

CITY OF CONCORD

FY 2020 Annual Report





TABLE OF CONTENTS

City Council	3
Boards and Commissions	5
Services Directory	6
Department Directory	16
Assessing	18
Community Development	18
Finance	25
Information Technology Department	27
Fire Department	27
General Services	28
Human Services	31
Legal	32
Library	33
Human Resources	34
Police Department	36
Records	41
Parks & Recreation	42
FY2018 City Audit Summary	44
MS9 & MS10 Reports	82
Ordinances at a Glance	95
Government	97

City of Concord, New Hampshire Mayor and City Council

MAYOR

James Bouley

COUNCILORS AT LARGE

Byron Champlin

Amanda Grady Sexton

Fred Keach

Nathan Fennessy

WARD COUNCILORS

Ward One
Brent Todd

Ward Two
Erle Pierce

Ward Three
Jennifer Kretovic

Ward Four
Meredith Hatfield

Ward Five
Robert Werner

Ward Six
Linda Kenison

Ward Seven
Keith Nyhan

Ward Eight
Gail Matson

Ward Nine
Candace CW Bouchard

Ward Ten
Zandra Rice Hawkins

CITY COUNCIL

The legislative authority of the City of Concord is vested exclusively in the fifteen-member City Council, which is elected in odd-numbered years, consisting of one Mayor elected for two years; four Councilors at-large elected for four years; and ten ward Councilors elected every two years. Regular meetings of the City Council are held on the second Monday of each month. The Council held 12 regular meetings, no recessed meetings and 5 special meetings; passed 28 ordinances, 97 resolutions and adopted a \$66.5 million General Fund, twelve-month budget covering the fiscal year 7/1/2019 to 6/30/2020.

Priorities

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

Projects

1. Buildings and Parks
 - a. White Park Skate House
 - b. Athletic Fields use
 - c. Terrill Park
 - d. Penacook Branch Library
2. Future CIP Projects
 - a. Manchester Street
 - b. Abbott Road/ Sewalls Falls Road roundabout

Ongoing Initiatives

1. Opportunity Corridor Economic Development
 - a. Former NH Employment Security Property
 - b. Elm Grove Properties
 - c. Hotel Concord
 - d. New Concord Theatre
 - e. Former Allied Leather Tannery
 - f. Storrs Street Extension
2. Citywide Multi-Generational Community Center
3. Create and Expand Partnerships
4. Continue Expanded Neighborhood Street Improvement Program

City of Concord Boards and Commissions

*To view members, staff, and the authority of boards and commission visit our website at concordnh.gov.

Airport Advisory Committee
Board of Assessors
Board of Ethics
Board of Health
Board of Revision of Assessment
Building Board of Appeals
Committee for Concord's Plan to End Homelessness
Community Development Advisory Committee
Concord Housing Authority
Conservation Commission
Conservation Commission – Trails Subcommittee
Conservation Commission – Tree Subcommittee
Contoocook River Local Advisory Committee
Demolition Review Committee
Design Review Committee
Energy & Environment Advisory Committee
Everett Arena Advisory Committee
Facilities Naming Committee
False Alarm Appeals Board
Finance Committee
Fiscal Policy Advisory Committee
Golf Course Advisory Committee
Heritage Commission
Joint City/School Committee on Cooperation
Library Board of Trustees
Licensing Board
Municipal Property Energy Initiatives Ad-Hoc Committee
NH Rail Transit Authority
North End Opportunity Corridor TIF District Advisory Board
Northern Pass Committee
Parking Ad-Hoc Committee
Penacook Village Tax Increment Finance District Advisory Board
Personnel Appeals Board
Planning Board
Poles and Wires Committee
Public Safety Board
Recreation and Parks Advisory Committee
Rules Committee
Sears Block Tax Increment Advisory Committee
Solid Waste Advisory Committee
State-Capitol Region Planning Commission
Tax Exemption Policy Committee
Taxicab Licensing Board
Technical Review Committee
TPAC – Bike & Pedestrian Subcommittee
TPAC – Public Transportation Subcommittee
Traffic Operations Committee
Transportation Policy Advisory Committee (TPAC)
Trustees of Trust Funds
Upper Merrimack River Local Advisory Group
Utility Appeals Board
Zoning Board of Adjustment



City of Concord, New Hampshire

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Ambulance Billing Questions		Quick Med Claims	888-505-5166
Animal Problems/Complaints-Domestic	Police Department		603-225-8600
Animals – on ice/endangered	Fire Department		603-225-8669
Architectural Design Review	Planning Division		603-225-8515
Assessing Information	Assessing Department		603-225-8550
Auto Registration	Collections Department		603-225-8540
Beaver Meadow Golf Course	Golf Course	Pro Shop Superintendent	603-228-8954 603-225-7033
Birth Certificates	City Clerk's Office		603-225-8500
Block Parties	City Clerk's Office		603-225-8500
Budget	Finance – OMB		603-225-8582
Building Permits	Code Administration		603-225-8580
Burning Brush/Fire Permits	Fire Department	South End Station Manor Station Central Station Heights Station	603-225-8664 603-228-2702 603-225-8659 603-225-8654
Bus System/CAT (Concord Area Transit)		Concord Area Transit	603-225-1989

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Business Development	Economic Development Office		603-225-8595
Business Licenses	Code Administration		603-225-8580
Cemetery Information	Parks & Recreation Department – Blossom Hill Cemetery		603-225-3911
Channel 17 (Municipal Access Channel)		CCTV – Concord Community Television	603-226-8872
Children's Library Services	Concord Public Library		603-230-3690
City Auditorium Rental Information	Parks & Recreation Department		603-225-8690
City Clerk	City Clerk's Office		603-225-8500
City Council Meetings	City Clerk's Office		603-225-8500
City Engineer	Engineering Division		603-225-8520
City Manager	City Manager's Office		603-225-8570
City Solicitor	City Solicitor's Office		603-225-8505
City Treasurer	Collections Division		603-225-8540
Code Administration	Code Administration		603-225-8580
Community Centers	Parks & Recreation Department		603-225-8690
Community Development	Community Development Department		603-225-8595
Community Gardens on Clinton Street		NH Division of Forests and Lands	603-271-3456

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Concession Stand Licensing	Code Administration		603-225-8580
Concord Public Library	Concord Public Library		603-225-8670
Concord School District		Superintendent's Office	603-225-0811
Conservation Commission	Planning Division		603-225-8515
Construction Permits	Code Administration		603-225-8580
Court Payments and Fines		Concord District Court	603-271-6400
Crime Prevention	Police Department		603-225-8600
Current Land Use	Assessing Department		603-225-8550
Cutting Timber	Assessing Department		603-225-8550
Data Processing	IT Department		603-225-8597
Dead Animals in Public Right of Way	General Services Department		603-228-2737
Death Certificates	City Clerk's Office		603-225-8500
Demolition Permits	Code Administration		603-225-8580
Driveway Permits, New	Code Administration		603-225-8580
Driveway Permits, alterations to existing	Engineering Division		603-225-8520
Dog Licenses	City Clerk's Office		603-225-8500
Economic Development	Economic Development Office		603-225-8595
East Concord Community Center	Parks & Recreation Department		603-225-8690
Elderly Exemptions	Assessing Department		603-225-8550

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Elections Information	City Clerk's Office		603-225-8500
Employment with the City	Human Resources Department		603-225-8535
Everett Arena	General Services Department		603-228-2784
Excavation of Gravel/Sand	Assessing Department		603-225-8550
Finance Department	Finance Department		603-225-8581
Fire Department (emergency)			911
Fire Department (non-emergency)	Fire Department		603-225-8650
Fire Hydrant Problems	General Services – Water Division		603-228-2737
Fire Prevention	Fire Department		603-225-8651
Food Service Licensing and Inspection	Code Administration		603-225-8580
Friends of Concord Public Library	Concord Public Library		603-230-3682
Friends of Penacook Branch Library	Penacook Branch Library		603-753-4441
Garbage Collection	General Services Department		603-228-2737
General Licensing	Code Administration		603-225-8580
General Services Department	General Services Department		603-228-2737
Green Street Community Center	Parks & Recreation Department		603-225-8690

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Grounds Maintenance Park Maintenance	Parks & Recreation Department		603-225-8690
Hazardous Substances	Fire Department		603-225-8514
Hazardous Materials Disposal	Fire Department		603-225-8514
Heights Community Center	Parks & Recreation Department		603-225-8690
Heritage Commission	Planning Division		603-225-8515
House Address Numbers	Engineering Division		603-225-8520
Housing Code	Code Administration		603-225-8580
Housing Inspection Program	Code Administration		603-225-8580
Human Resources Department	Human Resources Department		603-225-8535
Human Services	Human Services Department		603-225-8575
Ice Arena	General Services Department		603-228-2784
Insurance Claims	Finance Department		603-230-3909
Job Openings	Human Resources Department		603-225-8535
Juvenile Delinquency Prevention/Diversion	Police Department		603-225-8600
Landfill/ Transfer Station	General Services Department	Casella	603-224-0890
Landlord/Tenant Problems	Code Administration		603-225-8580
Legal Department	City Solicitor's Office		603-225-8505
Library Administration	Concord Public Library		603-230-3682

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Library Information (Reference Desk)	Concord Public Library		603-225-8590
Life Safety Code	Fire Department		603-225-8650
Marriage Certificates/ Licenses, Ceremonies	City Clerk's Office		603-225-8500
Memorial Field – Scheduling	Parks & Recreation Department		603-225-8690
Memorial Field – Maintenance	Parks & Recreation Department		603-225-8690
Merrimack Valley School District		Superintendent's Office	603-753-6561
Missing Juveniles	Police Department		603-225-8600
Motor Vehicle Registration	Collections Division		603-225-8540
Motor Vehicle Titles	Collections Division		603-225-8540
Motor Vehicle Violations	Police Department		603-225-8600
Noise Complaints (day)	Code Administration		603-225-8580
Noise Complaints (night)	Police Department		603-225-8600
Oil Recycling	General Services Department	Casella	603-224-0890
Parking	Police Department		603-225-8600
Parks & Recreation	Parks & Recreation Department		603-225-8690
Patching of City Streets and Sidewalks	General Services Department		603-228-2737
Peddlers and Vendors Licensing/Complaints	Code Administration		603-225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Penacook Branch Library	Penacook Library		603-753-4441
Planning Board	Planning Division		603-225-8515
Playground Maintenance	Parks & Recreation Department		603-225-8690
Police Department (emergency)			911
Police Department (non-emergency)	Police Department		603-225-8600
Potholes	General Services Department		603-228-2737
Property Assessment	Assessing Department		603-225-8550
Property Tax Exemptions	Assessing Department		603-225-8550
Prosecutor's Office	Legal Department		603-230-4990
Public Health	Code Administration		603-225-8580
Public Properties	General Services Department		603-225-8691
Public Works (General Services)	General Services Department		603-228-2737
Purchasing Department	Purchasing Department		603-225-8530
Raffle Licensing	Code Administration		603-225-8580
Real Estate Tax Bill	Collections Division		603-225-8540
Recreation	Parks & Recreation Department		603-225-8690
Rental Housing Inspections	Code Administration		603-225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Restaurant Inspection and Licensing	Code Administration		603-225-8580
Road Conditions	General Services Department		603-228-2737
Rooming House Inspection and Licensing	Code Administration		603-225-8580
RV Waste Disposal	General Services Department – Wastewater Division		603-225-8691
Sand/Salt Operations	General Services Department		603-228-2737
School Board		Concord Merrimack Valley	603-225-0811 603-753-6561
Septage Waste Disposal	General Services Department		603-225-8691
Septic Systems	Code Administration		603-225-8580
Sewer Emergencies	General Services Department		603-228-2737
Sidewalks	General Services Department		603-228-2737
Signs/Sign Code	Code Administration		603-225-8580
Signs, Street of Traffic	General Services Department		603-228-2737
Site Plan Regulations, Applications and Conditional Use Permits	Planning Division		603-225-8515
Snow Removal	General Services Department		603-228-2737
Solid Waste Recycling	General Services Department		603-228-2737

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Special Exceptions (Land Use)	Code Administration		603-225-8580
Steam Condensate Bills	General Services Department		603-225-8693
Stop Sign Request	Engineering Division		603-225-8520
Street Cleaning	General Services Department		603-228-2737
Street Excavation Permits	Engineering Division		603-225-8520
Street Fair Licensing	Code Administration		603-225-8580
Street Light Repair		Unitil	603-224-2311
Street Location	Police Department		603-225-8600
Street Maintenance	General Services Department		603-228-2737
Street Sweeping	General Services Department		603-228-2737
Street Trees	Planning Division		603-225-8515
Subdivision Regulations Applications	Planning Division		603-225-8515
Swimming Pools/ Public Pools	Parks & Recreation Department		603-225-8690
Swimming Pool Inspections/Permits	Code Administration		603-225-8580
Tax Bills	Tax Collection Office		603-225-8540
Tax Maps	Assessing Department		603-225-8550
Tax Collection Office	Collections Division		603-225-8540

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Taxicab Inspection and Licensing	Code Administration		603-225-8580
Tennis Courts/ Lessons	Parks & Recreation Department		603-225-8690
Tennis Courts/Maintenance	Parks & Recreation Department		603-225-8690
Tire Recycling	Concord Transfer Station - Landfill	Casella	603-224-0890
Titles, Vehicles	Tax Collection Office		603-225-8540
Traffic Lights	Fire Department		603-225-8669
Traffic Signs	General Services Department		603-228-2737
Trails	Planning Division		603-225-8515
Trash Collection	General Services Department		603-228-2737
Tree Branches	General Services Department		603-228-2737
Underground Storage Tanks	Fire Department and Engineering Division		603-225-8651 603-225-8520
Variances	Code Administration		603-225-8580
Vendors - Mobile Food License & Inspection	Code Administration		603-225-8580
Veterans Tax Credits	Assessing Department		603-225-8550
Voluntary Lot Mergers	Planning Division		603-225-8515
Wastewater Treatment Plant (Hall Street)	General Services Department		603-225-8691

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Water/Sewer Bills	General Services Department		603-225-8693
Water Treatment Plant	General Services Department		603-225-8696
Welfare	Human Services Department		603-225-8575
West Street Ward House	Parks & Recreation Department		603-225-8690
Wild Animals (Suspected Rabies)		NH Fish and Game Department	603-271-3361
Wild Animals (Nuisance)		NH Dept of Agriculture – Wildlife Services	603-223-6832
Yard Sale Permits	Code Administration		603-225-8580
Zoning	Code Administration		603-225-8580

City of Concord, New Hampshire City Departments

ADMINISTRATION

City Manager Thomas J. Aspell, Jr 603-225-8570

ASSESSING

Director of Real Estate Assessments Kathryn Temchack 603-225-8550

COMMUNITY DEVELOPMENT

Deputy City Manager-Development Carlos P. Baia 603-225-8595

Economic Development Director Suzi Pegg 603-225-8595

Code Administrator David Hall 603-225-8580

City Engineer David Cedarholm 603-225-8520

City Planner Heather Shank 603-225-8515

FINANCE

Deputy City Manager-Finance Brian LeBrun 603-225-8570

Assistant Finance Director Katherine Graff 603-225-8581

Office of Management & Budget Robert McManus 603-225-8582

Purchasing Manager Tina Waterman 603-225-8664

Treasurer Dawn Enwright 603-225-8540

FIRE

Chief Guy Newbury 603-225-8650

GENERAL SERVICES, 311 N. State Street

Director Chip Chesley 603-228-2737

Highways Wastewater Treatment Airport

Sidewalks Equipment Services

Snow and Ice Control Public Properties

Street Cleaning Water Supply

Storm Sewer Municipal Complex

Solid Waste Operation and Maintenance Facility

HUMAN RESOURCES

Director Jennifer Johnston 603-225-8535

HUMAN SERVICES, 28 Commercial Street

Director Karen Emis-Williams 603-225-8575

INFORMATION SERVICES

Director Edward Drouse 603-225-8597

LEGAL

City Solicitor Jim Kennedy 603-225-8505

LIBRARY, 45 Green Street

Director Todd Fabian 603-225-8670

POLICE, 35 Green Street

Chief Bradley Osgood 603-225-8600

RECORDS

City Clerk Janice Bonenfant 603-225-8500

RECREATION

Director David Gill 603-225-8690

ASSESSING DEPARTMENT

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

Vision: We will be a well-informed, educated, and trained department in order to provide a positive experience for our internal and external customers.

Facts and Figures

Building permits measured/listed	277
Sales reviews conducted	325
Deed changes processed	852
New parcel reviews conducted	86
New construction reviews conducted	42
Appeals: BTLA & Superior Court	14
Equalization Ratio	96.5 %
Net Tax Base Value for Tax Rate Setting	\$ 4,343,903,940

Assessing Department figures are based upon the Tax Year, April 1, 2019-March 31, 2020.

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department assists in the fostering of tax base growth through a customer service-oriented development assistance and inspection process that accounts for necessary safety, environmental, and community concerns in a well-coordinated and cost efficient and effective manner.

Administration

- The Community Development Administration Division continued its public outreach through staff participation on the YMCA Board of Directors, the Capital Regional Development Council Board, and the Chamber Local Government Affairs Committee. Staff also led the Livability Day for the Greater Concord Leadership Program.
- The Community Development–Administration is a member of the Utilities Appeal Board and coordinated staff support for the Airport Advisory Committee.
- The Deputy City Manager-Development (DCM) served on the Local Government Hispanic Network’s national board of directors.

Economic Development

- The Economic Development Director (EDD) continued to reach out and meet with key members of the community and business leaders and worked to assess COVID impacts on the local business community.
- Represents the City as a board member on the International Economic Development Council and on the local CATCH Neighborhood Housing board and Intown Concord board.

Code Administration Division

- The Code Administration Division is responsible for the administration of the Structural, Health & Licensing, Housing and Zoning regulations and ordinances for the City of Concord.

- Code Administration staff consists of 13 personnel, which includes the hiring of a new building inspector this year.

Structural

- The Structural unit, which includes building, electrical, plumbing/ mechanical, and housing inspectors, completed plan reviews and inspections as follows:
 - 504 Building permits, with a construction value of \$\$69,168,063.61
 - 585 Electrical permits processed providing a total of \$73,698.58 in revenue
 - 736 Mechanical permits processed providing a total of \$95,756.08 in revenue
 - 317 Plumbing permits processed providing a total of \$47,033.65 in revenue
 - 29 Demolition permits were issued
 - 78 New or replacement dwelling were constructed this year
- This year, the Code Administration Division had several major construction projects:
 - CALEB Penacook Housing
 - T-Bones Restaurant
 - Bangor Savings Bank
 - 72 S. Main St Church renovation
 - Concord Hospital: Orthopedics, Eye Unit, Pedestrian Walkway, Pharmacy
 - Target Store renovation

Housing Inspector

- The Housing Inspector is responsible for enforcing the City of Concord Housing Maintenance and Occupancy Code and state laws to ensure that all residential rental properties are safe and fit for occupancy and used as intended. The Inspector is also responsible for the annual inspection of hotels, motels, shelters and rooming houses.
- The Housing Inspector conducted 319 inspections to include 212 Section 8 inspections with the Concord Housing Authority.

Health & Licensing

- Health Department staff issued 798 health licenses and permits, while conducting more than 300 routine food safety inspections as well as facilitated over 100 different events.
- The Health & Licensing unit conducts several types of inspections for the City to include:
 - 11 Foster Home Inspections and 8 Dept of Education Inspections.
- The unit also conducts plan reviews for new food service establishments and responds to citizen-reported concerns. (30 complaints) The unit works cooperatively with local industry to maintain best safety practices, to offer ongoing basic safety education, and to assist with performance improvement.
- COVID-19 safety updates, protocols, expanded outdoor seating, and continued education on FOG (Fats, Oils, Grease) disposal.

Zoning

- Zoning Administration is responsible for providing customer technical support services related to the interpretation and application of the City's zoning ordinance and related state statutes, as well as the abatement of activities that are in violation of applicable ordinances and statutes.
- The Zoning Administration staff provides administrative and technical support for the Zoning Board of Adjustment (ZBA), as well as for developers and homeowners.

- Zoning Administration staff provided administrative support in preparing agendas, public hearing notifications, and minutes for 48 ZBA hearings.
- Zoning staff provided input and technical support for the Form-Based Code initiative.
- The Zoning Administrator provided hundreds of “quick answer” customer consultations via phone and counter service, in addition to providing consultation and administrative services for a number of large developments.
- The Zoning Inspector continues to researched, responded and resolved more than 50 zoning violation cases.

Engineering Division

The Engineering Division initiated and completed a number of major projects and program throughout the year, including traffic and transportation design projects and stormwater, water, and sewer utility projects. Engineering staff continued to provide engineering support to various City departments as well as the Traffic Operations Committee and the Transportation Policy Advisory Committee (TPAC) and its associated subcommittees on pedestrian, bicycling, and public transit.

Major Engineering Programs and Initiatives

- The Engineering Division continued its efforts on a number of major and minor engineering programs and initiatives including the implementation of the Geographic Information System (GIS) Master Plan; the development of a multi-year digital tax map system update program; and, the continued review of development and permit regulations and construction standards.
- With respect to the GIS Master Plan, Engineering staff continues to update and expand the City’s comprehensive GIS system, including water systems, sanitary sewer and storm systems, drainage systems, as well as other municipal infrastructure to provide the required asset reporting information for the City’s Finance Department.
- GIS staff performed the annual update of water, sewer, and storm drain service records including updating system databases and incorporating detailed record drawings of utility type, age, size, material, and location into the GIS system.
- In conjunction with the Assessing Department, the Engineering Division is nearing completion of Phase VI of the Digital Tax Mapping project, which will improve the boundary accuracy of approximately 2,063 parcels in the downtown area of the City, generally bounded by Rum Hill Road and I-93, with Penacook Street in the north and Pleasant Street in the south. Phase VI is expected to be completed in the coming year and the final Phase VII will be initiated.
- In an effort to provide support to other departments and divisions, engineering staff conducted numerous site visits to determine the location and/or status of public right-of-way lines for development issues, right-of-way encroachments, drainage issues, and potentially hazardous street trees.
- In FY2020, staff from the Engineering Division continued to support several mobile device applications for General Services’ field crews. General Services’ water, sewer, highway crews, and on-call staff members now rely on mobile tablets for accessing utility network information and recording maintenance and inspection work. Officers of the City’s Police Department also make daily use of GIS mobile devices in their squad cars.

