGOING INITIATIVE 3. BRIDGES

The NHDOT agreed to add an additional \$14 million in State bridge aid to the Loudon Road bridge project to accommodate a wider bridge with a 14' multi-use path. This renovated bridge will provide a critical connection for the Merrimack River Greenway Trail from east to west, and will also be safer for cyclists and pedestrians, as well as improve the angle of the bridge today as it intersects with Ft. Eddy Road. The City and NHDOT are planning to begin design work shortly.

The City also recently accepted \$1.9 million in unrestricted one-time grant funds from the NHDOT for future bridge projects. Said funds were deposited into a reserve fund to support future bridge improvement projects.

ONGOING INITIATIVE 4. TECHNOLOGY INFRASTRUCTURE IMPROVEMENTS

The Information Technology (IT) Department supported the Wastewater and Water Treatment Plants in securing a \$100,000 grant from the NH Department of Environmental Services related to the cybersecurity and access to control systems throughout the enterprise. This included working with the Federal Environmental Protection Agency on auditing and creating an action plan for calendar years 2022 and 2023 to improve securing and updating our access controls.

The IT Department's new Network Security Engineer has received the first round of network switches to replace our aging infrastructure. The deployment of the new infrastructure is on schedule to be completed by the beginning of 2024. Efforts continue to build and update new security policies.

The City's Munis migration from Logos New World Systems is officially complete. Energov, the permitting module, went live on August 22, 2022. The training for and migration to the Munis Tax module continues to go well. We expect to go live, as planned, in January 2024.

City Council

City Boards and Commissions

<u>Board/Commission</u>	<u># of Members</u>
Ad-Hoc Beaver Meadow Building Committee	8
Ad-Hoc Committee to Review Fee Schedules	3
Ad-Hoc Committee to Review Outdoor Dining & Food Trucks	4
Ad-Hoc Gully Hill Road Committee	3
Airport Advisory Committee	9
Board of Assessors	3
Board of Ethics	6
Board of Health	3
Board of Revision of Assessment	5
Building Board of Appeals	8
Committee for Concord's Plan to End Homelessness	18
Community Development Advisory Committee	10
Concord Housing Authority	5
Conservation Commission	11
Conservation Commission – Trails Subcommittee	8
Conservation Commission - Tree Subcommittee	9
Contoocook River Local Advisory Committee	3
Demolition Review Committee	5
Design Review Committee	7
Diversity, Equity, Inclusion, Justice & Belonging Committee	3
Energy & Environment Advisory Committee	13
Everett Arena Advisory Committee	12
Facilities Naming Committee	4
False Alarm Appeals Board	4
Finance Committee	15
Fiscal Policy Advisory Committee	7
Gas Holder Committee	3
Golf Course Advisory Committee	16
Heritage Commission	13
Joint City/School Committee on Cooperation	12
Library Board of Trustees	9
Licensing Board	3
Mask Ordinance Committee	3
New Hampshire Rail Transit Authority	1
North End Opportunity Corridor TIF District Advisory Board	7
Opportunity Corridor Policy Committee	4
Parking Committee	5
Penacook Village TIF District Advisory Board	7
Personnel Appeals Board	3

City Council

City Boards and Commissions (continued)

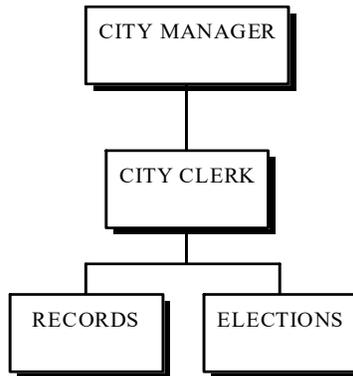
<u>Board/Commission</u>	<u># of Members</u>
Planning Board	12
Poles & Wires Committee	3
Public Safety Board	14
Recreation & Parks Advisory Committee	14
Regional Planning Commission	4
Regional Utility Utilization Committee	3
Rules Committee	6
Sears Block TIF District Advisory Committee	6
Solid Waste Advisory Committee	14
State-Capitol Region Planning Commission	10
Tax Exemption Policy Committee	5
Taxicab Licensing Board	3
Technical Review Committee	4
TPAC – Bike & Pedestrian Subcommittee	5
TPAC – Public Transportation Subcommittee	4
Traffic Operations Committee	7
Transportation Policy Advisory Committee (TPAC)	14
Trustees of Trust Funds	4
Upper Merrimack River Local Advisory Group	3
Utility Appeals Board	5
Zoning Board of Adjustment	10