Transportation Policy Advisory Committee (TPAC) Initiatives

- Engineering staff continues to support TPAC and its subcommittees focused on supporting various areas of transportation. The committee and its subcommittees meet monthly and are open to the public. The subcommittees include Bicycling & Pedestrian and Public Transit. Annually, engineering staff works with TPAC to develop a prioritization of transportation related Capital Improvement Program (CIP) projects with a ranking of the committee's support.
- Engineering staff continued to focus on developing and improving the City's traffic and transportation related policies, as well as focusing on and responding to neighborhood traffic issues, in addition to the daily demands of traffic data collection, operational analysis, and response improvement. The City Engineer chairs the City's Traffic Operations Committee (TOC) and the Traffic Engineer provides transportation engineering support for TOC, TPAC and the City's Parking Committee.
- In an effort to identify and evaluate the City's high-frequency and high-severity accident intersections and corridors, the TOC coordinates staff review of community-wide accident "hot spots" on a monthly basis. The TOC, through the support of the Concord Police Department, provides accident data used to develop accident "hot spot" locations for further review. Crash patterns are investigated and determined at high-accident locations to identify safety problems and potential solutions. The TOC, which is made up of City and School District staff, continues its focus on resolving traffic operational issues, as well as CIP projects by specifically targeting major traffic corridors.
- Engineering staff continued to support neighborhood traffic inquiries from residents through the TOC, which meets monthly.
- Engineering staff continued to coordinate with General Services' and NH Department of Transportation's (NHDOT) street repaving efforts to help facilitate sidewalk improvements and enable a redesign of street pavement markings to include bicycle lanes where feasible.

Major Transportation Improvement Projects

Engineering Services was active on a number of major transportation improvement projects and corridor studies throughout the year.

- The engineering design for intersection improvements at Hoit Road (Route 4) and Whitney Road (CIP 30) was initiated in preparation for a large proposed commercial development on Whitney Road. The project is expected to include a roundabout on Hoit Road at Whitney Road and Old Boyce Road and other improvements on Whitney Road to accommodate the new development.
- As the final requirement of the Sewalls Falls Bridge Replacement Project (CIP 22) the Engineering Division worked with the Heritage Commission to develop an additional historic mitigation interpretive panel about railroad in downtown Concord with particular attention dedicated to the grand train station that formerly stood on Storrs Street. The new interpretive panel is to be installed near the Storrs Street/Pleasant Street Extension intersection focused on the former Concord Train Depot.
- The engineering designs were advanced for the replacement of the Hooksett Turnpike Bridge (CIP 361), the North Pembroke Road Bridge (CIP 478), and the Birchdale Road Bridge (CIP 498). The engineering design for rehabilitation of the Washington Street Bridge over the canal inlet in Penacook (CIP 603) was also advanced. All four projects are expected to advance into the construction phase next year. The engineering study for the rehabilitation of the Loudon Road Bridge (CIP 588) was initiated, and the design and construction are expected to occur in 2022 and 2023 respectively.

Major Infrastructure Improvement Projects

- With the increase in frequency of extreme rainfall, as noted by the Northeast Regional Climate Center, the Engineering Division continues to focus on managing and remediating the impacts stormwater runoff along many of the stream courses throughout the City. Engineering completed the construction of a stormwater related projects through CIP 83, along the North State Street corridor near Clark and Tenney Streets (referred to as Area A), to address erosion caused by storm drain discharge at a number of outlet channels east of North State Street. The erosion along these channels is threatening the sewer system, which runs east from North State Street to the interceptor, by exposing and undermining the sewer mains that run parallel to and under the drainage channels. This project was publically bid and the construction was completed in the fall of 2019 and was completed later that year.
- An Aquatic Resources Mitigation (ARM) application to assist with the funding of the culvert under Portsmouth Street, CIP 83, has progressed through a lengthy permitting process gaining approval from NHDES in 2018. The project was publicly bid and the construction was completed in the summer of 2019. Portsmouth Street was overtopped by Mill Brook in 2006 and 2007. The existing culvert was undersized and is being replaced with a concrete box culvert with 50% of the funds being provided by the ARM grant. The project will also improve the pedestrian connection between the trailhead parking and adjacent trails with the construction of a gravel path adjacent to the street over Mill Brook.
- Another stormwater project in the North Main Street/I-393 area under CIP 571 was completed in 2020 to address ongoing flooding issues that impacted the Kimball-Jenkins Art School. The engineering design and permitting was completed for the replacement of a failing culvert with small bridge where Beaver Brook crosses under Alder Creek Drive. The project was bid in June 2021 and construction is scheduled for completion in late fall of 2021.
- The post-construction performance measure reporting for the TIGER grant that helped fund the Downtown Complete Streets Improvement Project (CIP 460) entered year three of five years. The results continue to be very encouraging and show significant improvements particularly in regards to increased pedestrian traffic and overall vibrancy of downtown Main Street.

Municipal Airport Projects

- In accordance with an agreement between the City, the Federal Aviation Administration (FAA), and NHDOT's Bureau of Aeronautics, the City completed the resurfacing of Taxiway A, as well as drainage improvements, airfield pavement markings, lighting, and signage. This work was made possible by a State/Federal grant in the amount the amount of \$2,850,000. Additional airport related projects included replacement of vehicles, drainage repairs, and a terminal area study totaling more than \$350,000 in State/Federal grants.

Community Development Project Inspection Program

- The Community Development Project Inspection Program continues to provide comprehensive inspection services at cost-effective rates to the development community. The special revenue fund remains in a strong position financially. Since its inception with the purpose of replacing expensive, outsourced inspection services, Engineering's staff inspectors have saved the development community tens of thousands of dollars in fees. Engineering staff provided inspection services for more than 15 private development projects over the past year.

- In addition to inspecting numerous private development projects, engineering staff continues to work with Liberty Utilities on their system upgrades and replacement of aging gas mains and service connections throughout the City.

Planning Division

- The Planning Division continued to provide staff support to the Planning Board, Conservation Commission, Heritage Commission and Architectural Design Review (ADR) Committee, and to that end, during the fiscal year, division staff attended and supported a total of 12 Planning Board meetings, 13 meetings of the Conservation Commission, 11 meetings of the Trails Subcommittee, 7 meetings of the Street Tree Subcommittee, 10 meetings of the Heritage Commission, 12 meetings of the ADR Committee, and 10 meetings of the Energy and Environment Advisory Committee. The division is responsible for the preparation of agendas, minutes, legal notices, and correspondence for these boards and committees.
- The Planning Division continued to provide processing, review, written reports, and meeting presentations for applications to the Planning Board, including 9 for Subdivisions, 15 for Site Plan Review, 10 for standalone Conditional Use Permits, and three standalone ADR approvals. This does not include the numerous sign applications that are reviewed by the ADRC and Planning Board, and several applications from adjacent municipalities.
- The Planning Division staff continued to attend and provide support to the Traffic Operations Committee (TOC), the Transportation and Policy Advisory Committee (TPAC), the Parks and Recreation Advisory Committee, the Trails Committee, the Poles and Wires Committee, the Mid-State Regional Coordinating Council, the Central NH Regional Planning Commission (CNHRPC), the Technical Advisory Committee, the City/State Regional Planning Commission, and the Housing Committee.
- Planning staff continued to attend and provide support to the Bicycle and Pedestrian Subcommittee of TPAC (BP-TPAC). Staff assisted the subcommittee in identifying priority projects for CIP 17 – Sidewalk, Bikeway, and Streetscape Improvements and developed a concept for the Washington and Centre Street intersection rehabilitation in coordination with the paving program. Staff worked with TPAC and the subcommittee to develop a sidewalk priority list for future sidewalk construction. Staff also continued to aid CNHRPC and attended the region’s monthly Transportation Advisory Committee meetings.
- Planning staff continued to support the Energy and Environment Advisory Committee. From May to August 2020, staff worked closely with a UNH Sustainability Fellow to develop a greenhouse gas inventory for 2019 emissions. In August 2020, the Fellow presented her findings to City Council. Staff continued to attend quarterly climate roundtable discussions hosted and facilitated by the Conservation Law Foundation.
- Planning staff prepared, and City Council adopted, several amendments to the zoning ordinance and zoning map, including:
 - Zoning ordinance amendments to allow greater flexibility in implementing the City’s landscape standards.
 - Zoning ordinance amendments to encourage development of solar facilities.
- Planning staff worked with the Parks and Recreation Department to develop a planting plan for Terrill Park. Planting will be completed in FY21.
- Planning staff worked with the City Solicitor and Five Rivers Conservation Trust place a Conservation Easement on three City-owned parcels located north of Winant Park.
- Planning staff worked with the City Solicitor and a consultant attorney to finalize the acquisition of three properties for conservation purposes, including a 232-acre parcel

- off District No. 5 Road, a four-acre parcel off Hot Hole Pond Road, and an 11-acre parcel off District No. 5 Road.
- Planning staff continued work on drafting the Code and made several sections of the draft available for public comment and review in FY20.
- In conjunction with revisions to the zoning ordinance, planning staff continued revisions to the Site Plan and Subdivision Regulations to streamline the development process and reduce redundancy.
- Planning staff worked with the City's Energy Consultant, the City Solicitor, and the Solar RFP Committee to draft and release an RFP for solar installations on three City-owned parcels. Staff continue to work on negotiations with selected consultants through FY20.
- Planning staff worked the Central NH Regional Planning Commission to draft a scope of work for a Trail Master Plan.

Conservation Commission

- The Conservation Commission continues to monitor City-held conservation easements and pursue corrective actions to resolve easement violations as needed. In FY2020, corrective actions included the clean-up of homeless camps and destruction of property through illegal ATV use.
- The Commission worked with the Trails Committee to evaluate trail locations for connections between Winant Park and Walker State Forest and worked on Trail Agreements with private property owners for that trail. Additionally, the Commission and Trails subcommittee evaluation trail locations for Knowlton Forest on Hot Hole Pond Road, in coordination with the local chapter of the New England Mountain Biking Association.
- The Commission reviewed wetland permit applications from the NHDES, as well as Conditional Use Permit applications submitted to the Planning Board that related to proposed impacts to the wetland, bluff, and shoreland protection buffers.
- The Planning Division staff continued to assist the Conservation Commission with its land protection initiatives and open space management program.
- The Conservation Commission held four public site visits, two for properties proposed for acquisition and two for a proposed mountain bike trail and one for final acceptance of another trail location. The Commission walked the properties to observe current conditions.
- The Commission corresponded with several property owners interested in placing their land under conservation. Follow-up discussions are ongoing.
- The Commission worked with the Tree subcommittee to evaluate locations for new street trees.
- The NH Division of Forest and Lands Community Forester held a training for the Tree subcommittee on how to conduct a tree inventory. The subcommittee worked on updating the 2000 Tree Inventory through FY21.

Forestry and Trails Program

- A timber sale was completed on the Broken Ground property under the Forestry Management Plan. Additionally, Planning Staff and the Consultant Forester coordinated with Parks and Recreation to set up a timber sale on City property on Old Turnpike Road to prepare the property for the Terrill Park improvements.
- The Trails Subcommittee met monthly to coordinate trail maintenance and construction activities. Various trail improvements were completed on conservation land.

- The Trails Subcommittee finalized a procedure and trail criteria checklist to be used as guidance for the construction of new trails.
- The Subcommittee continued their working partnership with the local chapter of the New England Mountain Biking Association to plan a mountain bike/multi-use trail in Knowlton Woods.
- Planning Staff held two informational classes about the trail system: one was hosted by the local chapter of AARP, and the second was hosted by the Granite State Ambassadors training program.
- The Trails Subcommittee held group hikes for the community on a monthly basis through February 2020, with 10-15 community members present at most of the events.
- A forestry intern was hired to assist the consultant forester in maintaining and monitoring trails and assisting with timber sale marking.
- Planning staff worked with CNHRPC and members from the Planning Board, Conservation Commission, and Trails subcommittee on the Trail Master Plan. A public hearing was held in January 2020. Over 450 people responded to an online trail user survey that was available from January through April 2020.

FINANCE DEPARTMENT

The Finance Department creates and sustains a dynamic fiscal structure to meet legal requirements and supports attainment of the overall City mission. The department applies recommended business practices in accounting, auditing and financial reporting, asset and risk management, debt administration and budgeting. The department supports financial policy development that promotes fiscal security, long-term self-reliance and the efficient use of labor, intellectual and physical capital and technology necessary to the provision of the highest level of customer service and information.

Office of Management and Budget Division

The Office of Management and Budget (OMB), codified in 2011, provides citywide comprehensive and consistent budgetary and analytical support. As part of OMB's launch, the budgeting process was re-designed for the intended purpose of relieving departments of some budget preparation responsibilities thus allowing them to focus more effort on their mission. OMB coordinates the development of the City's budget across 14 departments within nine operating funds plus capital improvement funds. The Office develops the salaries, benefits, and utility expense budgets for departments through close coordination with department heads. OMB also provides financial analysis to assist policy development, including the development of financial pro-forma statements and assists departments with the financial aspects of program development. Lastly, the division coordinates, prepares and publishes the budget document for the City of Concord NH.

Treasury/Collection Division

The Collection Office processed over 44,000 motor vehicle registrations with over 99% of customers completing both city and state portion of the registration at City Hall. The property tax collection rate was 98.1% for the 2019 tax year compared to 98.6% for the 2018 tax year. The hours open to the public are 8:00 a.m. until 4:30 p.m. except Thursdays in which there are extended hours until 6:00 p.m. The city maintains a strong bond rating with Standard and Poor's of AA+.

Purchasing Division

The Purchasing Division, in conformance with the City Charter and ordinances, strives to:

- a. Provide optimal value for the taxpayer;

- b. Meet the procurement needs of all city departments;
- c. Be responsive to and respectful of all customers;
- d. Encourage competition;
- e. Be fair, open, ethical and efficient

Working with city staff, the Purchasing Division has successfully negotiated the following contracts:

- a. **Energy Contracts.** Fixed price contracts for the supply of **electricity** for the City's two G1 (largest) accounts and eighty-five G2 accounts have been awarded to Constellation New Energy through 12/1/2020 (100% renewable via wind power). The City's smaller accounts continue to receive electricity supply from Unitil on a default basis. A fixed price contract for the supply of **natural gas** for the City's largest 35 accounts has been extended with Direct Energy through 6/30/20. The City's small accounts continue to receive natural gas supply from Liberty Utilities on a default basis. **Gasoline and diesel fuel** are currently under fixed price agreements for the City, Concord School District and Merrimack Valley School District through 6/30/20. **Kerosene and #2 fuel oil** are procured via indexed (spot market) price contracts through 06/30/20.
- b. **Energy Improvements.** The City recently completed an LED conversion upgrade of all exterior and interior lights in the Equipment Storage Building at the Combined Operations and Maintenance Facility (COMF). Fifty percent of the cost for this project was funded by an incentive rebate from Unitil. The remaining cost was funded by the City. The anticipated annual energy savings for this project include an annual reduction of 15,849 kWh of electricity at a savings of \$2,618 and a reduction in CO2 emissions of 12.4 tons per year.

The Purchasing Division staff continues to work with its counterparts from the State of NH and Cities of Dover, Keene, Laconia, Lebanon, Rochester and Somersworth and the Towns of Farmington to prepare and issue competitive solicitations and enter into subsequent multi-year contracts for the purchase of supplies and services common to all municipalities.

The Assistant Finance Director and Purchasing Manager:

- 1. Continue to serve as members of the City's Enterprise Resource Planning (ERP) System Steering Committee; and
- 2. Lead the Accounts Payable/Purchasing Continuous Improvement Team for ERP training and improvement of services.

The Accounting Division and the Purchasing Division, with the assistance of the IT Department and Human Resources Department, continue to train new and existing city staff on current accounts payable and purchasing policies and procedures and the use of the city's financial management software.

INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology (IT) Department supports the City by dependably and securely delivering technology services to meet the business needs of City Departments and their customers, the city residents. The Department is tasked with balancing the advantages and efficiencies of new technology, the ever-escalating threats to security, and the need to minimize cost.

Notable

- Replaced 130 desktop and notebook computers.
- Rolled out remote management of VPN connections and support.
- Configured Web Conferencing Tools for use during pandemic.
- Developed remote computer farm for use during pandemic.
- Upgraded Assessing software and online database.

FIRE DEPARTMENT

The mission of the Concord Fire Department is to protect life, property and the environment in our community through an all-hazards approach to fire protection, emergency medical services, community risk reduction and education. The Fire Department maintains a Communications Center, which dispatches emergency calls for the City of Concord and 23 other communities comprising the Capital Area Mutual Aid Fire Compact. The center also dispatches two private ambulances and the Central New Hampshire Haz Mat Team. The Department also maintains the City's municipal fire alarm, traffic signal systems, and exterior fiber-optic network.

Notable

- Continued with leadership transition with Interim Fire Chief appointed in December of 2019.
- Relocated and opened the new Fire Training Facility on Old Turnpike Road
- Fully implemented the Project FIRST program to address the community's opioid addiction problem.
- Developed a Citywide continuity of operations plan.
- Updated the 1960's era console and communications equipment in the Fire Department Communications Center
- Continued modernization of the City Gamewell fire alarm system through transition to a radio master box system.
- Increased community outreach through social media.
- Assisted with guiding the City through the COVID 19 pandemic.
- Pursued reimbursements through various avenues and grants to recover costs associated with the COVID 19 response and recovery.

FIRE SERVICE INDICATORS	2018	2019	2020
1. Number of Emergency Responses	8,600	8,952	8,777
2. Number of patients transported	4,771	4,902	4836
3. % of Emergency Response Times < 5 Minutes	63.13%	60.82%	58.91%
4. Number of inspections completed	927	1389	1239
5. Number of Public Education Hours Delivered	70	59	13
6. Average Training Hours per Firefighter	99	116	95

GENERAL SERVICES DEPARTMENT

The City's General Services Department serves to enhance the quality of life in the City by providing maintenance and operation of the City's infrastructure, including roadways, sidewalks, bridges, buildings, storm drains, sanitary sewers and treatment, potable water supply and distribution, ice arena, and motor fleet.

Notable Administration

- Hosted “E-Z Pay for WaterSense” and “Fix a Leak Week” campaign contests to engage the community, increase awareness of services, and educate about the value of water and conservation. “Imagine a Day Without Water” promotional campaign event invited the public for facility tours of the Water Treatment Plant and Hall Street Wastewater Treatment Plant to learn about the City’s water resources.
- Marketing campaign regarding the current market of recycling to inform the public and ease concerns about recycling. Initiative included a feature on the City’s *Talk Concord* podcast, website information, and social media graphics and posts dedicated to debunking recycling myths while sharing news articles of the industry changes.
- Extensive outreach performed for Fall Leaf Collection, including a mailed flyer to residents, press releases, social media updates, a feature on the City’s *Talk Concord* podcast, and elaborate website updates with maps, FAQs, videos, public feedback forms, and information.
- “2020 Public Works Information” brochure was mailed to residents at the beginning of the calendar year to provide a tentative calendar of events, resources, and department information. Extra copies have been displayed at City offices.
- Increased communication and public outreach via City website updates, print media, social media, press releases, the City Manager’s Newsletter, General Gazette newsletter, and bill stuffers. Digital content became more imperative with concerns of public gatherings due to COVID-19.
- Public updates were provided regarding COVID-19 modifications of facilities, office closures, and changes to services.
- Social media continued to improve community engagement, increase branding, and encourage public awareness of organization services.
- Received state grants for leak detection efforts and Household Hazardous Waste Collection.
- Household Hazardous Waste Collection Day was highly attended by 515 households with significant promotional efforts provided for the event.
- Videos produced and promoted included “2019 Concord Household Hazardous Waste Collection Day” and “2019 Concord Fall Leaf Collection Information.”

Highway and Utilities

- Completed Neighborhood Street Paving Project (CIP # 78) as approved in the FY 2020 budget. City Council also added \$750,000 to the FY 2020 program, which enabled the Division to do several more streets during the construction season.
- Actively participated in the City’s web site, specifically the Customer Request Tracker portion of the web site.
- The water crew of the Division continued working with the GIS folks to get an application on the I Pads for the large valve maintenance program, which enabled the

crews to put information on the iPad rather than on paper and transferring information to the computer at a different time.

- The sewer crew of the Division continued working with the GIS folks to get sewer service locations on the GIS maps and link inspection data and videos to these locations so that anyone within the City has access to this information.

Public Properties

- Focused on the professional development, retention, and recruiting, of our skilled staff with; degree-program tuition assistance, technical training, performance recognition, and social and conventional media outreach.
- Provided oversight for in-house and contracted upgrade projects including; lavatory renovations at Bicentennial Square, West Street Ward House improvements, and numerous system upgrades at the Combined Operations and Maintenance Facility, Municipal Complex, Community Centers public squares, parking garages, and recreation facilities.
- Increased the energy efficiency of our public properties with; LED lighting upgrades, installation of higher efficiency heating and cooling equipment, and by maximizing the use of the City's building management equipment.
- Completed a comprehensive Facility Condition Assessment of managed properties to develop an all-inclusive capital improvement and stewardship plan.
- Enhanced cleaning and sanitization of properties for precaution of COVID-19. Additional efforts were made to provide increased safety measures such as installing sneeze guards and hand sanitizing stations.

Equipment Services

- Increase the Fleet availability with quality preventive maintenance and proactive component replacements on City vehicles.
- Purchased four new equipment vehicles for the Highways and Utilities Division that replaced trucks that were 10 years old. The new trucks improved efficiency and increased safety features.
- Equipment Service technicians continue to attend technical training from various resources. They have increased their skills in computerized engine controls, braking systems, fire equipment systems, and emissions training.
- Continued the use of municipal and national purchasing groups when replacing CIP equipment. This has given us increased standardization, better pricing, and better selection of components.

Arena

- The Pro Shop exceeded anticipated revenue projections.
- The roller-skating program was updated to include theme nights every other Wednesday during June and July.
- Completed the installation of Point of Sale (POS) equipment allowing our Arena customers to pay for goods and services with credit cards.
- Finalized Phase I of the Arena Addition planning. Steps to date include; the development of conceptual plans, detailed cost estimation proposals, and methods for the integration of these amenities into the Kiwanis Park Master Plan.

Water

- Maintained Level 2 American Water Works Association (AWWA) Partnership for Safe Water.