City Clerk

Mission

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

CITY CLERK DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

City Clerk

<u>Budget Detail</u>	2022	2023	2023	2023	2024
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Licenses	\$32,961	\$31,300	\$31,300	\$32,300	\$33,300
Recording Fees	\$14,045	\$10,000	\$10,000	\$10,000	\$10,000
Sundry Services	\$63,466	\$48,300	\$48,300	\$54,000	\$49,300
Other Revenue	\$150	\$300	\$300	\$150	\$150
School District Payments	\$8,096	\$5,000	\$5,000	\$8,970	\$5,000
Total Revenue	\$118,717	\$94,900	\$94,900	\$105,420	\$97,750
Expense					
Full Time	\$272,522	\$300,613	\$300,613	\$303,540	\$328,274
Part Time	\$13,879	\$49,020	\$49,020	\$34,700	\$65,700
Temporary	\$9,112	\$10,880	\$10,880	\$11,470	\$43,520
Overtime	\$1,375	\$5,600	\$5,600	\$8,500	\$12,630
Allowance	\$1,200	\$1,200	\$1,200	\$950	\$1,200
Retirement	\$38,313	\$43,086	\$43,086	\$43,330	\$46,126
FICA	\$20,912	\$24,009	\$24,009	\$24,190	\$29,024
Beneflex	\$53,225	\$75,934	\$75,934	\$62,930	\$70,325
Worker's Compensation	\$399	\$354	\$354	\$360	\$470
Unemployment Insurance	\$143	\$154	\$154	\$170	\$140
Professional Development	\$558	\$635	\$635	\$635	\$4,540
Business Expense	\$0	\$200	\$200	\$50	\$200
Software/Hardware Maintenance	\$15,104	\$9,325	\$9,325	\$6,700	\$9,850
Advertising	\$226	\$700	\$700	\$350	\$700
Rent	\$3,413	\$12,310	\$12,310	\$12,000	\$7,680
Communications	\$417	\$490	\$490	\$490	\$420
Postage	\$4,502	\$15,715	\$15,715	\$9,975	\$10,975
Office Supplies	\$15,415	\$20,850	\$20,636	\$14,000	\$25,650
Liability Insurance	\$2,420	\$3,106	\$3,106	\$3,110	\$2,580
Total Expense	\$453,135	\$574,181	\$573,967	\$537,450	\$660,003

City Clerk

<u>Service Indicators</u>	2021 <u>Actual</u>	2022 <u>Actual</u>	2023 <u>Estimated</u>	2024 <u>Projected</u>
1. Birth Certificates Issued	2,512	2,958	3,025	2,832
2. Marriage Certificates Issued	976	1,403	1,441	1,273
3. Death Certificates Issued	4,263	5,346	5,287	4,965
4. Divorce Records Issued	238	263	242	248
5. Marriage Licenses Issued	319	417	408	381
6. Marriage Ceremonies Performed	10	32	111	105
7. Dog Licenses Issued	5,127	5,223	5,851	5,433
8. Notice of Intent to Issue Summons	*0	31	30	25
9. Voter Registrations Processed	3,862	338	3,538	3,400
10. Absentee Ballots Cast	11,173	145	2,198	4,000
11. Average Number of Ballots Cast	34,693	4,021	26,183	21,000

*Suspended in FY 2021 due to COVID-19

2024 Goals

1. Relocate Ward One and Ward Three polling locations within the City. Notify all residents within the City, via a postcard mailing, inserts in water bills and social media posts of their new polling locations.
2. Hold numerous voter registration fairs within the City.
3. Hold numerous election official training sessions prior to the November 2023 Municipal Election and the Presidential Primary Election.