- Received the 2019 Fluoride Optimization award from the Center for Disease Control (CDC).
- The Water Plant continues to make infrastructure upgrades with the replacement/upgrade of the Carbon Dioxide system completed February 2020.
- Water Treatment Superintendent Marco Philippon was elected through New Hampshire Water Works Association to represent the industry on the NH Drinking water and Groundwater Trust fund committee where he will help guide upgrades to state wide infrastructure with the \$280M settlement from Exxon Mobil related to MTBE contamination.

Wastewater

- The Wastewater Treatment Division continues to complete infrastructure upgrades with the completion of a new high efficiency HVAC system, emergency generator replacements and pumping system upgrades at the Hall Street plant and the replacement of the electrical system at the Penacook Plant.
- Personnel from the Wastewater Treatment Division continue to participate in public outreach events including Public Works Week and New Hampshire Wild Days. In addition, the division conducted several tours during the year to both school groups and the general public.
- The Wastewater Division has continued energy efficiency upgrades at both the Hall Street and Penacook plants. In addition, the City continues to be a leading participant in the NHDES sponsored energy efficiency program.

HUMAN SERVICES DEPARTMENT

The mission of Concord Human Services is to provide interim assistance with basic needs for those who do not have the resources to meet these needs and encourage community involvement in addressing issues to help break the circle of poverty.

Notable

- The COVID-19 pandemic impacted our delivery of services and it caused a comprehensive revision of our protocols. The pandemic did not allow applicants to seek our services in person. Therefore, new protocols were developed such as phone interviews, screening questions, and fillable forms.
- Thanksgiving program: 50 families received turkey baskets. This program was successful solely due to the generosity of the owners and employees of Sanel NAPA Auto Parts.
- Christmas program: 15 children were sponsored. Our donors were City of Concord employees, Health Trust, Unitarian Benevolent Association, Legal Advice & Referral Center, and Beaver Meadow Village Association.
- The pandemic caused an increase in food and personal hygiene requests due to the state and nationwide shortage of supplies. Our pantry was generously stocked by Capital Region Food Program, Congregants of Temple Beth Jacob, Immaculate Heart of Mary, co-workers, and residents.
- Human Services Director participated in various meetings such as Equity in the Time of COVID-19, Steering Committee for Concord's Plan to End Homelessness, Homeless Services Provider Network, Balance of State Continuum of Care, Substance Use Disorder, and Housing Action NH.

<u>SERVICE INDICATORS</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
1. Appointments/Emergencies	1,359	990	1,019	987
2. Homeless & Homeless at Risk Served	227	188	190	192
3. Applications for Assistance Issued	392	370	424	311
4. Total Walk-ins	961	851	965	823
5. Total Initial Case Interviews	376	347	377	306
Percent of Total Aid Budget in Rental Assistance	91%	90%	90%	90%

LEGAL DEPARTMENT

The Legal Department has two missions. Statutory and common law defines these missions. In the State of New Hampshire, a municipality has only those powers granted to it by the legislature. Every action of a municipality must be justified by those powers. The mission of the City Solicitor is to ensure that all actions of the City are within the powers granted to it by the legislature and to foster the accomplishments of the City's goals and objectives within this legal framework. The mission of the City Prosecutor is to prosecute those persons charged with violating state or local law within the City. The Prosecutor also has a paramount duty to the legal system to see that in the course of prosecution, justice is done.

<u>LEGAL SERVICE INDICATORS</u>	FY2018	FY2019	FY2020
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
1. Civil Litigation Cases	*24	*17	*21
2. Tax Abatement Cases	*25	*22	*20
3. Tax Lien Mortgages (Research at Registry)	**0	324	329
4. Tax Deed Mortgages (Research at Registry)	**0	22	45
5. Tax Title Searched for Properties to be Deeded	**0	346	374
6. Ordinances Reports and Resolutions	147	152	155
7. Negotiated Union Contracts (out of 6)	1	1	4
8. Licenses, Agreements and MOUS	69	53	49
9. Bankruptcy Matters (Claims Filed)	31	18	4
10. City Department/Public Body Westlaw Legal Research	2,036	2,764	2,074
11. Financial Guarantees for City Projects/Developments	46	59	53
12. Right-to-Know Requests	69	68	116
13. Complaints Files/Reviewed	3,838	3,900	3,652
14. Criminal Dispositions and Hearings	14,146	13,900	12,635
15. Juvenile Dispositions and Hearings	1,026	725	546
16. Administrative License Suspensions	205	206	206
17. Concord Code Enforcement	28	5	6

* Includes pending cases from prior years

** Change in lien search dates from May to July

*** Resolutions not included

**** First year reported

LIBRARY DEPARTMENT

Mission: The Concord Public Library connects individuals with resources in order to enhance lives and build community.

Vision: The Concord Public Library will be a dynamic place, promoting the love of knowledge and the joy of reading.

Notable:

- The library implemented a live chat service via our website to better communicate with patrons when the physical buildings were not open to the public. The service was very well received by the public. Library staff answered questions about library services, assisted people with research and finding important information, and helped them learn how to use online resources and downloadable books. It has been such a helpful tool that we renewed the service during the summer of 2021.
- The CPL enhanced virtual services using popular tools such as Zoom, YouTube & Facetime to offer programming, promote and support online resources, and to communicate with library patrons. Popular programs included storytimes, STEAM activities, author events, book club discussions, and more!
- In June of 2020, the library launched curbside services in response to the pandemic. We used an online scheduling service called Youcanbookme.com, made a variety of changes to our ILS, and developed a system that worked for our library building.
- We installed a new ScanPro Microfilm machine featuring a robust software package and modern features such as digital scanning, zooming, and image enhancement.
- A new state-wide catalog system was launched to improve Interlibrary Loan services in the State. We worked with NH State Library staff to configure the setup for our system, created new procedures, and trained library staff to use the new catalog.
- Patrons submitted stories about their COVID-19 experiences to be kept in the Concord Room for future research.
- The library acquired two new display cases, one for displaying a model of the Concord train station and a rotating exhibit of special collections materials.

Library Service Indicators

	<u>FY2019</u>	<u>FY2020</u>
1. Items Borrowed		
Main Adult	162,316	112,565
Main Children's	83,366	56,151
Audio & E-book Downloads	49,147	59,532
Main Total	294,829	228,612
Penacook Branch	4,506	3,386
Heights Branch	5,390	5,181
Total	304,725	237,179
2. Traffic Count		
Main Library	181,606	111,535
Penacook Branch	3,167	2,143
Heights Branch	5,316	4,157
3. Online Services		
Catalog searches	479,596	425,748
Database searches	159,847	82,631
4. Classes & Events		
Main Adult Programs	66	68
Main Adult Attendance	2,504	1,691

Concord Reads Programs	7	0
Concord Reads Attendance	236	0
Main CR Programs	162	102
Main CR Attendance	3,694	2,473
Penacook Branch Programs	15	12
Penacook Branch Attendance	79	62
Heights Branch Programs	76	70
Heights Branch Attendance	721	757
Total programs	326	243
Total attendance	7,234	4,908
5. PC/Internet Use Hours		
Main Adult	13,281	8,242
Main Children's	3,569	1,944
Young Adult	299	88
Penacook Branch	327	141
Total	17,474	10,415
6. Chromebook Checkouts		
Main	2,579	1,398
Heights	229	127
7. Research Assistance		
Total	76,261	35,651
8. Volunteers		
Hours	1,854	1,283
9. Interlibrary Loans		
Lent	1,832	1,662
Borrowed	2,860	2,026

HUMAN RESOURCES DEPARTMENT

The Human Resources Department works in partnership with its customers in supporting the mission of the City by establishing and implementing responsive human resource services which result in the recruitment, development, and retention of a highly qualified, diverse, well trained and motivated workforce by emphasizing open, honest and meaningful communication at all levels of the organization. This is accomplished within the framework of merit and collective bargaining processes, with due regard for equal employment opportunity, individual integrity, the provision of a safe work environment and the fiscal constraints imposed by the taxpayers through the City Council.

Notable

- Conducted and submitted Prime Program Annual Self-Assessment to ensure recertification of Prime Designation. The City received a 2.5% discount on both our Workers' Compensation and Property and Liability contributions/premiums based on maintaining our Prime status. This equates to a \$14,880 discount on our Workers' Compensation premium and an overall \$30,459 discount on all lines. The PRIME Program underwent a major revision in March of 2020 which now requires a separate Annual Self-Assessment for Workers' Compensation and Property Liability.
- Continued work with the Joint Loss Management Committee to reduce injuries through safety initiatives has resulted in a Loss Ratio Adjustment Factor (LRAF) of .84 for 2020. This is .16 below the expected loss LRAF of 1 which is the anticipated factor based on the City's size and other risk factors.
- Average cost per claim for workers' compensation claims for FY2020 was \$3067. This represents a decrease in the average cost of claims over the previous year.
- Mental Health was a training focus for FY 20

- CPR Trained 38 Employees FY2020
- Mental Health 1010 (38 Employees Trained)
- Change Direction (7 Employees)

Wellness Program Participation for FY 20: (These numbers represent all eligible employees and their city-insured spouses):

- **199** participants attended a Wellness Education program (a **2% reduction from the** previous year).
 - As a result of COVID, onsite programming stopped in February 2020.
 - Center for Health Promotion permanently closed in April 2020, which was a huge resource for our programming, both onsite and virtual.
 - 71 participants utilized the videos in the Wellness Library that CCTV recorded from previous onsite programs.
- **244** participants obtained a preventive screening offered by the program (a 4.3% increase over previous year).
 - 136 screenings were obtained during open enrollment in May 2019
 - Remainder of screenings were obtained through employee's own means (physician appointments, dental visits, preventive screening appointments)
- **200** participants have completed this year's major component – the online Health Questionnaire through Harvard Pilgrim.
 - This is a 43% decrease from previous year we conducted the online Questionnaire. This was a newer format and employees may have become discouraged by it.
- **166** participants have completed the 3-month exercise requirement (a slight reduction from the previous year)

At the close of the Wellness year, COVID closed down many facilities and onsite programming was ceased immediately. As a result of this, we directed our employees to our recorded library to assist them with completing their education components.

POLICE DEPARTMENT

The mission of the Police Department is to protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.

Notable

FY 2020 GOAL STATUS

1. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate departmental efforts with other community stake holders, as well as federal, state, and local law enforcement agencies and the court system. Seek out available grant funding to improve the Department's response to the illegal drug epidemic. Assess Departmental staffing to ensure resources are most effectively deployed in this effort.

Status: The Police Department continues to take an aggressive stance in combatting illegal drug issues facing the City. The Department utilizes investigators of the Department's Drug Enforcement Unit to conduct undercover drug investigations and to assist in collecting and disseminating drug intelligence. The Department has also worked closely with stakeholders in the community and throughout the State to include other police agencies, service providers, City Departments and the court system. The Police Department continues its involvement with the Merrimack County Drug Court Initiative. As part of this initiative, the Department has a member assigned to the Drug Court Team. The Team meets weekly to discuss the progress of individuals that have been assigned to participate in the Drug Court process. The Team regularly evaluates the status of each individual in the program and makes recommendations based upon the individual's performance. The Department conducts curfew checks on each participant that resides in the City of Concord.

During the fall of 2019, the Police Department received a grant award in the amount of \$50,000.00 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Shield). These funds have been utilized by the Department to cover overtime costs to conduct illegal drug investigations in the City and surrounding towns. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city. During FY20 the Department made arrests of 201 individuals on illegal drug related charges.

The Department also maintains a prescription drug drop box in the lobby of the police department. This drug drop box allows people to drop off their unused or unwanted prescription medications that otherwise could be available for abuse or unauthorized consumption. During FY20 over 500 pounds of prescription drugs have been turned in by members of the community. The Department also continues to participate in the United States Drug Enforcement Administration's National Drug Take Back Days. It should be noted that due to the COVID-19 pandemic the Department's lobby was closed to the public. This resulted in a drop in the quantity of prescription drugs being brought to the Department for destruction.

The Department continues to work closely with Riverbend's Choices program in helping to refer individuals suffering from drug and other substance abuse issues find treatment.

2. Foster engagement with the community to further the relationship of the Department with the public. Continue efforts to improve communication and exchange of information with the public through social media, in addition to direct interaction with the community,

community groups, and businesses. Continue implementation of a comprehensive canine program, consisting of both Community Service based dogs (comfort dogs), as well as traditional Patrol Canines.

Status: Through FY 2020 the Department has been involved in a number of initiatives designed to further the relationship with the community. As part of these initiatives, the Department has hosted several community meetings involving the New American community. At these events, officers meet with the New American community and discuss ways to strengthen their relationship with the Department, as well as how to better understand American law enforcement. In turn, Department members learn more about their culture.

The Police Department assisted in planning and hosting several refugee events to help teach the youth of the New American communities the dangers of drug and alcohol use. The events covered topics such as where youth can turn for help if they are suffering from addiction, how drugs and alcohol affect the body and mind, and the dangers associated with the use of these substances.

The Police Department has participated in several other programs to help promote community interaction with children and adults. With the assistance of several local businesses, the Department hosted several “Coffee with a Cop” events throughout the City and conducted “Lunch with a Cop” and “Police Readers” events throughout the schools in the Concord and Merrimack Valley School Districts. The Department also participated in the “Love Your Neighbor” event at Keach Park, and hosted a bicycle rodeo during which children received instruction on safe bicycle operation and the proper use of safety equipment. The Department collaborated with several community agencies and businesses and was able to give away a number of bicycles and bicycle helmets to those who attended the event.

During FY 2020 the Department added two more officers to the D.A.R.E. program bringing the total of trained officers to assist teaching D.A.R.E. at all the schools in both the Concord and Merrimack School Districts to six. D.A.R.E. is designed to teach students at an early age the dangers of drug and alcohol use. This program has been widely successful and appreciated throughout the schools.

During FY 2020, the Department sponsored twelve Rape Aggression Defense (RAD) programs. RAD is a comprehensive self-defense course for women and includes situational awareness, prevention, risk reduction and avoidance, and progresses to the basics of hands-on defense training. The RAD system is dedicated to teaching women defensive concepts and techniques against various types of assault by utilizing easy, effective, and proven self-defense tactics. The system of realistic defense provides women with the knowledge to make an educated decision about resistance.

Due to the unfortunate trend of mass shootings occurring in businesses and schools throughout the country, the Police Department has been offering active shooter training seminars. During FY 2020, the Department participated in 15 active shooter trainings with over 550 attendees. The Department has also conducted six safety presentations with local businesses, ten fraud education presentations for seniors, and six domestic violence presentations with the New American groups, Concord High School, and other community groups.

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

The Department hosted National Night Out at Rollins Park in August 2019. This event promoted positive police and community engagement. Estimated attendance was over 3,000 people, with over 100 displays and vendors. The Department's National Night Out has become a banner event for the Department and community, and has greatly assisted in the Department's goal of promoting police and community cooperation and engagement.

During FY 2020 The Police Department continued to work on a new initiative to assist in community engagement. The Department partnered with Hero Pups of Exeter, NH, an organization dedicated to training therapy dogs for veterans and first responders dealing with post-traumatic stress disorder and other injuries. The Department received a trained comfort dog that engages citizens that have suffered a traumatic event or suffer from mental health issues, and also helps engage the public at schools, hospitals and other venues. Liberty, the one-year old Labrador Retriever, and New Hampshire's first police comfort dog, has completed all of her training and is very active within the Department and community. She has participated in many social and community events throughout the City, and has also made many appearances at all of the schools throughout the City. Liberty has been certified to assist in interviews of children and other victims of crimes. Liberty was the first dog in New Hampshire to receive this certification.

In December of 2019, the Police Department was very fortunate to receive a donation of \$50,000 from an anonymous community member. The donor requested that members of the Police Department identify persons and families in need and make monetary disbursements or use the funds to obtain goods and services for the recipients as appropriate. This mission was dubbed Operation Blue Elf and received very good press coverage by the local print and television media in the days leading up to Christmas. This program has been highly successful and one in which the Department members truly enjoyed participating. This is the second year that this anonymous donor has made a donation of \$50,000, and this generosity has been a great help to many members of the community and also fostered the Department's relationship with the community.

In October 2019 with the assistance of Merrimack County Human Services Department and Riverbend the Department implemented an Adverse Childhood Experience Response Team (ACERT). This team is a partnership that has deployed to serve children who have been exposed to violence. The ACERT members have been trained to respond to incidents, assess situations, and determine next steps that can be taken for the child, such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy. The Department was awarded grant funding in the amount of \$60,000 from the Granite United Way to assist with the ACERT efforts. The Concord School District supplied funds to pay for the training of all officers in Trauma Informed Training. Since October 22, 2019 the ACERT team has conducted over 256 home visits.

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

Unfortunately, during the last quarter of FY20 the Department had to curtail many of its Community Policing initiatives due to the COVID-19 pandemic. It is anticipated that many of these activities will resume once the restrictions caused by the pandemic are lifted.

3. Continue efforts to work collaboratively with other community stakeholders in developing strategies for dealing with individuals in mental and behavioral health crisis. Continue efforts to coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit, as well as other community outreach programs. Provide ongoing training to Department personnel in crisis intervention strategies and foster the development and effectiveness of the Department's Crisis Intervention Team.

Status: During FY 2020 the Department worked very closely with Riverbend and Riverbend's Mobile Crisis Unit. The Department utilized the Mobile Crisis Unit when it was safe and appropriate to have the Mobile Unit respond to the scene when officers were dealing with a mental health crisis. This allows the patient to be evaluated at the scene and receive the appropriate care or proper referral. Having the patient evaluated at the scene has cut down on extended police involvement and unnecessary transports to the Concord Hospital. During this time period the Concord Police Department has utilized the Mobile Crisis Unit over 150 times. The working relationship with Riverbend has grown strongly this past year. Members of the Department meet with Riverbend and representatives of the Mobile Crisis Unit once a month to discuss the successes and short falls the Mobile Unit is experiencing and how together we can improve its effectiveness.

Riverbend has also opened their Crisis Treatment Center (CTC) and the Department is utilizing the CTC when individuals meet the standard set by Riverbend.

The Department currently has three Crisis Intervention Team members and plans on adding more members to the Unit. The Department is working with Riverbend to schedule training for the Department's Crisis Intervention Team and other officers. During this fiscal year the Department has responded to over 620 calls involving mental health issues.

The Doorways program and Choices at Riverbend were also put into place to help those suffering from drug addiction. The Department utilized both programs to refer those seeking help with their addiction.

4. Seek to fully staff all authorized sworn and civilian positions. Continue to implement strategies to increase police officer recruitment efforts, including the use of social media and other innovative methods of creating interest in the Department for prospective candidates.

Status: During this fiscal year the Department has seen significant staffing changes. In the beginning of July 2019, the Department had two openings for sworn police officers and one open vacancy for a fulltime police dispatcher position. Over the last year, we have seen seven retirements and seven other resignations.

On a more positive note, during the last fiscal year we were able to hire eight new police officers, two full-time dispatchers, and a new receptionist. We have streamlined our hiring process and changed the way we onboard employees with the hope that we can recruit and hire in a shorter amount of time. We are actively recruiting police officers for the August 2020 Police Academy and we are hopeful that we will make a meaningful dent in our sworn vacancies by July 2020.

There were also a number of internal positions which were filled to include internal supervisory positions as well as detective positions and school resource officer positions. Our staff has taken these changes in stride and we are well on our way to rebuilding the agency for the future.

5. Maintain a comprehensive, data driven, citywide traffic enforcement plan and integrate new strategies and alternate resources as necessary to make the streets of Concord safer for motorists, pedestrians, and bicyclists.

Status: During FY20 the Department conducted 6,393 motor vehicle stops which have resulted in the issuance of 1,475 citations and 4,914 written warnings. The Department proactively utilized its motorcycle unit during the summer months to help ensure safe operating behaviors by the motoring public through the enforcement of motor vehicle infractions. Additionally, the Department utilized funding provided by the New Hampshire Highway Safety Agency to conduct focused patrols on Loudon Rd. for aggressive driving, downtown for pedestrian and bicycle safety, as well as impaired driving patrols throughout the City. The Department deployed the radar trailer in areas of traffic safety concern throughout the City.

Members of the Department actively participate in the City’s Traffic Operations Committee and work collaboratively with other City Departments to appropriately address traffic safety concerns throughout the City. The Department will continue to pursue grant opportunities available by the NH Highway Safety Agency as well as other entities to augment the current traffic safety efforts by the Department.

Over the course of FY2020 the Department issued 956 citations for hazardous moving violations as well as 3,170 written warnings for hazardous moving violations. The Department also arrested 147 impaired drivers. During FY20 the Department responded to 1,147 reportable traffic crashes. 158 of these crashes involved injury to a total of 199 individuals. During this time frame there were 2 fatal crashes as well as 22 crashes involving a pedestrian and 8 involving a bicyclist. The Department utilizes city-wide crash data in determining areas of the City to focus attention and address improper driving that may be occurring.

POLICE DEPARTMENT SERVICE INDICATORS:

<u>SERVICE INDICATORS (Fiscal Year)</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Actual</u>
1. Total Calls for Service	49,451	47,335	43,290
2. Total State Reportable Traffic Accidents	1,350	1,447	1,147
3. Total Traffic Fatalities	1	5	2
4. Total Traffic Summonses Issued	2,176	1,992	1,475
5. Total DWI Arrests	133	108	147
6. Total Domestic Violence Related Arrests	293	303	313
7. Drug Abuse Violations (Persons Arrested)	284	284	201
8. Total Part I Violent Crime Arrests	47	31	36
9. Total Custodial Arrests	2,611	2,831	2,502

¹ Part I Violent Crime include: Murder, Rape, Robbery and Aggravated Assault.

RECORDS

The mission of the City Clerk's Office is to efficiently meet all statutory obligations with respect to elections, vital records, and City Council. The City Clerk's Office is responsible for the preservation and management of all vital events occurring within the City. Those vital events include births, marriages and deaths. In addition to vital records, the office records all official documents of the City of Concord. The office conducts and preserves the integrity of all local, state and federal elections. Internally, the office views itself as the liaison between the general public and the Mayor and City Council. The office is responsible for the preparation of all City Council agendas, minutes and official notices.

Notable

It was a busy election year for the City Clerk's Office with two elections held; the November 5, 2019 Municipal Election and the February 11, 2020 Presidential Primary Election.

<u>SERVICE INDICATORS</u>	<u>FY2019</u>	<u>FY2020</u>
Birth Certificates Issued	2,750	2,462
Marriage Certificates Issued	1,170	1,156
Death Certificates Issued	3,850	4,510
Divorce Records Issued	224	229
Certified Records Issued	8,460	8,670
Marriage Licenses Issued	466	313
Marriage Ceremonies Performed	127	35
Dog Licenses Issued	5,216	4,638
Notice of Intent to Issue Dog Summons	276	0

Elections

- Staff held several virtual election training sessions for Ward Officials in preparation for the upcoming election season during the COVID-19 pandemic.
- Staff and State Officials have been coordinating efforts to implement additional health and safety practices and procedures for the upcoming election season, to ensure voting access and integrity, during the COVID-19 pandemic.

<u>SERVICE INDICATORS</u>	<u>FY2019</u>	<u>FY2020</u>
1. Voter Registrations Processed	2,551	2,008
2. Absentee Voters Serviced	1,867	1,128
3. Number of Ballots Cast	28,631	20,681

PARKS and RECREATION DEPARTMENT

Mission Statement:

Concord Parks and Recreation is committed to engaging our community with safe, fun, inclusive opportunities to enhance health and wellness by providing programming, parks and recreation facilities

Vision Statement:

Concord Parks and Recreation's vision is to: create cutting edge and sustainable recreational resources to connect our community through education, programs and innovative partnerships to ensure an active city to live, work and play

Core Values:

Engaged * Fun * Diverse

The Parks and Recreation Department is responsible for providing diversified programs year-round. Our programs include activities for people of all ages and abilities. The department schedules and maintains: twenty parks (over 220 acres), all city athletic fields, thirteen cemeteries and the City-Wide Community Center (formerly Dame School). The department also manages the schedules and programs for the remaining two community centers, City Auditorium and the cities seven outdoor pools.

The department offers year-round programming for all ages. From youth programs, classes, and camps to a very successful drop in senior program. Over the course of the year, the department works with over twenty different leagues, three high schools and issued just over 5,000 permits for use of our parks, pools and community centers.

The department has opportunities for community businesses to help support department activities. If someone is interested in sponsoring an event or donating, please contact the Parks and Recreation Director. Sponsorship opportunities are also listed on the Parks and Recreation web site: www.concordparksandrec.com

Notable

- The Merrimack Lodge at White Park opened June of 2019. The new pond side lodge was built by the city forming a public/private partnership to help raise 50% of the project cost. The new building will serve as a skate house during the winter months and will be open spring, summer, fall for 30 hours a week. The new facility can also be able to be rented for private use.
- Programming for youth, adults and seniors continues to increase with the addition of the new community center.
- The department also finished several capital projects this year: repairs to the stone bridge at Rollins Park, final phase of the stone wall at Rollins Park (along Broadway).
- A half mile walking trail was added around Keach Park.
- Working with the Friends of the Merrimack Greenway Trail the first section of greenway trail was started at Terrill Park. The project was funded by private donations, city funds and a Land and Water Conservation Grant. As part of the project the dog park was moved to a new location (per Park Master Plan) and with a donation from the Concord Rotary Club we added a dog water fountain to the dog park.

- Concord Housing + Redevelopment once again sponsored the summer Free Learn to Swim Program for Concord residents.
- The Department continues to be involved in many special events in the city, like the Black Ice Pond Hockey Tournament, the Making Strides Against Breast Cancer Walk, and numerous 5k road races held in parks around the city. The Department coordinated the City's annual July 4th celebration; partnered with the New England Patriots to host a free football clinic coached by former Patriots players; partnered with Red River Theatre to host "movies in the park" and once again hosted several baseball and softball tournaments that attracted teams from all over New England.



CITY OF CONCORD

New Hampshire's Main Street™

Finance

December 14, 2020

To the Honorable Mayor, Members of the City Council,
and Citizens of the City of Concord:

The Concord Finance Department is pleased to submit the Comprehensive Annual Financial Report (CAFR) for the City of Concord, New Hampshire for the Fiscal Year ending June 30, 2020.

This report is published to provide citizens, City Council, investors and other interested parties with detailed information regarding the financial position of the City. City Management is responsible for the accuracy of the data, and the completeness and fairness of this report, including all disclosures and schedules.

To the best of our knowledge and belief, the following data is accurate in all material respects and is reported in a manner designed to fairly present the City's financial position and the results of operations of the various Funds of the City. The accompanying disclosures are necessary to enable the reader to gain the maximum understanding of the City's financial activities.

The Report

The CAFR is presented in three main sections: Introductory, Financial and Statistical. The Introductory Section includes the transmittal letter and the Government Finance Officers Association of the United States and Canada's Certificate of Achievement for Excellence in Financial Reporting Award.

The Financial Section contains the City's basic financial statements as required under the Governmental Accounting Standards Board's (GASB) Statement No(s). 34, and is in accordance with Generally Accepted Accounting Principles. It also includes the auditor's opinion, management's discussion and analysis (MD&A) report, notes to financial statements, combining and individual financial statements, and schedules for the City's Funds.

The MD&A report is designed to be used in conjunction with this transmittal letter and can be found after the independent auditor's report.

The Statistical Section includes financial and demographic information on a ten-year historical basis.

This CAFR does not report on the Funds of the Concord School District, Merrimack Valley School District or the County of Merrimack. These governmental units are independent of the City and do not meet established reporting entity criteria for inclusion in this report.

Profile of the Government

The City of Concord is located in Merrimack County, approximately 70 miles north of Boston, Massachusetts, on the Merrimack River in South Central New Hampshire. According to the U.S. Census Bureau, the City has an estimated population of 43,627 as of July 1, 2019, a 2.21% increase over the last official census as of April 1, 2010 number of 42,683, and occupies a land area of 64 square miles.

Concord was originally settled in 1727, incorporated in 1765, and established as the state capital in 1808. Government is by an elected 15-member council and an appointed City Manager. The City also serves as the Merrimack County seat and Federal Court seat. Two separate school districts serve the City - the Concord School District and the Merrimack Valley School District.

Policymaking and legislative authority are vested by City Charter in the 15-member Council. Under the Charter, originally adopted in 1853, and most recently amended in 2012, the appointed City Manager is solely responsible for carrying out the policies and ordinances of the City Council. The Council is elected on a non-partisan basis. Ten ward councilors, and the mayor, are elected every two years. The four remaining "at-large" councilors are elected to staggered 4-year terms, two every two years. The current mayor is former City Councilor James P. Bouley who was first elected mayor in November 2007. In November 2019 he was re-elected for his seventh consecutive term. Thomas J. Aspell, Jr., the City Manager, was appointed in April 2006. The City has had four City Managers since 1978. The City Manager, pursuant to the City Charter, has all appointive and dismissal powers for paid employees of the City. Appointive authority for boards and commissions is shared between the Mayor, City Council and City Manager.

In addition to serving as the seat of state and county government, Concord hosts several federal agencies, and is the only full-service local government between Laconia - 25 miles to the north, Manchester - 20 miles to the south, Keene - 54 miles to the west, and Portsmouth - 50 miles to the east. The City provides and annually appropriates for the following services: water treatment and supply; wastewater collection and treatment; solid waste collection and recycling; highway construction and maintenance, including snow plowing, storm sewer system and related infrastructure maintenance and construction; prosecutorial, police and fire protective services (including advanced life support); airport, parks, golf course and ice arena; library and recreational facilities and programs; human services; planning, economic and community development, and code enforcement services.

Local Economy

Fiscal year 2020 brought about many unforeseen challenges as the coronavirus pandemic took hold of our community and nation during the last few months of the fiscal year. The City took steps to help mitigate the medical and financial impacts of the pandemic to its citizens, including closing city recreational and leisure facilities in accordance with the Governor's Safer at Home order, encouraging employees who have the ability to work from home to do so, working with local eateries and easing outdoor dining regulations to enable them to offer new or additional outdoor dining options to their customers, and temporarily halting the pay-as-you-throw bag requirement and allowing residents to dispose of refuse at no cost. To help offset the cost of some of these programs, the City applied for and recognized revenues from a variety of sources, including \$54,317.57 from the Federal Emergency Management Agency (FEMA), \$31,756.97 from the United States Department of Justice, \$60,364.12 from the United States Department of Health and Human Services, \$725,681.72 from the State of New Hampshire Governor's Office for Emergency Relief and Recovery (GOFERR) including \$382,799.40 as part of the First Responder Stipend Program, and \$36,281.77 from the State of New Hampshire as a reimbursement for employee emergency management services rendered.

Compared to other cities in New Hampshire, New England and the Nation, Concord has comparably low unemployment. As reported by the New Hampshire Department of Employment Security, Concord's unemployment rate as of June 2020 was 8.6%. This compares favorably to New Hampshire's rate of 9.1% and to the United States rate of 11.2 %. Concord's rate also remains the lowest among the top three New Hampshire cities with Manchester at 10.5% and Nashua at 10.6%. Concord's unemployment rates have remained lower than the State since 1992 except for the months of March, April and June, 2005.

The assessed value of taxable property as of April 1, 2019 increased overall by 3.90% compared to April 1, 2018. The cumulative total residential, manufactured homes and condominiums increased 5.14% in assessed value. The average assessed value of a single family home in Concord as of April 1, 2019 was \$267,155, up 4.6% from \$255,319 the year before.

Tax collections percentage as of June 30, 2020 for the 2019 Tax Year was 98.0%, slightly lower than the previous year. Total tax delinquencies for all years were stated at \$3.1 million, up \$0.7 million from the previous year. Vigorous collection efforts by the Tax Collector's Office have resulted in no material increases in the number of properties which the City takes title through tax deeds. Anticipating increased delinquencies, the Collector's Office initiated a significant outreach, communication and visitation program to affect this result. The City Council's Number One Fiscal Goal for cash management is directed towards a targeted property tax collection program which is aimed at maintaining high collection rates.

The City has a robust program of business attraction and retention coordinated by its Economic Development Director, Community Development Department and City Administration. Resources include a separate Economic Development website as well as a real estate database to assist site selectors. The Economic Development Director also conducts the City's business visitation program.

During FY20, NH Mutual Bancorp opened its second New Hampshire based operating center at 16 Foundry Street.

The City also continued its efforts to overhaul its zoning ordinance via a new form-based code in FY20. This work will result in a complete re-understanding of zoning and land use in the community. Implementation of phase 1 of this effort is expected in FY21.

On September 18, 2019, the City sold 2.5 acres of the former Allied Leather Tannery site to the Caleb Development Corporation for \$540,000 for the purposes of developing a 54 unit workforce housing project at the property. Phase I was initiated in FY20 and was completed in October 2020. When fully completed, the project will generate \$4 million in new Assessed Value. To support the project, the City secured a \$500,000 Community Development Block Grant (CDBG) to complete various infrastructure improvements on behalf of the project.

Since the completion of the Downtown Complete Streets Project (aka the Main Street Project) in 2016, 88 new market rate dwelling units have been built in the greater Main Street area. These units have tapped into a significant demand for quality housing in Concord demonstrated by a 0.8% vacancy rate for residential.

Long-term Financial Planning

The City Finance Department presents regular financial reports to elected officials and management staff. In addition to these reports, annually and/or as part of the budget process, the City prepares a five year General Fund operating pro forma and tax rate projection, a twenty year Capital Improvement Plan and a pro forma for each enterprise and major special revenue fund.

Also, as part of the annual budget process, the City reviews all General Fund revenues to determine budgetary needs. Enterprise and Special Revenue Funds are reviewed for competitiveness and support of operations. Most Enterprise/Special Revenue Funds are fully self-supporting and provide administrative overhead payments to the General Fund. The exception is the Golf Fund, which received general fund support for their Fiscal Year 2020 operations, and Solid Waste Fund, which receives approximately \$1,000,000 annually.

Financial Position

The City Council has adopted a General Fund balanced budget every year since Fiscal Year 2010, with the exception of Fiscal Year 2012. The Fiscal Year 2012 Budget was

adopted using \$300,000 from prior year surplus to help offset the significant funding changes that were occurring with the State Retirement System. Other than Fiscal Year 2014, Fiscal Years 2010 through 2019 reported surpluses ranging from \$369,286 to \$1.5 million. The Fiscal Year 2020 surplus is \$1,067,610. In June 2020, the City Council adopted the Fiscal Year 2021 General Fund operating budget using \$1.5 million from prior year surplus to offset tax rate increases.

The total General Fund Unassigned Fund Balance increased to \$12.5 million after City management assigned \$1,280,000, \$980,000 of which is anticipated to be transferred to trust fund reserve accounts in Fiscal Year 2021, and the remaining \$300,000 which is assigned for overlay for the settlement of future abatements. The \$12.5 million Unassigned Fund Balance represents a \$756,500 increase over Fiscal Year 2019. The purposes of the Assigned Fund Balance to be transferred to Trust Fund reserves in Fiscal Year 2021 are for transfers to Highway Paving Reserve (\$400,000), Equipment Reserve (\$300,000), Recreation (\$250,000), and office furniture and equipment (\$30,000).

OPEB Action/GASB Statement No. 75

Effective in Fiscal Year 2017, the City adopted Government Accounting Standards Board (GASB) Statement No. 75, as reported in Note 19 of this CAFR. As of June 30, 2020, the total Other Postemployment Benefits (OPEB) liability was \$52.7 million. For June 30, 2019, the City reported a total OPEB liability of \$52.5 million.

Efforts to reduce this liability will be ongoing with continued benefit management and financing alternatives. To date, the City Council has approved the transfer of \$500,000 to an OPEB reserve trust; \$300,000 from 2009 surplus and \$200,000 from 2011 surplus. No transfer is anticipated during Fiscal Year 2021.

Relevant Financial Policies

Goals

Introduced in 1996, the City Council adopted a Fiscal Policy Statement which is a series of 31 goals to help guide the financial direction and management of the City. These goals are regularly reviewed and updated when necessary.

The goals address the topics of: Accounting, Auditing and Financial Reporting, Budgetary and Financial Management, Capital Improvements, Cash Management, Debt Management, Employee Compensation and Benefits, Enterprise/Special Revenue & Other Funds Management, Municipal Services Expenditures and Revenues and Tax Rate Management. In addition to the cash management goal cited above; another goal that stands out is Goal E1 under Debt Management that limits debt service to 10 to 14% of total appropriations. For Fiscal Year 2020, this amount was 10.7%.

In Fiscal Year 2013, the City adopted a new Fund Balance, Reserves and CIP Spending Priority Policy. The Policy was established following discussions with the City's outside

auditors, receipt of their subsequent Management Letter recommendation and in conjunction with GASB Statement #54.

Section IV(A)(1)(a) of the Policy requires that the City achieve a General Fund Unassigned Fund Balance of 18.5% of expenditures by the end of Fiscal Year 2017. For Fiscal Year ending June 30, 2020 the Unassigned Fund Balance was 20.11%.

Credit Rating and Debt Limit

As of December 2019 Standard and Poor's Rating Group affirmed the city's bond rating of AA+ in conjunction with a \$13.98 million General Obligation bond offering and affirmed the AA+ rating on the City's \$101.6 million of outstanding parity debt.

Financial Structure and Management

In accordance with the *City Charter and Code of Ordinances*, the Finance-Accounting Office is responsible for establishing an accounting and internal control structure designed to ensure that the City's assets are protected from loss, theft, and misuse. It also ensures that adequate accounting information is maintained and reported in conformity with GAAP. The internal control structure is designed to provide reasonable assurances that these objectives are attained. In providing these reasonable assurances, it is recognized that the cost of control should not exceed the benefits and the valuation of costs and benefits requires management's judgment.

Major Initiatives

The Fiscal Year 2020 budget was adopted by the City Council with several major initiatives to further the City's efforts to create a more sustainable and economically viable community. Specific investments include the rehabilitation of taxiway A at the airport, continued School Street parking garage repairs, construction of a new Fire Training Facility on Old Turnpike Road, equipment replacement, grounds improvements at the Beaver Meadow Golf Course, I-393 and Horseshoe pond drainage improvements, continuation of the Annual Neighborhood Paving Program, expansion of the parking meter coverage area, water pump station #5 refurbishment, and the replacement of the primary clarifier at the Hall Street Wastewater Treatment Plant.

Awards and Acknowledgements

The Government Finance Officers Association of the United States and Canada (GFOA) has awarded twenty-five consecutive Certificates of Achievement for Excellence in Financial Reporting to the City of Concord, NH for its CAFR beginning with the fiscal year ended December 31, 1995, through June 30, 2019 including the six-month transitional fiscal period ending June 30, 1996. The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports.

A Certificate of Achievement is valid for a period of one year only. The City believes this current CAFR conforms to the Certificate of Achievement program requirements and will be submitted to GFOA.

The timely preparation of this year's CAFR was made possible by the dedicated services provided by the City's Finance Department – Accounting Office staff. We also extend a sincere thanks and appreciation to Melanson for their work in conducting the City's audit and preparing this report. Additionally, Administration thanks the Mayor, members of the City Council and Fiscal Policy Advisory Committee for their leadership, and commitment of transparency for the financial operations of the City. Without their diligence, hard work, professionalism and support, this report would not meet such high standards.

Other Information

Although state statutes do not require an annual audit, the City has continually produced an independently audited set of Financial Statements since the 1920's. Presently, the firm of Melanson of Merrimack, New Hampshire conducts the annual audit for the City. In addition, the audit was designed to meet the requirements of Title 2 CFR Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements of Federal Awards* (the Uniform Guidance), as applicable. The auditor's report related specifically to the single audit section is included in a separately issued single audit report.

The City invites you to visit our web site at www.concordnh.gov, where this CAFR is expected to be prominently displayed by December 31, 2020. Also displayed are previous CAFR's and other summary financial information.

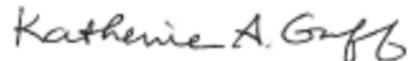
Sincerely,



Thomas J. Aspell, Jr.
City Manager

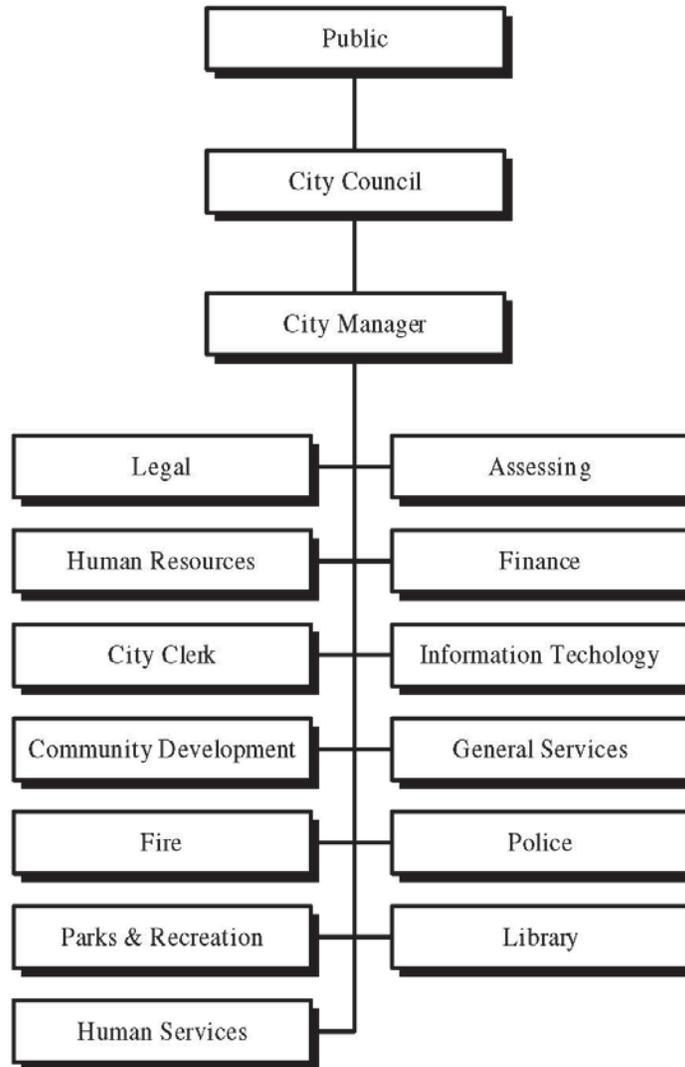


Brian G. LeBrun
Deputy City Manager – Finance



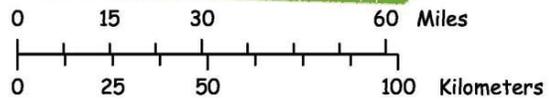
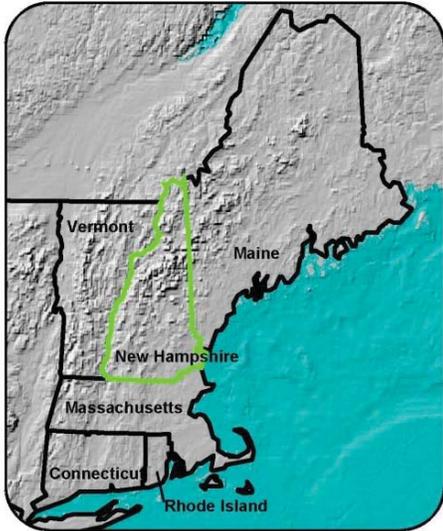
Katherine A. Graff
Assistant Finance Director

CITY OF CONCORD, NEW HAMPSHIRE
TABLE OF ORGANIZATION



City of Concord, NH

Geographic Location



City of Concord, New Hampshire
List of Principal Officials
As of June 30, 2020

Title:	Name:
<u>Elected by the Public:</u>	
Mayor	James P. Bouley
Councilor-at-Large	Nathan R. Fennessy
Councilor-at-Large	Amanda K. Grady Sexton
Councilor-at-Large	Fred Keach
Councilor-at-Large	Byron O. Champlin
Councilor – Ward 1	Brent G. Todd
Councilor – Ward 2	Erle B. Pierce
Councilor – Ward 3	Jennifer Kretovic
Councilor – Ward 4	Meredith Hatfield
Councilor – Ward 5	Robert Werner
Councilor – Ward 6	Linda Kenison
Councilor – Ward 7	Keith E. Nyhan
Councilor – Ward 8	Gail R. Matson
Councilor – Ward 9	Candace C.W. Bouchard
Councilor – Ward 10	Zandra Rice Hawkins
<u>Appointed by Council:</u>	
City Manager	Thomas J. Aspell
<u>Appointed by City Manager:</u>	
Deputy City Manager – Development	Carlos P. Baia
Deputy City Manager – Finance	Brian G. Lebrun
City Clerk	Janice L. Bonenfant
City Solicitor	James W. Kennedy
Director of Personnel and Labor Relations	Jennifer Johnston
Director of Real Estate Assessments	Kathryn H. Temchack
Director of Redevelopment, Downtown & Special Projects	Matthew R. Walsh
Fire Chief	Guy T. Newbery
Director of General Services	Earle M. Chesley
Director of Human Services	Karen O. Emis-Williams
Library Director	Andrew T. Fabian
Director of Parks & Recreation	David B. Gill
Police Chief	Bradley C. Osgood
Assistant Finance Director	Katherine A. Graff
Budget Director	Robert J. McManus
City Engineer	David Cedarholm
Code Administrator	David V. Hall
Economic Development Director	Suzanne Pegg
Purchasing Director	Tina M. Waterman
Treasurer / Tax Collector	Dawn K. Enwright



Government Finance Officers Association

Certificate of
Achievement
for Excellence
in Financial
Reporting

Presented to

**City of Concord
New Hampshire**

For its Comprehensive Annual
Financial Report
For the Fiscal Year Ended

June 30, 2019

Christopher P. Morill

Executive Director/CEO

Independent Auditors' Report

To the Mayor and City Council
City of Concord, New Hampshire

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of and for the year ended June 30, 2020, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the Table of Contents.