2023 Goals Status

1. Finalize the relocation of the Ward One, Ward Four and Ward Five polling locations within the City. Notify all residents within the City, via a postcard mailing, of their new polling locations, including those that have polling location changes as a result of 2021 redistricting ward line changes.
9-Month Status: Polling locations within Wards Four and Five were successfully relocated in follow-up to 2021 redistricting within the City. Residents within those wards, as well as residents throughout the community that had polling location changes, were notified via a postcard mailing, as well as notification on municipal water bills and social media outlets. Wards One and Three will be relocated during FY 2024.
2. Ensure staff members continue to participate in all trainings relevant to the Clerk’s office to ensure efficiencies in customer service and office responsibilities.
9-Month Status: Two members of the City Clerk’s Office have worked for the City for less than two years. This goal is ongoing. Staff members have taken advantage of relevant training sessions.
3. Hold numerous voter registration fairs within the City.
9-Month Status: Voter registration fairs were held at various locations within the City in an effort to assist those residents wishing to register to vote that were unable to easily get to the Clerk’s Office and/or the polls on Election Day.
4. Hold numerous election official training sessions prior to the September State Primary Election and the November State General Election
9-Month Status: Numerous training sessions, both in person and electronic, were held by the City Clerk’s Office and the Secretary of State’s Office ensuring successful Election Days at polling locations throughout the City.
5. Focus on records management efficiencies to maximize storage and staff workflow.
9-Month Status: Staff remains committed to improved records management processes and applications. Minimal progress has been made on this goal within FY 2023. Staffing shortages and new staff training affected progress.

General Overhead

<u>Revenue</u>	2022	2023	2023	2023	2024
	Actual	Adopted	Revised	Projected	Budget
Transfers					
Transfer In - Trust	\$986	\$0	\$94,000	\$94,000	\$84,190
Transfer In - Inspection	\$1,890	\$0	\$0	\$0	\$0
Transfer In - Parking	\$97,940	\$157,940	\$157,940	\$157,940	\$157,940
Transfer In - Airport	\$35,221	\$37,120	\$37,120	\$37,120	\$35,589
Transfer In - Conserv Prop	\$34,000	\$26,000	\$26,000	\$26,000	\$55,000
Transfer In - Impact Fee	\$165,037	\$138,323	\$138,323	\$138,323	\$0
Transfer In - Grts & Donations	\$1,185,233	\$945,300	\$945,300	\$945,300	\$899,990
Transfer In - Golf	\$0	\$111,360	\$111,360	\$111,360	\$120,398
Transfer In - Arena	\$53,024	\$56,186	\$56,186	\$56,186	\$61,448
Transfer In - NEOCTIF	\$44,780	\$45,228	\$45,228	\$45,228	\$45,680
Transfer In - Sears Block TIF	\$404,360	\$394,575	\$394,575	\$394,575	\$385,830
Transfer In - Penacook TIF	\$1,770	\$5,000	\$5,000	\$5,000	\$5,050
Transfer In - Water	\$537,137	\$549,613	\$549,613	\$549,613	\$576,074
Transfer In - Wastewater	\$671,370	\$711,195	\$711,195	\$711,195	\$785,824
Subtotal	\$3,232,748	\$3,177,840	\$3,271,840	\$3,271,840	\$3,213,013
Special Programs					
Cable TV Franchise	\$834,375	\$829,600	\$829,600	\$835,360	\$834,500
Transfer In - Trust	\$165,000	\$175,000	\$175,000	\$85,000	\$325,000
Subtotal	\$999,375	\$1,004,600	\$1,004,600	\$920,360	\$1,159,500
Risk and Insurance					
Retiree Health Insurance	\$1,378,441	\$1,409,800	\$1,409,800	\$1,454,560	\$1,461,890
Insurance Dist and Credits	\$321,824	\$0	\$0	\$111,800	\$0
Subtotal	\$1,700,265	\$1,409,800	\$1,409,800	\$1,566,360	\$1,461,890
Social Service Agencies					
Donations	\$27,125	\$14,000	\$14,000	\$14,000	\$14,000
Subtotal	\$27,125	\$14,000	\$14,000	\$14,000	\$14,000
Total Revenue	\$5,959,514	\$5,606,240	\$5,700,240	\$5,772,560	\$5,848,403