Management's Responsibility for the Financial Statements

The City's management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the



entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of June 30, 2020, and the respective changes in financial position and, where applicable, cash flows thereof and the respective budgetary comparison for the general fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that Management's Discussion and Analysis, and certain Pension and OPEB schedules be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with evidence sufficient to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The accompanying supplementary information appearing on pages 94 through 121 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements.



The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The Introductory and Statistical sections are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated December 14, 2020 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering City's internal control over financial reporting and compliance.

A handwritten signature in black ink that reads "Melanson".

Melanson

Merrimack, New Hampshire
December 14, 2020

Management's Discussion and Analysis



As management of the City of Concord, New Hampshire (the City), we offer readers this narrative overview and analysis of the financial activities of the City for the fiscal year ended June 30, 2020. This section should be read in conjunction with the Letter of Transmittal beginning on page 1.

A. OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an introduction to the basic financial statements. The basic financial statements are comprised of three components: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to financial statements. This report also contains required and other supplementary information in addition to the basic financial statements themselves.

Government-wide financial statements

The government-wide financial statements are designed to provide readers with a broad overview of our finances in a manner similar to a private-sector business.

The Statement of Net Position presents information on all assets, liabilities, and deferred outflows/inflows of resources with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position is improving or deteriorating.

The Statement of Activities presents information showing how the government's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The governmental activities include general government, public safety, general services, community development, leisure and information services, and human services. The business-type activities include water and sewer activities.

Fund financial statements

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

Governmental funds

Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund Statement of Revenues, Expenditures and Changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

Information is presented separately in the governmental fund balance sheet and in the governmental fund Statement of Revenues, Expenditures and Changes in Fund Balances for the general fund and major capital project fund, which are considered to be major funds. Data from the other governmental funds are combined into a single aggregated presentation.

An annual appropriated budget is adopted for the general fund and certain nonmajor governmental (special revenue) funds. Budgetary comparison statements have been provided to demonstrate compliance with budgets.

Proprietary funds

Proprietary fund reporting focuses on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. The proprietary fund category includes enterprise funds.

Enterprise funds are used to report activity for which a fee is charged to external users, and must be used when one of the following criteria are met: (1) activity is financed with debt that is secured solely by a pledge of the net revenues from fees and charges, (2) laws or regulations require the activity's costs of providing services be recovered with fees and charges, and (3) the pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs such as depreciation or debt service. The primary focus on these criteria is on fees charged to external users.

Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements, only in more detail. The proprietary fund financial statements provide separate information for the water and sewer operations. The water and sewer funds are considered major funds.

Fiduciary funds

Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

Notes to financial statements

The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Required Supplementary Information

In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information which is required to be disclosed by accounting principles generally accepted in the United States of America.

B. FINANCIAL HIGHLIGHTS

- As of the close of the current fiscal year, the total of assets and deferred outflows exceeded liabilities and deferred inflows by \$169,619,514 (i.e., net position), a change of \$2,638,361 in comparison to the prior year.
- As of the close of the current fiscal year, governmental funds reported combined ending fund balances of \$54,245,495, a change of \$4,510,752 in comparison to the prior year.
- At the end of the current fiscal year, unassigned fund balance for the general fund was \$12,525,950, a change of \$756,460 in comparison to the prior year. In addition, total general fund balance increased by \$816,812.

C. GOVERNMENT-WIDE FINANCIAL ANALYSIS

The following is a summary of condensed government-wide financial data for the current and prior fiscal years. All amounts are presented in thousands.

Summary of Net Position

	<u>Governmental</u>		<u>Business-Type</u>		<u>Total</u>	
	<u>Activities</u>		<u>Activities</u>			
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Current and other assets	\$ 128,278	\$ 123,852	\$ 20,498	\$ 17,024	\$ 148,776	\$ 140,876
Capital assets	189,912	185,042	125,685	128,477	315,597	313,519
Total assets	<u>318,190</u>	<u>308,894</u>	<u>146,183</u>	<u>145,501</u>	<u>464,373</u>	<u>454,395</u>
Deferred outflows of resources	<u>13,986</u>	<u>15,138</u>	<u>1,103</u>	<u>1,125</u>	<u>15,089</u>	<u>16,263</u>
Total assets and deferred outflows	<u>\$ 332,176</u>	<u>\$ 324,032</u>	<u>\$ 147,286</u>	<u>\$ 146,626</u>	<u>\$ 479,462</u>	<u>\$ 470,658</u>
Long-term liabilities outstanding	\$ 180,021	\$ 176,398	\$ 46,826	\$ 45,539	\$ 226,847	\$ 221,937
Other liabilities	<u>8,799</u>	<u>10,532</u>	<u>1,647</u>	<u>1,268</u>	<u>10,446</u>	<u>11,800</u>
Total liabilities	<u>188,820</u>	<u>186,930</u>	<u>48,473</u>	<u>46,807</u>	<u>237,293</u>	<u>233,737</u>
Deferred inflows of resources	71,773	69,286	776	654	72,549	69,940
Net Position:						
Net investment in capital assets	126,815	122,377	95,739	97,533	222,554	219,910
Restricted	23,522	20,072	1,079	1,201	24,601	21,273
Unrestricted	<u>(78,754)</u>	<u>(74,633)</u>	<u>1,219</u>	<u>431</u>	<u>(77,535)</u>	<u>(74,202)</u>
Total net position	<u>71,583</u>	<u>67,816</u>	<u>98,037</u>	<u>99,165</u>	<u>169,620</u>	<u>166,981</u>
Total Liabilities, Deferred Inflows and Net Position	<u>\$ 332,176</u>	<u>\$ 324,032</u>	<u>\$ 147,286</u>	<u>\$ 146,626</u>	<u>\$ 479,462</u>	<u>\$ 470,658</u>

The largest portion of net position \$222,553,588 reflects our investment in capital assets (e.g., land, buildings, machinery and equipment, and infrastructure), less any related debt used to acquire those assets that are still outstanding. These capital assets are used to provide services to citizens; consequently, these assets are not available for future spending. Although the investment in capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of net position, \$24,600,911 represents resources that are subject to external restrictions on how they may be used. The remaining balance of unrestricted net position reflects a deficit of (\$77,534,985) primarily resulting from the City's unfunded net pension and total OPEB liabilities.

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. At the close of the most recent fiscal year, total net position was \$169,619,514 a change of \$2,638,361 in comparison to the prior year.

Changes in Net Position

	Governmental Activities		Business-Type Activities		Total	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Revenues:						
Program revenues:						
Charges for services	\$ 13,878	\$ 14,190	\$ 13,977	\$ 12,951	\$ 27,855	\$ 27,141
Operating grants and contributions	6,617	4,392	59	284	6,676	4,676
Capital grants and contributions	4,005	2,144	74	50	4,079	2,194
General revenues:						
Property taxes	44,943	44,304	-	-	44,943	44,304
Penalties and interest on taxes	444	1,057	-	-	444	1,057
Motor vehicle registrations	7,105	7,289	-	-	7,105	7,289
Investment income	1,991	2,532	143	291	2,134	2,823
Other	711	1,481	233	212	944	1,693
Total revenues	<u>79,694</u>	<u>77,389</u>	<u>14,486</u>	<u>13,788</u>	<u>94,180</u>	<u>91,177</u>
Expenses:						
General government	11,183	9,015	-	-	11,183	9,015
Public safety	31,863	31,027	-	-	31,863	31,027
General services	18,401	17,357	-	-	18,401	17,357
Community development	6,894	6,204	-	-	6,894	6,204
Leisure and information services	6,247	7,281	-	-	6,247	7,281
Human services	662	684	-	-	662	684
Interest on long-term debt	2,502	2,364	-	-	2,502	2,364
Water operations	-	-	5,800	5,760	5,800	5,760
Sewer operations	-	-	7,478	7,574	7,478	7,574
Total expenses	<u>77,752</u>	<u>73,932</u>	<u>13,278</u>	<u>13,334</u>	<u>91,030</u>	<u>87,266</u>
Change in net position before transfers, permanent fund contributions and special item	1,942	3,457	1,208	454	3,150	3,911
Transfers in (out)	2,336	2,353	(2,336)	(2,353)	-	-
Permanent fund contributions	287	275	-	-	287	275
Special item	(798)	-	-	-	(798)	-
Change in net position	<u>3,767</u>	<u>6,085</u>	<u>(1,128)</u>	<u>(1,899)</u>	<u>2,639</u>	<u>4,186</u>
Net position - beginning of year	<u>67,816</u>	<u>61,731</u>	<u>99,165</u>	<u>101,064</u>	<u>166,981</u>	<u>162,795</u>
Net position - end of year	<u>\$ 71,583</u>	<u>\$ 67,816</u>	<u>\$ 98,037</u>	<u>\$ 99,165</u>	<u>\$ 169,620</u>	<u>\$ 166,981</u>

Governmental activities

Governmental activities for the year resulted in a positive change in net position of \$3,767,115. Key elements of this change are as follows:

- Permanent fund investment income of \$977,898.
- TIF incremental property tax revenue of \$2,298,371, restricted primarily for debt service.
- Funding capital project funds via transfers from capital reserves of \$4,752,835.
- Increase in pension and OPEB liabilities and related deferred outflows and inflows of resources from GASB 68 and GASB 75 of \$3,125,373.
- Loss on disposal of capital asset – special item of \$797,864.

Business-type activities

Business-type activities for the year resulted in a change in net position of (\$1,128,754). The change primarily results from the use of available net position and depreciation expense (not raised in the rates) exceeding debt service principal payments (raised in the rates).

D. FINANCIAL ANALYSIS OF FUNDS

As noted earlier, fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements.

Governmental funds

The focus of governmental funds is to provide information on near-term inflows, outflows and balances of spendable resources. Such information is useful in assessing financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government’s net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, governmental funds reported combined ending fund balances of \$54,245,495, a change of \$4,510,752 in comparison with the prior year.

The general fund is the chief operating fund. At the end of the current fiscal year, unassigned fund balance of the general fund was \$12,525,950, while total fund balance was \$19,721,024. As a measure of the general fund’s liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total general fund expenditures. Refer to the table below.

<u>General Fund</u>	<u>6/30/20</u>	<u>6/30/19</u>	<u>Change</u>	<u>% of Total General Fund Expenditures</u>
Unassigned fund balance	\$ 12,525,950	\$ 11,769,490	\$ 756,460	20.1%
Total fund balance ⁽¹⁾	\$ 19,721,024	\$ 18,904,212	\$ 816,812	31.7%

⁽¹⁾ Includes capital reserve funds.

The unassigned amount exceeded the City Council Fund Balance Policy minimum requirement of 18.5%.

The total general fund balance increased by \$816,812 during the fiscal year. The following table highlights the change in our general fund balance accounts (in thousands):

	<u>Unassigned</u>	<u>Assigned</u>	<u>Committed</u>	<u>Non- spendable</u>	<u>Total</u>
Beginning of year	\$ 11,769	\$ 1,400	\$ 5,355	\$ 380	\$ 18,904
Use of assignments	-	(1,400)	-	-	(1,400)
Revenues and transfers in over budget	894	-	-	-	894
Expenditures and transfers out under budget	1,302	-	-	-	1,302
Assignments	(1,280)	1,280	-	-	-
Reserve fund changes	251	-	(251)	-	-
Other	(410)	-	-	431	21
End of Year	<u>\$ 12,526</u>	<u>\$ 1,280</u>	<u>\$ 5,104</u>	<u>\$ 811</u>	<u>\$ 19,721</u>

Included in the total general fund committed fund balance is the City's capital reserve accounts and other City Council approved reserves with the following balances:

	<u>6/30/20</u>	<u>6/30/19</u>	<u>Change</u>
Highways	\$ 1,613,168	\$ 2,478,584	\$ (865,416)
Economic development	950,738	579,012	371,726
Equipment	216,440	52,507	163,933
OPEB	1,121,294	1,011,674	109,620
Community improvement	180,439	196,811	(16,372)
Recreation	835,534	863,640	(28,106)
Other	186,101	172,284	13,817
Total	<u>\$ 5,103,714</u>	<u>\$ 5,354,512</u>	<u>\$ (250,798)</u>

The general capital project fund had a net change in fund balance of \$679,462. Most of capital outlay was spent on three projects, \$3,623,251 for annual overlay projects, \$1,481,231 for Taxiway A construction, and \$1,422,523 for the School Street garage repairs. The funding sources for all projects were mostly received in the current year. At the end of fiscal year 2020, the fund had \$6,898,724 in fund balance, which related to unspent proceeds of debt and other funding sources of \$7,385,180 and deficit balance of \$486,456 which primarily relates to authorized unissued debt.

Proprietary funds

Proprietary funds provide the same type of information found in the business-type activities reported in the government-wide financial statements, but in more detail.

Unrestricted net position of the proprietary funds at the end of the year amounted to \$1,219,107, a change of \$788,395 in comparison to the prior year.

Factors concerning the finances of proprietary funds have already been addressed in the entity-wide discussion of business-type activities.

E. GENERAL FUND BUDGETARY HIGHLIGHTS

Differences between the original budget and the final amended budget resulted in an overall change in appropriations of \$2,049,131. The majority of this increase results from two supplemental resolutions. In December 2019, the City amended the budget by increasing transfers out to the capital reserve funds by \$1,100,000 funded by fiscal year 2019 assigned fund balance. Also, in December 2019 the City amended the budget by increasing transfers out to the highway reserve trust fund by \$749,728, funded by state aid. Other City Council resolutions included minor supplemental appropriations as well as the transfer of funds between departmental line items.

The favorable variance in our Charges for Service revenues results primarily from an increase in ambulance service charges. A large portion of the unspent appropriation represents contingency funds, which are reported in the general overhead budget.

F. CAPITAL ASSET AND DEBT ADMINISTRATION

Capital assets

Total investment in capital assets for governmental and business-type activities at year-end amounted to \$315,597,242 (net of accumulated depreciation), a change of \$2,078,056 from the prior year. This investment in capital assets includes land, buildings, system improvements, and machinery and equipment, park facilities, roads, highways and bridges.

Major capital asset events during the fiscal year included school street garage renovations, Taxiway A Construction, and annual overlay projects.

Credit rating

The City is currently assigned an “Aa1” rating from Moody’s for general obligation debt and an “AA+” rating for Standard and Poor’s for general obligation debt.

Long-term debt

At the end of the current fiscal year, total bonded debt outstanding, loans and unamortized bond premiums, was \$106,801,623, all of which was backed by the full faith and credit of the government.

Additional information on capital assets and long-term debt can be found in Notes 9 and 14, respectively, of this report.

G. ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES

Comments regarding local economic conditions can be found in the Transmittal letter section on the Local Economy.

Following is a comparison of the fiscal 2020 adopted to the fiscal 2021 adopted City General Fund budget and tax rate:

<u>Use of Funds</u>	2020 COUNCIL ADOPTED	2021 COUNCIL ADOPTED
Budget Appropriations	\$ 66,524,857	\$ 68,497,653
War Credits	267,400	267,400
Overlay	<u>300,000</u>	<u>300,000</u>
Total Uses of Funds	<u>\$ 67,092,257</u>	<u>\$ 69,065,053</u>
<u>Sources of Funds</u>		
Miscellaneous Revenues	\$ 24,650,628	\$ 24,802,701
Amount to be raised by property taxes	42,441,629	42,762,352
Use of fund balance	<u>-</u>	<u>1,500,000</u>
Total Sources of Funds	<u>\$ 67,092,257</u>	<u>\$ 69,065,053</u>
<u>Tax Rate Determination</u>	2020 COUNCIL ADOPTED	2021 COUNCIL ADOPTED
Assessed Value (A.V.) in thousands of dollars*	\$ 4,205,811	\$ 4,376,904
Amount to be Raised	\$ 42,441,629	\$ 42,762,352
Current Year Recommended Tax Rate/\$ 1,000 A.V.	\$ 10.09	\$ 9.77 **
Prior Year Tax Rate/\$ 1,000 A.V.	<u>9.90</u>	<u>9.77 *</u>
Increase over Prior Year	\$ 0.19	\$ 0.00
% Change	1.92%	0.00%
* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$3,853,334,193 for municipal purposes and a tax rate of \$9.60 per \$1,000 of assessed value.		
** Portion of Recommended Tax Rate Allocated to Debt Service		1.76
Portion of Prior Year Tax Rate Allocated to Debt Service		<u>1.75</u>
Increase over Prior Year		0.01
% Change		0.57%
** Portion of Recommended Tax Rate Allocated to All Other Costs		8.01
Portion of Prior Year Tax Rate Allocated to All Other Costs		<u>8.02</u>
Increase over Prior Year		-0.01
% Change		-0.12%

REQUESTS FOR INFORMATION

This financial report is designed to provide a general overview of the City of Concord's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

Office of the Deputy City Manager - Finance
City of Concord, New Hampshire
41 Green Street
Concord, New Hampshire 03301

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Net Position
June 30, 2020

	<u>Governmental Activities</u>	<u>Business-Type Activities</u>	<u>Total</u>
Assets and Deferred Outflows of Resources			
Assets			
Current:			
Cash and short-term investments	\$ 63,846,707	\$ 17,724,908	\$ 81,571,615
Investments	20,761,972	-	20,761,972
Receivables, net of allowance for uncollectibles:			
Property taxes	39,214,191	-	39,214,191
Accounts	2,686,301	-	2,686,301
User fees	-	1,642,188	1,642,188
Intergovernmental	-	98,325	98,325
Loans	663,823	-	663,823
Other assets	<u>1,105,503</u>	<u>52,112</u>	<u>1,157,615</u>
Total current assets	128,278,497	19,517,533	147,796,030
Noncurrent:			
Receivables:			
Intergovernmental	-	980,029	980,029
Capital assets:			
Land and construction in progress	64,193,087	11,078,680	75,271,767
Other capital assets, net of accumulated depreciation	<u>125,718,774</u>	<u>114,606,701</u>	<u>240,325,475</u>
Total non-current assets	<u>189,911,861</u>	<u>126,665,410</u>	<u>316,577,271</u>
Total Assets	318,190,358	146,182,943	464,373,301
Deferred Outflows of Resources			
Related to pensions	8,763,999	452,455	9,216,454
Related to OPEB	5,133,221	495,721	5,628,942
Related to refunding	<u>88,536</u>	<u>154,648</u>	<u>243,184</u>
Total deferred outflows of resources	<u>13,985,756</u>	<u>1,102,824</u>	<u>15,088,580</u>
Total Assets and Deferred Outflows of Resources	<u>\$ 332,176,114</u>	<u>\$ 147,285,767</u>	<u>\$ 479,461,881</u>

(continued)

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Net Position
June 30, 2020

	Governmental <u>Activities</u>	Business-Type <u>Activities</u>	<u>Total</u>
Liabilities, Deferred Inflows of Resources and Net Position			
Liabilities			
Current:			
Accounts payable	\$ 3,585,341	\$ 784,667	\$ 4,370,008
Retainage payable	663,371	201,398	864,769
Accrued liabilities	2,437,611	581,395	3,019,006
Due to other governments	128,314	-	128,314
Notes payable	1,520,000	-	1,520,000
Other current liabilities	464,340	79,741	544,081
Current portion of long-term liabilities:			
Bonds and loans payable	7,677,002	3,660,617	11,337,619
Other liabilities	<u>2,556,296</u>	<u>177,061</u>	<u>2,733,357</u>
Total current liabilities	19,032,275	5,484,879	24,517,154
Noncurrent:			
Bonds and loans payable, net of current portion	60,168,014	35,295,990	95,464,004
Net pension liability	60,529,290	3,124,912	63,654,202
Total OPEB liability	48,166,945	4,567,561	52,734,506
Other liabilities, net of current portion	<u>923,618</u>	<u>-</u>	<u>923,618</u>
Total non-current liabilities	<u>169,787,867</u>	<u>42,988,463</u>	<u>212,776,330</u>
Total Liabilities	188,820,142	48,473,342	237,293,484
Deferred Inflows of Resources			
Related to pensions	3,786,189	195,468	3,981,657
Related to OPEB	5,462,726	580,347	6,043,073
Related to taxes	<u>62,524,153</u>	<u>-</u>	<u>62,524,153</u>
Total Deferred Inflows of Resources	71,773,068	775,815	72,548,883
Net Position:			
Net investment in capital assets	126,814,439	95,739,149	222,553,588
Restricted for:			
Dedicated income library	3,122,973	-	3,122,973
Housing revolving loans	1,510,051	-	1,510,051
Other purposes	922,370	-	922,370
Permanent funds:			
Nonexpendable	11,116,914	-	11,116,914
Expendable	4,271,943	-	4,271,943
Debt service	2,578,306	1,078,354	3,656,660
Unrestricted	<u>(78,754,092)</u>	<u>1,219,107</u>	<u>(77,534,985)</u>
Total Net Position	<u>71,582,904</u>	<u>98,036,610</u>	<u>169,619,514</u>
Total Liabilities, Deferred Inflows of Resources and Net Position	\$ <u>332,176,114</u>	\$ <u>147,285,767</u>	\$ <u>479,461,881</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Activities
For the Year Ended June 30, 2020