General Overhead

<u>Expense</u>	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Transfers					
Transfer Out - Trust	\$3,026,157	\$1,254,281	\$4,363,991	\$4,364,000	\$1,372,191
Transfer Out - Inspection	\$87,300	\$0	\$0	\$0	\$0
Transfer Out - Parking	\$51,221	\$54,295	\$54,295	\$54,295	\$56,643
Transfer Out - Gen Cap Proj	\$268,790	\$529,750	\$1,270,752	\$1,270,760	\$586,000
Subtotal	\$3,433,468	\$1,838,326	\$5,689,038	\$5,689,055	\$2,014,834
Special Programs					
Special Programs	\$374,557	\$381,330	\$381,330	\$381,330	\$379,638
Subtotal	\$374,557	\$381,330	\$381,330	\$381,330	\$379,638
Debt Service					
Bond Costs	\$54,665	\$63,700	\$63,700	\$50,000	\$63,700
Principal	\$5,731,176	\$5,726,772	\$5,726,772	\$5,726,772	\$5,819,770
Interest	\$1,865,184	\$1,716,474	\$1,716,474	\$1,716,470	\$1,743,200
Subtotal	\$7,651,024	\$7,506,946	\$7,506,946	\$7,493,242	\$7,626,670
Risk and Insurance					
Retiree Health	\$2,333,415	\$2,459,670	\$2,459,670	\$2,456,940	\$2,491,660
Professional Services	\$0	\$5,000	\$5,000	\$0	\$5,000
Insurance Deductible	\$10,109	\$15,000	\$15,000	\$15,000	\$15,000
Subtotal	\$2,343,524	\$2,479,670	\$2,479,670	\$2,471,940	\$2,511,660
Contingency					
Contingency	\$0	\$100,000	\$100,000	\$0	\$100,000
Subtotal	\$0	\$100,000	\$100,000	\$0	\$100,000
Comp Adjustment					
Full Time	\$0	\$654,700	\$654,700	\$0	\$734,600
Subtotal	\$0	\$654,700	\$654,700	\$0	\$734,600
Street Lighting					
Electricity	\$495,902	\$529,450	\$529,450	\$500,000	\$564,284
Subtotal	\$495,902	\$529,450	\$529,450	\$500,000	\$564,284
Social Service Agencies					
Special Programs	\$323,780	\$329,430	\$329,430	\$329,430	\$306,930
Subtotal	\$323,780	\$329,430	\$329,430	\$329,430	\$306,930
Total Expense	\$14,622,255	\$13,819,852	\$17,670,564	\$16,864,997	\$14,238,616

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

General Overhead

Supplemental Budget Information

Special Programs	2022	2023	2023	2023	2024
	Actual	Adopted	Revised	Projected	Budget
Expense					
Concord Community Television	\$321,310	\$312,830	\$312,830	\$312,830	\$314,638
Arts	\$2,247	\$7,500	\$7,500	\$7,500	\$0
Holiday Celebrations	\$6,000	\$6,000	\$6,000	\$6,000	\$10,000
Intown Concord	\$20,000	\$30,000	\$30,000	\$30,000	\$30,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Expense	\$374,557	\$381,330	\$381,330	\$381,330	\$379,638