	<u>Expenses</u>	<u>Program Revenues</u>			<u>Net (Expenses) Revenues</u>
		<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>	
Governmental Activities:					
General government	\$ 11,183,043	\$ 1,693,495	\$ 4,863,693	\$ 1,523,780	\$ (3,102,075)
Public safety	31,862,639	4,712,049	1,538,992	-	(25,611,598)
General services	18,401,116	3,890,083	136,356	2,002,473	(12,372,204)
Community development	6,893,987	2,113,729	9,388	478,880	(4,291,990)
Leisure and information services	6,246,580	1,468,193	25,091	-	(4,753,296)
Human services	661,888	-	42,863	-	(619,025)
Interest on long-term debt	2,501,631	-	-	-	(2,501,631)
Total Governmental Activities	<u>77,750,884</u>	<u>13,877,549</u>	<u>6,616,383</u>	<u>4,005,133</u>	<u>(53,251,819)</u>
Business-Type Activities:					
Water	5,799,958	6,273,061	8,185	-	481,288
Sewer	7,477,700	7,703,516	50,564	73,410	349,790
Total Business-Type Activities	<u>13,277,658</u>	<u>13,976,577</u>	<u>58,749</u>	<u>73,410</u>	<u>831,078</u>
Total	<u>\$ 91,028,542</u>	<u>\$ 27,854,126</u>	<u>\$ 6,675,132</u>	<u>\$ 4,078,543</u>	<u>\$ (52,420,741)</u>

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Activities
For the Year Ended June 30, 2020

(continued)

	Governmental <u>Activities</u>	Business-Type <u>Activities</u>	<u>Total</u>
Changes in Net Position:			
Net (expenses) revenue from previous page	\$ (53,251,819)	\$ 831,078	\$ (52,420,741)
General Revenues:			
Property taxes	44,942,923	-	44,942,923
Penalties and Interest on taxes	443,726	-	443,726
Motor vehicle registrations	7,104,853	-	7,104,853
Investment income	1,991,073	143,310	2,134,383
Miscellaneous	710,969	233,156	944,125
Transfers, net	2,336,298	(2,336,298)	-
Permanent fund contributions	286,956	-	286,956
Special item - loss on disposal of capital asset	(797,864)	-	(797,864)
	<u>57,018,934</u>	<u>(1,959,832)</u>	<u>55,059,102</u>
Total general revenues, transfers, permanent fund contributions and special item			
Change in Net Position	3,767,115	(1,128,754)	2,638,361
Net Position			
Beginning of year	<u>67,815,789</u>	<u>99,165,364</u>	<u>166,981,153</u>
End of year	<u>\$ 71,582,904</u>	<u>\$ 98,036,610</u>	<u>\$ 169,619,514</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Governmental Funds
Balance Sheet
June 30, 2020

	<u>General</u>	General Capital Project <u>Fund</u>	Nonmajor Governmental <u>Funds</u>	Total Governmental <u>Funds</u>
Assets				
Cash and short-term investments	\$ 45,891,052	\$ 10,250,748	\$ 7,704,907	\$ 63,846,707
Investments	1,108,318	-	19,653,654	20,761,972
Receivables:				
Property taxes	39,214,191	-	-	39,214,191
Accounts	1,181,253	418,112	1,086,936	2,686,301
Loans	-	-	663,823	663,823
Inventory	337,990	-	269,973	607,963
Prepaid items	473,370	-	24,170	497,540
Total Assets	<u>\$ 88,206,174</u>	<u>\$ 10,668,860</u>	<u>\$ 29,403,463</u>	<u>\$ 128,278,497</u>
Liabilities, Deferred Inflows of Resources and Fund Balances				
Liabilities				
Accounts payable	\$ 1,255,924	\$ 1,544,466	\$ 784,952	\$ 3,585,342
Retainage payable	-	651,442	11,929	663,371
Accrued liabilities	1,423,330	-	119,069	1,542,399
Due to other governments	128,314	-	-	128,314
Notes payable	-	1,520,000	-	1,520,000
Compensated absences	-	-	53,754	53,754
Other liabilities	301,460	54,228	3,298	358,986
Total Liabilities	3,109,028	3,770,136	973,002	7,852,166
Deferred Inflows of Resources:				
Taxes collected in advance	24,778,361	-	-	24,778,361
Unavailable revenues	40,597,761	-	804,714	41,402,475
Total Deferred Inflows of Resources	65,376,122	-	804,714	66,180,836
Fund Balances:				
Nonspendable	811,360	-	11,411,057	12,222,417
Restricted	-	7,385,180	13,393,564	20,778,744
Committed	5,103,714	-	3,017,327	8,121,041
Assigned	1,280,000	-	-	1,280,000
Unassigned	12,525,950	(486,456)	(196,201)	11,843,293
Total Fund Balances	<u>19,721,024</u>	<u>6,898,724</u>	<u>27,625,747</u>	<u>54,245,495</u>
Total Liabilities, Deferred Inflows of Resources and Fund Balances	<u>\$ 88,206,174</u>	<u>\$ 10,668,860</u>	<u>\$ 29,403,463</u>	<u>\$ 128,278,497</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Reconciliation of Total Governmental Fund
Balances to Net Position of Governmental
Activities in the Statement of Net Position

June 30, 2020

Total governmental fund balances	\$ 54,245,495
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the governmental funds.	189,911,861
Other assets are not available to pay for current-period expenditures and, therefore, are deferred in the governmental funds.	3,659,981
Deferred outflows and inflows of pension resources are not financial resources nor are they available to pay current-period financial expenditures. Pension related outflows and inflows consist of:	
Deferred outflows	8,763,999
Deferred inflows	(3,786,189)
Deferred outflows and inflows of OPEB resources are not financial resources nor are they available to pay current-period financial expenditures. Pension related outflows and inflows consist of:	
Deferred outflows	5,133,221
Deferred inflows	(5,462,726)
Deferred outflows of resources related to deferred amount on advanced refunding will be recognized in future years.	88,536
Interest accrued on outstanding long-term debt.	(1,003,863)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds:	
Bonds payable	(67,845,016)
Net pension liability	(60,529,290)
Total OPEB liability	(48,166,945)
Other (compensated absences, landfill closure liability, and capital leases)	<u>(3,426,160)</u>
Net position of governmental activities	\$ <u><u>71,582,904</u></u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Governmental Funds
Statement of Revenues, Expenditures and Changes in Fund Balance
For the Year Ended June 30, 2020

	<u>General</u>	<u>Capital Project Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues				
Taxes	\$ 49,766,902	\$ -	\$ 1,758,463	\$ 51,525,365
Licenses and permits	1,205,850	-	-	1,205,850
Intergovernmental	6,942,747	2,002,473	1,062,150	10,007,370
Charges for services	5,529,429	-	7,773,258	13,302,687
Investment income	780,086	-	1,210,986	1,991,072
Contributions	-	441,128	459,973	901,101
Miscellaneous	324,475	-	876,997	1,201,472
Total Revenues	64,549,489	2,443,601	13,141,827	80,134,917
Expenditures				
Current:				
General government	10,006,199	58,794	869,424	10,934,417
Public safety	27,508,054	-	982,207	28,490,261
General services	8,904,612	-	5,134,469	14,039,081
Community development	3,310,749	-	1,071,858	4,382,607
Leisure and information services	4,528,169	-	980,623	5,508,792
Human services	637,809	-	-	637,809
Debt service:				
Principal	5,412,485	-	1,325,775	6,738,260
Interest	1,982,345	-	519,122	2,501,467
Capital outlay	-	14,039,940	119,589	14,159,529
Total Expenditures	62,290,422	14,098,734	11,003,067	87,392,223
Excess (deficiency) of revenues over expenditures	2,259,067	(11,655,133)	2,138,760	(7,257,306)
Other Financing Sources (Uses)				
Issuance of bonds	-	6,855,050	1,837,100	8,692,150
Bond premium	-	726,710	12,900	739,610
Transfers in	4,161,656	4,752,835	1,167,591	10,082,082
Transfers out	(5,603,911)	-	(2,141,873)	(7,745,784)
Total Other Financing Sources (Uses)	(1,442,255)	12,334,595	875,718	11,768,058
Net change in fund balance	816,812	679,462	3,014,478	4,510,752
Fund Balance, at Beginning of Year, as reclassified	18,904,212	6,219,262	24,611,269	49,734,743
Fund Balance, at End of Year	\$ 19,721,024	\$ 6,898,724	\$ 27,625,747	\$ 54,245,495

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Reconciliation of the Statement of Revenues,
Expenditures and Changes in Fund Balances of
Governmental Funds to the Statement of Activities

For the Year Ended June 30, 2020

Net changes in fund balances - total governmental funds	\$ 4,510,752
<p>Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense:</p>	
Capital outlay purchases	13,166,449
Loss on disposal of assets	(1,289,264)
Depreciation	(7,007,166)
<p>Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures, and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., property, liens, land use, and timber yield) differ between the two statements. This amount represents the net change in deferred revenue.</p>	
	336,050
<p>The issuance of long-term debt (i.e., bonds) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net position:</p>	
Repayments of debt	6,738,261
Issuance of debt	(8,692,150)
Bond premiums	(739,610)
Amortization of bond premiums	144,030
Amortization of refunding	(12,648)
<p>In the Statement of Activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.</p>	
	(163)
<p>Pension and OPEB related outflows and inflows are not reported as expenditures in the governmental funds, but are recorded as expenses in the statement of activities.</p>	
Net pension liability	(164,463)
Pension related deferred outflows and inflows of resources	(1,907,754)
Other post employment benefits liability	(650,738)
OPEB related deferred outflows and inflows of resources	(402,418)
<p>Some expenses reported in the Statement of Activities do not require the use of current financial resources and therefore, are not reported as expenditures in the governmental funds.</p>	
Compensated absences	(296,648)
Capital lease	9,595
Landfill post-closure liability	25,000
Change in net position of governmental activities	\$ <u>3,767,115</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Revenues, Expenditures, and Other Financing Sources and Uses -
Budget and Actual - General Fund - Budget Basis
For the Year Ended June 30, 2020

	<u>Budgeted Amounts</u>			Variance with Final Budget Positive <u>(Negative)</u>
	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual Amounts</u>	
Revenues				
Property Taxes	\$ 49,712,555	\$ 49,712,555	\$ 49,766,902	\$ 54,347
Licenses and permits	1,222,040	1,222,040	1,207,763	(14,277)
Intergovernmental	5,493,644	6,283,937	6,942,746	658,809
Charges for services	5,309,480	5,309,480	5,540,643	231,163
Investment income	700,000	700,000	613,031	(86,969)
Miscellaneous	169,305	169,305	311,349	142,044
Total Revenues	<u>62,607,024</u>	<u>63,397,317</u>	<u>64,382,434</u>	<u>985,117</u>
Expenditures				
General government	11,235,817	11,192,140	10,414,258	777,882
Public safety	27,205,950	27,323,703	27,508,055	(184,352)
General services	9,671,322	9,756,766	9,558,140	198,626
Community development	3,571,897	3,572,629	3,650,645	(78,016)
Leisure and information services	5,077,442	5,088,255	4,528,168	560,087
Human services	696,193	696,193	637,809	58,384
Debt service	7,354,830	7,354,830	7,394,830	(40,000)
Total Expenditures	<u>64,813,451</u>	<u>64,984,516</u>	<u>63,691,905</u>	<u>1,292,611</u>
Excess (deficiency) of revenue over expenditures	(2,206,427)	(1,587,199)	690,529	2,277,728
Other Financing Sources (Uses)				
Transfers in	3,917,833	4,048,333	3,957,460	(90,873)
Transfers out	(1,711,406)	(3,589,472)	(3,580,379)	9,093
Budgetary use of fund balance	-	1,128,338	-	(1,128,338)
Total Other Financing Sources (Uses)	<u>2,206,427</u>	<u>1,587,199</u>	<u>377,081</u>	<u>(1,210,118)</u>
Excess of revenues and other financing sources over expenditures and other financing uses	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,067,610</u>	<u>\$ 1,067,610</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Proprietary Funds
Statement of Net Position
June 30, 2020

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Assets and Deferred Outflows of Resources			
Assets			
Current:			
Cash and short-term investments	\$ 9,736,850	\$ 7,988,058	\$ 17,724,908
Receivables:			
User fees	715,178	927,010	1,642,188
Intergovernmental	-	98,325	98,325
Prepays	21,757	21,567	43,324
Inventory	8,788	-	8,788
Total current assets	10,482,573	9,034,960	19,517,533
Noncurrent:			
Intergovernmental	-	980,029	980,029
Capital assets:			
Land and construction in progress	4,771,115	6,307,565	11,078,680
Other capital assets, net of accumulated depreciation	60,380,499	54,226,202	114,606,701
Total noncurrent assets	65,151,614	61,513,796	126,665,410
Total assets	75,634,187	70,548,756	146,182,943
Deferred Outflows of Resources			
Related to pensions	219,196	233,259	452,455
Related to OPEB	258,269	237,452	495,721
Related to refunding	98,081	56,567	154,648
Total deferred outflows of resources	575,546	527,278	1,102,824
Total Assets and Deferred Outflows of Resources	\$ 76,209,733	\$ 71,076,034	\$ 147,285,767

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Proprietary Funds
Statement of Net Position
June 30, 2020

(continued)

	Business-Type Activities Enterprise Funds		
Liabilities, Deferred Inflows of Resources and Net Position			
Liabilities:			
Current:			
Accounts payable	\$ 111,115	\$ 673,552	\$ 784,667
Retainage payable	110,978	90,420	201,398
Accrued liabilities	287,689	293,706	581,395
Other current liabilities	72,427	7,314	79,741
Current portion of long-term liabilities:			
Bonds and loans payable	1,700,479	1,960,138	3,660,617
Other liabilities	94,595	82,466	177,061
Total current liabilities	2,377,283	3,107,596	5,484,879
Noncurrent:			
Bonds and loans payable, net of current portion	17,791,878	17,504,112	35,295,990
Net pension liability	1,513,888	1,611,024	3,124,912
Total OPEB liability	2,379,333	2,188,228	4,567,561
Total noncurrent liabilities	21,685,099	21,303,364	42,988,463
Total liabilities	24,062,382	24,410,960	48,473,342
Deferred Inflows of Resources			
Related to pensions	94,696	100,772	195,468
Related to OPEB	302,583	277,764	580,347
Total Deferred Inflows of Resources	397,279	378,536	775,815
Net Position:			
Net investment in capital assets	51,063,132	44,676,017	95,739,149
Restricted for debt service	-	1,078,354	1,078,354
Unrestricted	686,940	532,167	1,219,107
Total Net Position	51,750,072	46,286,538	98,036,610
Total Liabilities, Deferred Inflows of Resources and Net Position	\$ 76,209,733	\$ 71,076,034	\$ 147,285,767

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Proprietary Funds
Statement of Revenues, Expenses, and Changes in Fund Net Position
For the Year Ended June 30, 2020

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Operating Revenues			
Charges for services	\$ 6,273,061	\$ 7,703,516	\$ 13,976,577
Other	109,314	123,842	233,156
	6,382,375	7,827,358	14,209,733
Operating Expenses			
Salaries and benefits	2,146,903	1,436,135	3,583,038
Other operating expenses	958,542	2,146,204	3,104,746
Depreciation	2,108,937	3,246,884	5,355,821
	5,214,382	6,829,223	12,043,605
Operating Income	1,167,993	998,135	2,166,128
Nonoperating Revenues (Expenses)			
Investment income	63,203	80,107	143,310
Intergovernmental	8,185	50,564	58,749
Interest expense	(585,576)	(648,477)	(1,234,053)
	(514,188)	(517,806)	(1,031,994)
Total Nonoperating Revenues (Expenses), Net			
Income (Loss) Before Contributions and Transfers	653,805	480,329	1,134,134
Capital contributions	-	73,410	73,410
Transfers in	65,788	84,520	150,308
Transfers out	(1,166,545)	(1,320,061)	(2,486,606)
Change in Net Position	(446,952)	(681,802)	(1,128,754)
Net Position at Beginning of Year	52,197,024	46,968,340	99,165,364
Net Position at End of Year	\$ 51,750,072	\$ 46,286,538	\$ 98,036,610

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Proprietary Funds
Statement of Cash Flows
For the Year Ended June 30, 2020

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Cash Flows From Operating Activities			
Receipts from customers and users	\$ 6,216,250	\$ 7,552,900	\$ 13,769,150
Payments to employees for services	(2,029,519)	(2,102,101)	(4,131,620)
Payments to vendor for goods and services	<u>(1,059,306)</u>	<u>(2,152,150)</u>	<u>(3,211,456)</u>
Net Cash Provided By Operating Activities	3,127,425	3,298,649	6,426,074
Cash Flows From Noncapital Financing Activities			
Intergovernmental revenues	8,185	160,414	168,599
Transfers in	65,788	84,520	150,308
Transfers out	<u>(1,166,545)</u>	<u>(1,320,061)</u>	<u>(2,486,606)</u>
Net Cash (Used For) Noncapital Financing Activities	(1,092,572)	(1,075,127)	(2,167,699)
Cash Flows From Capital and Related Financing Activities			
Proceeds from issuance of bonds	4,259,750	1,023,100	5,282,850
Principal payments on bonds and loans	(1,410,305)	(2,368,072)	(3,778,377)
Bond premium	435,450	144,400	579,850
Acquisition and construction of capital assets, net disposals	(1,155,805)	(976,895)	(2,132,700)
Capital contributions	-	73,410	73,410
Interest expense	<u>(533,152)</u>	<u>(654,083)</u>	<u>(1,187,235)</u>
Net Cash Provided by (Used For) Capital and Related Financing Activities	1,595,938	(2,758,140)	(1,162,202)
Cash Flow From Investing Activities			
Investment income	<u>63,203</u>	<u>80,107</u>	<u>143,310</u>
Net Cash Provided by Investing Activities	<u>63,203</u>	<u>80,107</u>	<u>143,310</u>
Net Change in Cash and Short-Term Investments	3,693,994	(454,511)	3,239,483
Cash and Short-Term Investments, Beginning of Year	<u>6,042,856</u>	<u>8,442,569</u>	<u>14,485,425</u>
Cash and Short-Term Investments, End of Year	<u>\$ 9,736,850</u>	<u>\$ 7,988,058</u>	<u>\$ 17,724,908</u>
Reconciliation of Operating Income to Net Cash Provided by Operating Activities			
Operating income	\$ 1,167,993	\$ 998,135	\$ 2,166,128
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	2,108,937	3,246,884	5,355,821
Bond premium amortization	(45,940)	(58,549)	(104,489)
Changes in assets, deferred outflows, liabilities, and deferred inflows:			
User fees	(120,187)	(215,907)	(336,094)
Other assets	(7,634)	-	(7,634)
Deferred outflows	(20,137)	42,264	22,127
Accounts payable	(89,686)	(4,200)	(93,886)
Compensated absences	9,650	(5,049)	4,601
Net pension liability	(83,019)	(197,760)	(280,779)
Total OPEB liability	113,794	(529,820)	(416,026)
Deferred inflows	97,096	24,399	121,495
Other liabilities	<u>(3,442)</u>	<u>(1,748)</u>	<u>(5,190)</u>
Net Cash Provided By Operating Activities	<u>\$ 3,127,425</u>	<u>\$ 3,298,649</u>	<u>\$ 6,426,074</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

Fiduciary Funds
Statement of Fiduciary Net Position
June 30, 2020

	Agency Fund
Assets	
Cash and short-term investments	\$ <u>321,692</u>
Total Assets	\$ <u><u>321,692</u></u>
Liabilities	
Other liabilities	\$ <u>321,692</u>
Total Liabilities	\$ <u><u>321,692</u></u>

The accompanying notes are an integral part of these financial statements.

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2020 (AS OF JUNE 30, 2020)

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL						INCOME				TOTAL		
				%	Balance Beginning Year	Additions/ New Funds Created	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%	Earned During Year	Fees	Expended During Year	Balance End Year	Principal & Income
1/10/2005	Account 3053001210 Fund A Expendable - Cemetery 8 CEM-E Columbarium		Stocks & Bonds	0.64%	15,478.74	1,174.70		126.90	16,780.34	2,211.57	0.64%	417.30	(59.97)	2,568.90	19,349.24	
5/5/1997	Expendable - Library 9 L-E Library	Moulton	Stocks & Bonds	2.52%	61,080.33	3,668.00		500.75	65,249.09	10,483.98	2.52%	1,646.69	(236.63)	11,894.03	77,143.12	
7/18/2005	10 L-E Dane Trust		Stocks & Bonds	4.08%	98,852.40			810.42	99,662.82	15,133.61	4.08%	2,664.99	(382.97)	17,415.63	117,078.45	
9/24/2009	11 L-E Ann Soderstrom	Penacook Library	Stocks & Bonds	4.42%	107,103.79			878.07	107,981.86	14,106.29	4.42%	2,887.45	(414.93)	16,550.80	124,560.66	
5/13/2010	12 L-E Elizabeth Hoyt	Concord Library	Stocks & Bonds	3.23%	78,248.90			641.51	78,890.41	13,744.41	3.23%	2,109.54	(303.14)	15,550.80	94,441.21	
6/28/2013	13 L-E Eugene & Irene Pantzer Family TR		Stocks & Bonds	0.94%	22,710.32			186.19	22,896.51	1,940.06	0.94%	612.26	(87.98)	2,464.33	25,360.84	
1/1/1900	14 L-E J.Heath		Stocks & Bonds	1.42%	34,514.79			282.96	34,797.76	19,697.19	1.42%	930.50	(133.71)	20,493.97	55,291.72	
2/9/2015	Estate of Lucinda Biese		Stocks & Bonds	5.06%	122,649.36			1,005.51	123,654.88	6,277.49	5.06%	3,306.54	(475.16)	9,108.88	132,763.76	
1/25/2016	Catherine L. Pappas		Stocks & Bonds	0.00%	0.00			0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	
11/1/1989	Nelson Legacy 62 NL Nelson legacy		Stocks & Bonds	0.00%	0.00			0.00	0.00	292.38	0.00%	0.00	(0.00)	292.38	292.38	
1/9/1928	DEDICATED INCOME 61 DI Henry Kimball		Stocks & Bonds	4.85%	117,676.07	9,202.52		964.74	127,843.33	12,181.82	4.85%	3,172.47	(455.89)	14,898.40	142,741.73	
5/18/1994	62 DI B.A. Kimball		Stocks & Bonds	26.74%	648,670.97	87,722.64	(86,300.00)	5,317.99	655,411.60	58,969.60	26.74%	17,487.74	(2,513.02)	73,944.31	729,355.91	
5/18/1994	63 DI Chester Larson		Stocks & Bonds	7.71%	187,069.49	14,231.03		1,533.65	202,834.17	18,719.47	7.71%	5,043.27	(724.73)	23,038.01	225,872.18	
6/2/1926	64 DI William Thayer		Stocks & Bonds	38.40%	931,417.65	172,131.97	(100,000.00)	7,636.03	1,011,185.64	91,548.57	38.40%	25,110.40	(3,608.41)	113,050.55	1,124,236.19	
	Total Fund A			100.00%	2,425,472.82	288,130.86	(186,300.00)	19,884.72	2,547,188.40	265,306.42	100.00%	65,389.13	(9,396.55)	0.00	321,299.00	2,868,487.41
1/1/1900	Account 3053001201 Fund B Expendable - Conservation 1 C-E Conservation Fund	Purchase of Land	Stocks & Bonds	25.16%	408,606.10			12,875.71	361,881.81	178,826.93	25.16%	13,442.49	(2,062.93)	190,206.49	552,088.31	
6/8/1981	2 C-E Conservation Fund	Forest Fund	Stocks & Bonds	23.51%	381,859.45			12,032.89	393,892.34	121,734.55	23.51%	12,562.57	(1,927.90)	109,768.97	503,661.31	
12/28/1979	3 C-E Conservation Fund	Stevens Recreation	Stocks & Bonds	1.51%	24,476.59		(6,000.00)	771.29	19,247.88	14,549.56	1.51%	805.24	(123.58)	15,231.23	34,479.11	
3/15/1999	4 C-E Conservation Fund	Urban Tree	Stocks & Bonds	0.89%	14,521.52			457.59	14,979.11	8,610.39	0.89%	477.74	(73.31)	9,014.81	23,993.92	
11/17/2001	5 C-E Conservation Fund	Heritage	Stocks & Bonds	0.93%	15,028.48	406.80		473.57	15,908.85	2,479.19	0.93%	494.41	(75.87)	2,897.73	18,806.57	
9/1/2009	OPEB Trust	Employment Benefits	Stocks & Bonds	47.51%	771,712.70	3,750.00		24,317.68	796,030.38	117,953.83	47.51%	25,388.13	(3,896.15)	139,445.81	935,476.18	
4/10/2018	Stewardship of Land		Stocks & Bonds	0.50%	8,102.82			255.33	12,108.15	164.86	0.50%	266.57	(40.91)	390.52	12,498.67	
	Total Fund B			100.00%	1,624,307.66	4,156.80	(65,600.00)	51,184.06	1,614,048.52	444,319.32	100.00%	53,437.15	(8,200.66)	(22,600.25)	466,955.56	2,081,004.07

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2020 (AS OF JUNE 30, 2020)

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL						INCOME						TOTAL	
				%	Balance Beginning Year	Additions/ New Funds Created	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%	Earned During Year	Fees	Expended During Year	Balance End Year	Principal & Income	
	Account: 3053001194 Fund C <u>Non-Expendable Cemetery</u>																
9/7/1962	11 C-NE Individual Care	Milville	Stocks & Bonds	0.05%	5,222.68			22.95	5,245.63	421.01	0.05%	147.49	(21.73)		546.77	5,792.40	
3/9/1925	12 C-NE Individual Care	Suncook	Stocks & Bonds	0.02%	2,657.54			11.68	2,669.22	221.42	0.02%	75.05	(11.06)		285.41	2,954.63	
5/16/1983	13 C-NE Individual Care	Maple Grove	Stocks & Bonds	0.06%	6,864.24			30.16	6,894.40	617.76	0.06%	193.84	(28.55)		783.05	7,677.45	
3/9/1925	14 C-NE Individual Care	Pine Grove	Stocks & Bonds	0.15%	16,280.90			71.55	16,352.45	1,553.12	0.15%	459.76	(67.73)		1,945.15	18,297.60	
3/9/1925	15 C-NE Individual Care	Horse Hill	Stocks & Bonds	0.01%	1,291.32			5.67	1,296.99	135.84	0.01%	36.47	(5.37)		166.93	1,463.93	
3/9/1925	16 C-NE Individual Care	Old Fort	Stocks & Bonds	0.00%	175.26			0.77	176.03	23.18	0.00%	4.95	(0.73)		27.40	203.43	
10/11/1972	17 C-NE Individual Care	Old North	Stocks & Bonds	0.32%	35,221.30			154.78	35,376.08	3,457.96	0.32%	994.63	(146.52)		4,306.08	39,682.15	
6/29/1954	18 C-NE Individual Care	Woodlawn	Stocks & Bonds	0.34%	37,055.94			162.84	37,218.78	4,190.60	0.34%	1,046.44	(154.15)		5,082.89	42,301.67	
6/29/1954	19 C-NE Individual Care	Blossom Hill	Stocks & Bonds	29.84%	3,287,143.28			14,445.07	3,301,588.36	245,260.22	29.84%	92,826.95	(13,674.20)		254,412.97	3,556,001.33	
1/1/1900	20 C-NE Individual Care	Concord Calvary	Stocks & Bonds	8.16%	898,840.50			3,949.88	902,790.38	41,128.47	8.16%	25,382.72	(3,739.09)		48,772.10	951,562.48	
1/1/1900	21 C-NE Individual Care	Penacook Calvary	Stocks & Bonds	0.08%	8,862.30			38.94	8,901.25	0.00	0.08%	250.27	(36.87)		(0.00)	8,901.25	
1/1/1900	22 C-NE Cemetery-General Care	General	Stocks & Bonds	42.76%	4,710,254.71	53,872.00		20,698.82	4,784,825.53	133,186.07	42.76%	133,014.77	(19,594.21)		179,106.63	4,963,932.15	
1/1/1900	23 C-NE Cemetery-Flowers	Flowers	Stocks & Bonds	3.88%	427,016.30			1,876.49	428,892.79	18,265.44	3.88%	12,058.68	(1,776.35)		22,547.78	451,440.56	
1/1/1900	24 C-NE Single Grave Annex	General	Stocks & Bonds	1.06%	116,264.22			510.91	116,775.14	21,600.02	1.06%	3,283.63	(483.65)		24,399.61	141,174.74	
04/07/1878	25 C-NE Seth K. Jones	Monument Fund	Stocks & Bonds	0.02%	2,490.70			10.95	2,501.64	11,916.92	0.02%	70.34	(10.36)		11,976.90	14,478.54	
10/25/1965	26 C-NE Shrub-Cemetery	Shrub	Stocks & Bonds	0.66%	73,233.58			321.82	73,555.40	4,097.22	0.66%	2,068.07	(304.64)		4,360.65	77,916.05	
12/22/1948	28 C-NE Florence Wilson	Flower	Stocks & Bonds	0.00%	354.11			1.56	355.67	38.82	0.00%	10.00	(1.47)		47.34	403.01	
6/16/1916	29 C-NE J. Eastman Pecker	Pine Grove	Stocks & Bonds	0.31%	33,598.93			147.65	33,746.58	60,891.71	0.31%	948.81	(139.77)		61,200.76	94,947.34	
3/11/1941	30 C-NE Edith & Emily	Landscape	Stocks & Bonds	0.01%	1,484.55			6.52	1,491.08	4,792.89	0.01%	41.92	(6.18)		4,828.64	6,319.72	
1/1/1940	31 C-NE A.C. Camoli	Flowers/Care	Stocks & Bonds	0.01%	1,269.71			5.58	1,275.29	110.71	0.01%	35.86	(5.28)		141.28	1,416.57	
5/8/1958	32 C-NE Mrs. H.A. Kimball	Cemetery Care	Stocks & Bonds	0.03%	3,692.04			16.22	3,708.27	2,625.83	0.03%	104.26	(15.36)		2,714.74	6,423.01	
6/8/1938	33 C-NE Sen. Styles Bridges	Care & Preservation	Stocks & Bonds	0.03%	3,428.91			15.07	3,443.98	2,814.82	0.03%	96.83	(14.26)		2,897.38	6,341.36	
10/4/1974	34 C-NE Judge Elwin Page	Cemetery Care	Stocks & Bonds	0.01%	1,092.51			4.80	1,097.32	727.32	0.01%	30.85	(4.54)		753.62	1,850.94	
3/30/1976	35 C-NE Alvin P. Dunbar	Monument Care	Stocks & Bonds	0.00%	354.11			1.56	355.67	330.84	0.00%	10.00	(1.47)		339.37	695.03	
9/25/1936	36 C-NE Caroline DeFaugi	Mausoleum	Stocks & Bonds	0.36%	39,835.98			175.06	40,011.04	25,604.78	0.36%	1,124.94	(165.71)		26,564.01	66,575.05	
1/1/1900	37 C-NE Thompson Monument	Monument Fund	Stocks & Bonds	0.34%	37,215.24			163.54	37,378.77	10,579.42	0.34%	1,050.94	(154.81)		11,235.73	48,614.51	
7/1/1905	38 C-NE Alvin P. Dunbar	Flowers	Stocks & Bonds	0.06%	6,794.79			29.86	6,824.65	880.88	0.06%	191.88	(28.27)		1,044.49	7,869.14	
10/14/1902	39 C-NE Minot Enclosure	Cemetery Care	Stocks & Bonds	0.19%	20,460.67			89.91	20,550.58	20,682.74	0.19%	577.80	(85.11)		21,175.42	41,726.00	
3/9/1925	39 C-NE Imp. & Ornamentation	Cemetery	Stocks & Bonds	0.14%	15,296.10			67.22	15,363.32	7,737.95	0.14%	431.95	(63.63)		8,106.28	23,469.59	
7/5/1905	40 C-NE Frank J. Sulloway	Cemetery	Stocks & Bonds	0.04%	4,051.81			17.81	4,069.62	2,118.96	0.04%	114.42	(16.86)		2,216.52	6,286.14	
	<u>Non-Expendable Library</u>																
02/09/1892	38 L-NE Abigail Walker	Schools	Stocks & Bonds	0.03%	2,998.76			13.18	3,011.94	0.00	0.03%	84.68	(12.47)		(0.00)	3,011.94	
1/1/1900	39 L-NE Library-Books	David Osgood	Stocks & Bonds	0.01%	738.40			3.24	741.65	106.75	0.01%	20.85	(3.07)		124.53	866.18	
1/1/1900	40 L-NE Library-Books	Stephen Abbot	Stocks & Bonds	0.03%	3,692.04			16.22	3,708.27	533.74	0.03%	104.26	(15.36)		622.64	4,330.91	
4/19/1909	41 L-NE Library-Books	William Chase	Stocks & Bonds	0.03%	3,780.53			16.61	3,797.14	547.16	0.03%	106.76	(15.73)		638.19	4,435.34	
1/1/1900	42 L-NE Library-Books	Cogswell Coll.	Stocks & Bonds	0.08%	8,454.09			37.15	8,491.24	1,222.03	0.08%	238.74	(35.17)		1,425.60	9,916.85	
7/2/1942	43 L-NE Library-Books	C.R. Covey	Stocks & Bonds	0.67%	73,440.52			322.73	73,763.25	2,070.88	0.67%	2,073.92	(305.51)		3,839.29	77,602.54	
12/4/1923	44 L-NE Library-Books	Joe Hazeltine	Stocks & Bonds	0.11%	12,183.03			53.54	12,236.57	1,461.20	0.11%	344.04	(50.68)		1,754.56	13,991.13	
01/03/1865	45 L-NE Library-Books	G.P. Lynn	Stocks & Bonds	0.03%	3,692.04			16.22	3,708.27	533.74	0.03%	104.26	(15.36)		622.64	4,330.91	
1/1/1900	46 L-NE Library-Books	Franklin Pierce	Stocks & Bonds	0.03%	3,692.04			16.22	3,708.27	533.74	0.03%	104.26	(15.36)		622.64	4,330.91	
01/10/1890	47 L-NE Library-Books	Thomas Valpey	Stocks & Bonds	0.02%	1,830.87			8.05	1,838.91	265.22	0.02%	51.70	(7.62)		309.31	2,148.22	
1/9/1934	48 L-NE Library-Books	Seth Jones	Stocks & Bonds	0.00%	274.08			1.20	275.28	39.78	0.00%	7.74	(1.14)		46.38	321.67	
9/10/1918	49 L-NE Samuel Eastman	Books	Stocks & Bonds	0.05%	5,605.61			24.63	5,630.24	810.37	0.05%	158.30	(23.32)		945.36	6,575.60	
1/9/1934	50 L-NE Seth K. Jones	Cem. Books, Lib	Stocks & Bonds	0.03%	3,692.04			16.22	3,708.27	467.42	0.03%	104.26	(15.36)		556.32	4,264.59	
1/10/1949	51 L-NE Charles Parker Bancroft	Building fund	Stocks & Bonds	0.24%	26,375.19			115.90	26,491.09	4,598.70	0.24%	744.82	(109.72)		5,233.80	31,724.90	
1/9/1945	52 L-NE Library-General Purpose	G. Blanchard	Stocks & Bonds	2.06%	226,364.83			994.74	227,359.57	33,458.32	2.06%	6,392.41	(941.66)		38,909.07	266,268.63	
12/4/1923	53 L-NE Charles Corning	New Library Fund	Stocks & Bonds	0.63%	69,435.35			305.13	69,740.47	12,080.53	0.63%	1,960.81	(288.84)		13,750.52	83,492.97	
9/10/1918	54 L-NE Library-General Purpose	S.G. Eastman	Stocks & Bonds	1.47%	161,919.86			711.54	162,631.40	23,731.88	1.47%	4,572.52	(673.57)		27,630.83	190,262.23	
3/11/1987	55 L-NE Library-General Purpose	Dr. M. Atchison Estate	Stocks & Bonds	0.03%	3,328.17			14.63	3,342.80	555.29	0.03%	133.84	(13.84)		635.43	3,978.23	
1/27/1940	56 L-NE Arthur Carpenter	Books & Periodicals	Stocks & Bonds	2.89%	318,098.96			1,397.86	319,496.82	23,977.44	2.89%	8,982.92	(1,323.26)		31,637.10	351,133.92	
2/26/1997	57 L-NE Marie Colbert		Stocks & Bonds	2.47%	272,488.70			1,197.43	273,686.13	45,010.34	2.47%	7,694.92	(1,133.53)		51,571.73	325,257.86	
	<u>Non-Expendable Other</u>																
1/1/1900	58 0-NE Rollins Trust	B-Cen Square	Stocks & Bonds	0.05%	5,562.83			24.45	5,587.27	4,947.44	0.05%	157.09	(23.14)		5,081.39	10,668.67	
1/1/1900	59 0-NE Countess of Rumford	Female Charity Society	Stocks & Bonds	0.07%	7,353.88			32.32	7,386.20	0.00	0.07%	207.67	(30.59)		(0.00)	7,386.20	
9/10/1918	60 0-NE Eastman Association	Eastman Park	Stocks & Bonds	0.02%	1,655.56			7.28	1,662.84	1,837.18	0.02%	46.75	(6.89)		1,877.05	3,539.88	
	Total Fund C			100.00%	11,014,638.69	53,872.00	0.00	48,402.90	11,116,913.59	784,832.94	100.00%	311,046.79	(45,819.85)	(160,202.50)	889,857.38	12,006,770.98	

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2020 (AS OF JUNE 30, 2020)

# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	HOW INVESTED				PRINCIPAL				INCOME				TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value	S&P
		Investment Name	Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year	Income During Year	Expended During Year	Balance End Year					
FUND C	CITY OF CONCORD - #3053001194	Type																
100,000	Federal Farm Credit Bank 2.40% 09/21/26	Bond	96,998.09					96,998.09			(2,400.00)			96,998.09	9,530.00	111,117.00	AA+	
0	Federal Farm Credit Bank 2.03% 08/14/19	Bond	0.00					0.00			0.00			0.00	0.00	0.00	AA+	
0	Federal Farm Credit Bank 1.60% 01/05/21	Bond	0.00					0.00			0.00			0.00	0.00	0.00	AA+	
0	Federal Home Loan Bank 2.00% 09/09/22	Bond	0.00					0.00			0.00			0.00	0.00	0.00	AA+	
0	Federal Home Loan Bank 2.00% 10/24/19	Bond	0.00					0.00			0.00			0.00	0.00	0.00	AA+	
0	Federal Home Loan Bank 1.63% 06/14/19	Bond	0.00					0.00			0.00			0.00	0.00	0.00	AA+	
0	Federal Home Loan Bank 2.50% 12/09/22	Bond	251,927.50		3,252.58		255,180.08	0.00			(763.89)			256,060.00	(879.92)	263,940.00	AA+	
0	Fed Home Ln Mig Corp 1.38% 05/01/20	Bond	0.00					0.00			0.00			0.00	0.00	0.00	AA+	
0	Fed Home Ln Mig Corp 2.00% 11/30/20	Bond	0.00					0.00			0.00			0.00	0.00	0.00	AA+	
200,000	Fed Home Ln Mig Corp 1.40% 5/21/30	Bond	0.00	200,000.00				200,000.00			38.89			200,000.00	150.00	200,150.00	AA+	
100,000	Apple Inc 2.85% 05/06/21	Bond	102,275.00					102,275.00			(2,850.00)			101,463.00	717.00	102,180.00	AA+	
0	Bank of NY Mellon Corp 2.15% 02/24/20	Bond	99,750.00		201.00		99,951.00	0.00			(895.83)			99,890.00	61.00	100,000.00	AA	
0	BB&T Corporation 2.45% 01/15/20	Bond	100,377.00		(377.00)		100,000.00	0.00			(2,245.83)			100,027.00	(27.00)	100,000.00	AA	
0	Berkshire Hathaway 2.00% 08/15/18	Bond	0.00					0.00			0.00			0.00	0.00	0.00	AA	
0	Boeing Company 4.88% 02/15/20	Bond	154,495.50		(3,393.00)		151,102.50	0.00			(5,342.19)			152,226.00	(1,123.50)	153,349.50	AA	
0	Boeing Company 3.25% 03/01/28	Bond	0.00	262,662.50	(44,175.00)		218,487.50	0.00			(3,949.66)			0.00	(44,175.00)	0.00	BBB-	
200,000	Burlington Nth Santa Fe 3.75% 04/01/24	Bond	203,948.00				203,948.00	0.00			(7,500.00)			213,572.00	7,470.00	221,042.00	A+	
250,000	Cisco Sys Inc 2.20% 09/20/23	Bond	246,705.00				246,705.00	0.00			(5,500.00)			250,915.00	13,065.00	263,980.00	AA-	
100,000	Eaton Vance CRP 3.5% 04/06/27	Bond	0.00	104,088.00			104,088.00	0.00			(2,576.39)			100,831.00	5,614.00	109,702.00	A-	
100,000	Exxon Mobil Corp 2.40% 03/06/22	Bond	99,980.00				99,980.00	0.00			(2,397.00)			100,831.00	2,260.00	103,091.00	AA	
150,000	Glaxosmithkline (GSK) 3.38% 06/01/29	Bond	0.00	159,942.00			159,942.00	0.00			(2,770.32)			0.00	12,550.50	172,492.50	N/A	
150,000	Home Depot 3.00% 04/01/26	Bond	0.00	155,314.50			155,314.50	0.00			(3,000.00)			0.00	13,278.00	168,592.50	A	
100,000	Intel Corp 2.70% 12/15/22	Bond	102,055.00				102,055.00	0.00			(2,700.00)			101,745.00	4,185.00	105,930.00	A+	
150,000	JNJ 1.65% 03/01/21	Bond	150,282.00				150,282.00	0.00			(2,475.00)			149,134.50	2,095.50	151,230.00	AAA	
0	Oracle Corp 2.38% 01/15/19	Bond	0.00				0.00	0.00			0.00			0.00	0.00	0.00	A	
200,000	State Str Corp 3.55% 08/18/25	Bond	0.00	217,064.00			217,064.00	0.00			(3,550.00)			0.00	10,396.00	227,460.00	A	
100,000	Target 3.38% 04/15/29	Bond	0.00	106,125.00			106,125.00	0.00			(2,446.87)			0.00	9,337.00	115,462.00	A	
0	Toronto Dominion Bank 2.50% 12/14/20	Bond	245,837.50		5,555.00		251,392.50	0.00			(2,673.61)			251,437.50	(45.00)	251,392.50	AA-	
100,000	US Bancorp 2.95% 07/15/22	Bond	100,349.00				100,349.00	0.00			(2,950.00)			102,108.00	2,695.00	104,803.00	A+	
250,000	UnitedHealth Group Inc 2.88% 03/15/23	Bond	252,402.50				252,402.50	0.00			(7,187.50)			254,810.00	11,675.00	266,485.00	A+	
0	US Treas Note 0.88% 07/15/18	Treasury Bond/Note	0.00				0.00	0.00			0.00			0.00	0.00	0.00	AA+	
0	US Treas Note 1.00% 09/15/18	Treasury Bond/Note	0.00				0.00	0.00			0.00			0.00	0.00	0.00	AA+	
0	US Treas Note 1.25% 01/31/19	Treasury Bond/Note	0.00				0.00	0.00			0.00			0.00	0.00	0.00	AA+	
250,000	US Treas Note 1.38% 01/31/21	Treasury Bond/Note	247,822.27				247,822.27	0.00			(3,437.50)			248,242.50	3,477.50	251,720.00	AA+	
250,000	US Treas Note 2.63% 06/15/21	Treasury Bond/Note	249,599.61				249,599.61	0.00			(6,562.50)			254,170.00	1,670.00	255,840.00	AA+	
200,000	US Treas Note 2.00% 12/31/21	Treasury Bond/Note	194,937.50				194,937.50	0.00			(6,000.00)			201,344.00	4,110.00	205,454.00	AA+	
250,000	US Treas Note 1.50% 01/31/22	Treasury Bond/Note	254,296.88				254,296.88	0.00			(3,750.00)			248,595.00	6,610.00	255,205.00	AA+	
100,000	US Treas Note 2.50% 05/15/24	Treasury Bond/Note	99,437.50				99,437.50	0.00			(2,500.00)			103,434.00	5,367.00	108,801.00	AA+	
150,000	US Treas Note 2.13% 06/30/22	Treasury Bond/Note	146,273.44				146,273.44	0.00			(4,781.25)			151,770.00	4,089.00	155,859.00	AA+	
100,000	US Treas Note 2.00% 10/31/22	Treasury Bond/Note	96,273.44				96,273.44	0.00			(2,000.00)			100,875.00	3,375.00	104,250.00	AA+	
200,000	US Treas Note 2.13% 12/31/22	Treasury Bond/Note	194,054.69				194,054.69	0.00			(6,375.00)			202,726.00	7,016.00	209,742.00	AA+	
150,000	US Treas Note 1.75% 05/15/23	Treasury Bond/Note	150,837.89				150,837.89	0.00			(2,625.00)			150,082.50	6,667.50	156,750.00	AA+	
250,000	US Treas Note 1.25% 07/31/23	Treasury Bond/Note	248,388.67				248,388.67	0.00			(3,125.00)			245,195.00	13,037.50	258,232.50	AA+	
100,000	US Treas Note 2.25% 1/31/24	Treasury Bond/Note	103,558.59				103,558.59	0.00			(18.54)			257,325.00	3,754.41	107,313.00	AA+	
250,000	US Treas Note 2.36% 08/15/24	Treasury Bond/Note	262,148.44				262,148.44	0.00			(5,937.50)			153,492.00	14,667.50	271,992.50	AA+	
150,000	US Treas Note 2.25% 11/15/24	Treasury Bond/Note	156,750.00				156,750.00	0.00			(3,375.00)			153,492.00	9,580.50	163,072.50	AA+	
250,000	US Treas Note 2.00% 02/15/25	Treasury Bond/Note	254,453.13				254,453.13	0.00			(5,000.00)			252,540.00	17,402.50	269,942.50	AA+	
250,000	US Treas Note 2.00% 08/15/25	Treasury Bond/Note	248,339.84				248,339.84	0.00			(5,000.00)			252,392.50	18,995.00	271,387.50	AA+	
250,000	US Treas Note 2.36% 01/31/23	Treasury Bond/Note	248,906.25				248,906.25	0.00			(5,937.50)			255,585.00	8,565.00	264,150.00	AA+	
250,000	US Treas Note 2.38% 05/15/29	Treasury Bond/Note	0.00	257,617.18			257,617.18	0.00			(4,824.22)			0.00	30,897.82	288,515.00	AA+	
430	Accenture PLC Ireland	Stock	33,466.05				33,466.05	0.00			(1,032.00)			79,451.10	12,878.50	92,329.60	A+	
392	Adobe Sys Inc	Stock	40,356.44				40,356.44	0.00			0.00			115,502.80	55,138.72	170,641.52	A	
116	Alphabet Inc Com Cl A	Stock	47,921.28				47,921.28	0.00			0.00			125,604.80	38,889.00	164,493.80	AA+	
83	Alphabet Inc Com Cl C	Stock	24,207.49				24,207.49	0.00			0.00			89,715.53	27,614.10	117,329.63	AA+	
95	Amazon Com Inc	Stock	107,549.96				92,884.06	0.00			0.00			208,299.30	92,907.75	262,087.90	AA-	
790	American Express Co	Stock	84,566.81		24,453.25		84,566.81	0.00			(1,327.20)			97,517.60	(22,309.60)	75,208.00	BBB+	
378	American Tower Corp	Stock	0.00	77,499.71			77,499.71	0.00			(790.02)			0.00	20,228.41	97,728.12	BBB-	