Social Service Agencies	2022	2023	2023	2023	2024
	Actual	Adopted	Revised	Projected	Budget
Expense					
Community Action Program	\$17,710	\$17,710	\$17,710	\$17,710	\$17,710
Concord Area Transit (CAT)	\$165,350	\$171,000	\$171,000	\$171,000	\$171,000
Crisis Center of Central NH	\$12,500	\$12,500	\$12,500	\$12,500	\$0
C.C to End Homelessness	\$30,000	\$40,000	\$40,000	\$40,000	\$40,000
Edna McKenna House	\$31,220	\$31,220	\$31,220	\$31,220	\$31,220
Friendly Kitchen	\$0	\$10,000	\$10,000	\$10,000	\$0
Friends Program	\$57,000	\$47,000	\$47,000	\$47,000	\$47,000
Penacook Community Center	\$10,000	\$0	\$0	\$0	\$0
Total Expense	\$323,780	\$329,430	\$329,430	\$329,430	\$306,930

General Overhead

General Overhead Descriptions

Transfers

Transfers (Revenue)

Reflects the transfer of funds from enterprise and special revenue funds for municipal overhead charges and other related costs between those funds and the General Fund. Also includes transfers from trusts to cover selected General Fund expenditures. For Fiscal Year 2024, the budget includes a transfer of \$899,990 from ARPA funding to support General Fund wages and other operational expenses.

Transfers (Expense)

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

Special Programs

Intown Concord

Intown Concord manages a variety of downtown events (such as Market Days), provides grant funds to property owners for façade improvements, works with the City to maintain and grow businesses within the City's central business district, and advocates for a number of issues which are critical for the future vitality of Downtown Concord. Funding for Intown Concord is recommended to be level for Fiscal Year 2024.

Cable TV Franchise/System

Funding for Concord TV for Fiscal Year 2024 is based on a percentage of projected revenues plus the capital portion of the franchise agreement revenue. Funding is increased by \$1,808 for Fiscal Year 2024.

Holiday Celebrations/Concord Veterans Council

This account provides for the cost of holiday decorations for Memorial Day and Veteran's Day observances in Concord and Penacook.

Pope Memorial SPCA

Funding for the Pope Memorial Society for the Prevention of Cruelty to Animals (SPCA) is recommended to be level for Fiscal Year 2024. The Pope Memorial SPCA is a private organization that provides a variety of programs and services in Concord, one of which would need to be funded as animal control in the Police Department budget at a higher cost than what is paid to the SPCA.

Debt Service

Debt Service

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

Risk and Insurance

Insurance Distributions and Credits (Revenue)

Represents premium holidays from Primex for worker's compensation insurance. Credits are for premiums paid in prior years. No revenue is budgeted to be received in Fiscal Year 2024

Retiree Health Insurance

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

Insurance Deductible & Reserve

Represents deductible amounts for auto and property/liability claims.

General Overhead

Professional Services

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

Contingency

Contingency

This account is used to allocate funds for unexpected occurrences including City Council use, over-expenditures for winter operations, Welfare, or other extraordinary expenses not included in the adopted budget. This account is level funded for Fiscal Year 2024.

Compensation Adjustment

Compensation Adjustment

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

Street Lighting

Electricity

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

Social Service Agencies

Community Action Program – Belknap/Merrimack County Area Center

Agency requested \$25,000 for Fiscal Year 2024. Level funding in the amount of \$17,710 is recommended for Fiscal Year 2024.

Concord Area Transit (CAT)/Public Transportation

Agency requested \$191,000 for this fiscal year; \$19,000 for senior transportation, \$20,000 for special transportation (door to door service for disabled individuals), and \$132,000 for public transportation. Level funding in the amount of \$171,000 is recommended for Fiscal Year 2024.

Crisis Center of Central NH

Agency did not submit a funding application for Fiscal Year 2024.

Concord Coalition to End Homelessness

Agency requested \$42,000 for Fiscal Year 2024, which is \$2,000 more than Fiscal Year 2023. Level funding in the amount of \$40,000 is recommended for Fiscal Year 2024.

Salvation Army/McKenna House

Agency requested \$40,000 for Fiscal Year 2024. Level funding in the amount of \$31,220 is recommended for Fiscal Year 2024.

Friendly Kitchen

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

Friends Program

Funding for the Friends Program is recommended to be level for Fiscal Year 2024.

Penacook Community Center

Fiscal Year 2022 was the last year of funding for this organization.