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2020 (AS OF JUNE 30, 2020)

# Shares or Units	Investment Name	Type	HOW INVESTED					PRINCIPAL					INCOME					TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value	S&P
			Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year							
520	Amgen Inc	Stock	37,182.19				37,182.19	0.00	3,172.00	(3,172.00)	0.00	3,172.00	0.00	37,182.19	26,821.60	122,647.20	A-					
0	Analog Devices, Inc	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	BBB +					
370	Aon Plc Shs Cl A	Stock	40,646.69				40,646.69	0.00	651.20	(651.20)	0.00	651.20	0.00	40,646.69	(140.60)	71,262.00	A-					
1,332	Apple Inc	Stock	72,797.80				72,797.80	0.00	4,169.16	(4,169.16)	0.00	4,169.16	0.00	72,797.80	222,284.16	485,913.60	AA+					
1,745	Applied Materials Inc	Stock	0.00	104,660.13			104,660.13	0.00	634.85	(634.85)	0.00	634.85	0.00	104,660.13	825.12	105,485.25	A-					
0	Aptiv Plc	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	BBB					
3,813	AT & T Inc	Stock	108,313.92	28,894.02	2.05		137,209.99	0.00	7,462.08	(7,462.08)	0.00	7,462.08	0.00	137,209.99	(15,597.96)	115,266.99	BBB					
0	Avery Dennison Corp	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	BBB					
4,370	Bank of America Corporation	Stock	120,309.24	33,250.96	4.44		123,300.16	0.00	2,403.90	(2,403.90)	0.00	2,403.90	0.00	123,300.16	(18,533.98)	103,787.50	A-					
0	Berkshire Hathaway Inc Del Cl B New	Stock	46,920.64		29,889.76		0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,332.60	0.00	0.00	AA					
362	Biogen Inc	Stock	72,570.76	33,835.25			106,406.01	0.00	0.00	0.00	0.00	0.00	106,406.01	5,953.57	96,853.10	A-						
0	Blackrock Inc	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	AA-					
293	Boeing Co	Stock	48,208.60				48,208.60	0.00	1,806.36	(1,806.36)	0.00	1,806.36	0.00	48,208.60	(52,948.03)	53,706.90	BBB-					
0	Boston Scientific Corp	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	BBB-					
0	Caterpillar Inc	Stock	58,984.70		22,229.74		0.00	0.00	1,141.24	(1,141.24)	0.00	1,141.24	0.00	0.00	5,709.78	0.00	A					
2,120	Charles Schwab Corp New	Stock	94,307.58				94,307.58	0.00	1,484.00	(1,484.00)	0.00	1,484.00	0.00	94,307.58	(13,674.00)	71,528.80	A					
0	Chevron Corp	Stock	59,879.06		3,451.80		0.00	0.00	1,273.30	(1,273.30)	0.00	1,273.30	0.00	0.00	(3,244.54)	0.00	AA					
0	Cigna Corporation	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	A-					
293	Cintas Corporation	Stock	13,172.56				13,172.56	0.00	747.15	(747.15)	0.00	747.15	0.00	13,172.56	8,517.51	78,043.48	A-					
1,910	Cisco Systems	Stock	90,052.58				90,052.58	0.00	2,693.10	(2,693.10)	0.00	2,693.10	0.00	90,052.58	(15,451.90)	89,082.40	AA-					
1,285	Citigroup Inc Com New	Stock	76,020.21				76,020.21	0.00	2,621.40	(2,621.40)	0.00	2,621.40	0.00	76,020.21	(24,325.05)	65,663.50	BBB+					
0	Clorox Co	Stock	48,494.07		21,529.63		0.00	0.00	466.40	(466.40)	0.00	466.40	0.00	67,368.40	2,655.30	0.00	A-					
1,795	Comcast Corp New Cl A	Stock	57,682.82				57,682.82	0.00	1,543.70	(1,543.70)	0.00	1,543.70	0.00	57,682.82	(5,923.50)	69,989.10	A-					
1,700	ConocoPhillips	Stock	97,962.24				97,962.24	0.00	2,660.50	(2,660.50)	0.00	2,660.50	0.00	97,962.24	(32,266.00)	71,434.00	A					
324	Costco Whsl Corp New	Stock	54,065.33				54,065.33	0.00	858.60	(858.60)	0.00	858.60	0.00	54,065.33	12,619.80	98,240.04	A+					
1,250	D R Horton Inc	Stock	0.00	71,722.50			71,722.50	0.00	0.00	0.00	0.00	0.00	71,722.50	(2,410.00)	69,312.50	BBB						
655	Digital Rty Tr Inc	Stock	0.00	85,939.80			85,939.80	0.00	733.60	(733.60)	0.00	733.60	0.00	85,939.80	7,142.25	93,082.05	BBB					
675	Dollar Gen Corp New Com	Stock	63,309.16				63,309.16	0.00	891.00	(891.00)	0.00	891.00	0.00	63,309.16	37,361.25	128,594.25	BBB					
1,620	Edwards Lifesciences Corp	Stock	73,789.54				73,789.54	0.00	0.00	0.00	0.00	0.00	73,789.54	12,198.60	111,958.20	BBB						
690	Eli Lilly & Co	Stock	59,891.46				59,891.46	0.00	1,911.30	(1,911.30)	0.00	1,911.30	0.00	76,445.10	36,839.10	113,284.20	A+					
0	Equity Residential	Stock	0.00	66,945.44	(18,344.31)		0.00	0.00	1,381.31	(1,381.31)	0.00	1,381.31	0.00	0.00	(18,344.31)	0.00	A-					
0	Exxon Mobil Corp	Stock	95,379.82		(23,531.91)		0.00	0.00	2,061.90	(2,061.90)	0.00	2,061.90	0.00	90,806.55	(18,958.64)	0.00	AA					
884	Facebook Inc Cl A	Stock	35,811.55	89,481.73			125,293.28	0.00	0.00	0.00	0.00	0.00	125,293.28	68,322.00	200,729.88	N/A						
0	Fiserv Inc	Stock	33,252.06		68,115.20		0.00	0.00	0.00	0.00	0.00	0.00	0.00	88,425.20	12,942.06	0.00	BBB					
0	Gap Inc	Stock	62,777.43		(23,103.25)		0.00	0.00	607.46	(607.46)	0.00	607.46	0.00	45,014.85	(5,340.67)	0.00	BB-					
0	Garrett Motion Inc Com	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	BB-					
0	General Dynamics	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	A					
0	Halliburton Co	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	A					
460	L3Harris Technologies Inc (FKA Harris Corporation)	Stock	40,443.61				40,443.61	0.00	1,472.00	(1,472.00)	0.00	1,472.00	0.00	86,999.80	(8,951.60)	78,048.20	BBB+					
685	HCA Healthcare Inc	Stock	0.00	98,203.20			98,203.20	0.00	678.55	(678.55)	0.00	678.55	0.00	98,203.20	(31,717.10)	66,486.10	BBB					
605	Hershey Company	Stock	63,161.46				63,161.46	0.00	1,870.68	(1,870.68)	0.00	1,870.68	0.00	63,161.46	(2,668.05)	78,420.10	A					
485	Home Depot Inc	Stock	66,671.13				66,671.13	0.00	2,774.20	(2,774.20)	0.00	2,774.20	0.00	100,865.45	20,631.90	121,497.35	A					
760	Honeywell Intl Inc	Stock	72,507.41	26,843.29			99,350.70	0.00	2,059.20	(2,059.20)	0.00	2,059.20	0.00	102,135.15	(19,090.04)	109,888.40	A					
0	Illinois Tool Works	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	A+					
1,480	Intel Corp	Stock	105,066.92		1,110.44		70,681.38	0.00	1,909.20	(1,909.20)	0.00	1,909.20	0.00	105,314.00	18,730.38	88,548.40	A+					
770	Johnson & Johnson	Stock	56,771.60				56,771.60	0.00	2,972.20	(2,972.20)	0.00	2,972.20	0.00	107,245.60	1,039.50	108,285.10	AAA					
0	Jpmorgan Chase & Co	Stock	48,906.03		49,369.67		0.00	0.00	1,607.00	(1,607.00)	0.00	1,607.00	0.00	79,937.00	18,338.70	0.00	A-					
0	Lincoln National Corp	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	A-					
420	Linde PLC Com	Stock	73,313.98				73,313.98	0.00	1,543.92	(1,543.92)	0.00	1,543.92	0.00	84,336.00	4,750.20	89,086.20	A					
0	M & T Bank Corp	Stock	62,914.98		(23,439.19)		0.00	0.00	1,200.00	(1,200.00)	0.00	1,200.00	0.00	63,776.25	(24,300.46)	0.00	A-					
730	Marsh & McLennan Companies, Inc	Stock	32,096.31				32,096.31	0.00	1,328.60	(1,328.60)	0.00	1,328.60	0.00	72,817.50	5,562.60	78,380.10	A-					
0	McDonalds Corp	Stock	83,913.99		23,885.48		0.00	0.00	643.80	(643.80)	0.00	643.80	0.00	115,251.30	(7,451.83)	0.00	BBB+					
0	Mettler Toledo International	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	NR					
2,325	Microsoft Corp	Stock	83,377.47	23,945.79			107,323.26	0.00	4,546.25	(4,546.25)	0.00	4,546.25	0.00	288,014.00	161,200.96	473,160.75	AAA					
0	Mosaic Co	Stock	58,091.74		(18,686.03)		0.00	0.00	91.00	(91.00)	0.00	91.00	0.00	45,554.60	(6,148.89)	0.00	BBB-					
385	Motorola Solutions Inc Com New	Stock	63,257.36		11,745.59		42,354.93	0.00	1,040.00	(1,040.00)	0.00	1,040.00	0.00	95,869.75	(9,271.68)	53,960.05	BBB-					
380	Nextera Energy Inc Com	Stock	22,714.50				22,714.50	0.00	2,014.00	(2,014.00)	0.00	2,014.00	0.00	77,846.80	13,417.80	91,264.60	A-					
1,535	Nike Inc Cl B	Stock	116,642.59				116,642.59	0.00	1,427.56	(1,427.56)	0.00	1,427.56	0.00	128,863.25	21,643.50	150,506.75	AA-					

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2020 (AS OF JUNE 30, 2020)

# Shares or Units	Investment Name	Type	HOW INVESTED			PRINCIPAL				INCOME			TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value	S&P
			DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year						
275	Nvidia Corp	Stock	0.00	56,786.12					56,786.12	44.00	(44.00)	0.00	56,786.12	0.00	104,475.25	A-	
965	Oneok Inc	Stock	0.00	70,606.54					70,606.54	1,804.56	(1,804.56)	0.00	70,606.54	0.00	32,057.30	BBB	
2,340	Oracle Systems Corp	Stock	82,654.89	30,152.59					112,807.48	2,112.00	(2,112.00)	0.00	112,807.48	(2,227.39)	129,331.80	A	
	0 Parker-Hannifin Corp	Stock	0.00						0.00	0.00	0.00	0.00	0.00	0.00	0.00	BBB+	
1,005	Paypal Hldgs Inc	Stock	60,120.46	33,927.52					94,047.98	0.00	0.00	0.00	94,047.98	62,768.53	175,101.15	BBB+	
665	Pepsico Inc	Stock	58,838.71		18,139.16				42,072.84	3,344.41	(3,344.41)	0.00	42,072.84	907.03	87,952.90	A+	
	0 Pfizer Inc	Stock	73,877.75		(12,033.84)				0.00	613.80	(613.80)	0.00	0.00	(12,016.69)	0.00	AA-	
	0 Phillips 66	Stock	61,675.48	29,523.76	(35,104.49)				56,094.75	1,935.00	(1,935.00)	0.00	58,930.20	(32,359.21)	0.00	BBB+	
635	PNC Financial Services Group	Stock	0.00	63,188.85					63,188.85	730.25	(730.25)	0.00	63,188.85	3,619.50	66,808.35	A-	
	0 Principal Fnl Group Inc	Stock	0.00						0.00	0.00	0.00	0.00	0.00	0.00	0.00	A-	
1,410	Progressive Corp Ohio	Stock	59,586.71	34,529.36					94,116.07	2,525.25	(2,525.25)	0.00	94,116.07	3,691.19	112,955.10	A	
	0 Resideo Technologies Inc Com	Stock	0.00						0.00	0.00	0.00	0.00	0.00	0.00	0.00	BB	
	0 S&P Global Inc Com	Stock	0.00						0.00	0.00	0.00	0.00	0.00	0.00	0.00	N/A	
	0 Starbucks Corp	Stock	58,927.09		9,517.26				0.00	1,399.20	(1,399.20)	0.00	0.00	(5,326.05)	0.00	BBB+	
461	Stryker Corp	Stock	62,572.23	31,917.07					94,489.30	780.27	(780.27)	0.00	94,489.30	(14,429.50)	83,067.59	A-	
	0 Sysco Corp	Stock	0.00						0.00	0.00	0.00	0.00	0.00	0.00	0.00	BBB-	
835	Target Corp	Stock	73,138.40						73,138.40	2,204.40	(2,204.40)	0.00	73,138.40	27,822.20	100,141.55	A	
875	Texas Instruments Inc	Stock	42,793.86						42,793.86	3,036.25	(3,036.25)	0.00	42,793.86	10,683.75	111,098.75	A+	
465	Thermo Fisher Scientific Inc	Stock	51,256.33						51,256.33	359.45	(359.45)	0.00	51,256.33	31,240.30	164,864.70	BBB+	
1,020	Tyson Foods Inc. CLA+	Stock	0.00	63,553.59					63,553.59	428.40	(428.40)	0.00	63,553.59	(2,649.39)	60,904.20	BBB+	
425	Union Pacific Corp	Stock	95,558.38						63,956.40	2,056.40	(2,056.40)	0.00	63,956.40	1,973.50	71,854.75	A-	
	0 United Airlines Holdings Inc	Stock	0.00		5,901.62				0.00	0.00	0.00	0.00	0.00	(40,654.67)	0.00	B+	
667	UnitedHealth Group Inc	Stock	92,556.52		(40,654.67)				92,556.52	2,994.83	(2,994.83)	0.00	92,556.52	33,976.98	196,731.65	A+	
895	United Parcel Service	Stock	0.00	103,210.95					103,210.95	2,667.10	(2,667.10)	0.00	103,210.95	(3,704.85)	99,506.10	A-	
	0 Valero Energy Corp New	Stock	0.00						0.00	0.00	0.00	0.00	0.00	0.00	0.00	BBB	
1,970	Verizon Communications	Stock	60,503.60	32,610.62					93,114.22	4,472.13	(4,472.13)	0.00	93,114.22	(3,415.22)	108,606.10	BBB+	
	0 Viacom Inc	Stock	93,591.18	(93,591.18)					0.00	1,312.00	(1,312.00)	0.00	0.00	(4,382.42)	0.00	NR	
	0 Viacomcs Inc	Stock	0.00		(55,019.25)				0.00	469.20	(469.20)	0.00	0.00	(55,019.25)	0.00	BBB	
820	Visa Inc	Stock	18,040.35						18,040.35	943.00	(943.00)	0.00	18,040.35	16,088.40	158,399.40	AA-	
545	Vulcan Mats Co	Stock	0.00	77,255.43					77,255.43	370.60	(370.60)	0.00	77,255.43	(14,117.18)	63,138.25	BBB+	
1,060	Walmart Inc	Stock	87,081.62						87,081.62	2,268.40	(2,268.40)	0.00	87,081.62	9,847.40	126,966.80	AA	
	0 Wait Disney Co	Stock	77,807.94		8,425.75				0.00	1,320.00	(1,320.00)	0.00	0.00	(18,496.31)	0.00	A-	
775	Waste Mgmt Inc Del Com	Stock	50,843.49						50,843.49	1,639.14	(1,639.14)	0.00	50,843.49	(7,331.50)	82,080.25	A-	
	0 Yum Brands Inc	Stock	0.00						0.00	0.00	0.00	0.00	0.00	0.00	0.00	BB	
715	Zoetis Inc Cl A	Stock	60,264.76						60,264.76	520.52	(520.52)	0.00	60,264.76	16,838.25	97,983.60	BBB	
20,448	Shares MSCI Eafe Etf	Mutual Fund/Index Fund/ETF	1,014,407.25	353,301.17					1,367,708.42	29,176.04	(29,176.04)	0.00	1,367,708.42	(94,581.41)	1,244,689.76	NA	
	0 Select Sector SPDR Mats	Mutual Fund/Index Fund/ETF	0.00						0.00	0.00	0.00	0.00	0.00	0.00	0.00	NA	
	0 Select Sector SPDR Energy	Mutual Fund/Index Fund/ETF	0.00						0.00	0.00	0.00	0.00	0.00	0.00	0.00	NA	
	0 Select Sector SPDR Utilities	Mutual Fund/Index Fund/ETF	92,970.36		(6,750.75)				0.00	1,849.08	(1,849.08)	0.00	0.00	(7,995.79)	0.00	NA	
2,225	SPDR S&P Midcap 400 Etf Tr	Mutual Fund/Index Fund/ETF	315,363.29						315,363.29	11,720.65	(11,720.65)	0.00	315,363.29	(66,972.50)	721,990.25	NA	
	0 Transamerica International Equity I	Mutual Fund/Index Fund/ETF	305,258.13		46,236.17				0.00	10,457.63	(10,457.63)	0.00	0.00	(5,605.65)	0.00	NA	
	0 Vanguard Intern-Term Bond Index Adm #5314	Mutual Fund/Index Fund/ETF	0.00						0.00	239.07	(239.07)	0.00	0.00	0.00	0.00	NA	
	Fund C - Cash & Cash Equivalents	Money Market	530,589.89	(261,360.63)					269,229.26	5,398.74	(11,163.17)	20,143.91	289,373.17	0.00	289,373.17	NA	
	TOTAL CITY OF CONCORD TRUST FUND #3053001194		11,849,881.43	3,095,167.64	48,402.90	2,900,495.37	12,092,956.60	25,908.34	311,046.79	(316,811.22)	20,143.91	12,113,100.51	648,455.19	14,657,824.80	15,495,187.83		

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2020 (AS OF JUNE 30, 2020)

# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	Investment Name	HOW INVESTED					PRINCIPAL					INCOME					TOTAL Principal & Income	Balance End Year	Unrealized Gain/Loss	End of Year Fair Market Value	S&P
			Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Income During Year	Balance End Year	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value	S&P						
0	Chevron Corp	Stock	9,023.81		468.42	9,492.23	0.00	0.00	178.50	(178.50)	0.00	0.00	0.00	9,955.20	(462.97)	0.00	AA					
0	Cigna Corporation	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	A-					
37	Cintas Corporation	Stock	2,826.48		857.18	1,193.67	2,489.99	0.00	94.35	(94.35)	0.00	2,489.99	9,966.18	1,082.81	9,855.32	A-						
260	Cisco Systems	Stock	13,132.43		118.42	834.73	12,416.12	0.00	366.60	(366.60)	0.00	12,416.12	15,050.75	(2,089.62)	12,126.40	AA-						
175	Citigroup Inc Com New	Stock	11,182.72		102.71	707.18	10,578.25	0.00	357.00	(357.00)	0.00	10,578.25	12,955.55	(3,305.87)	8,942.50	BBB+						
0	Clorox Co	Stock	6,850.93		2,673.06	9,523.99	0.00	58.30	(58.30)	0.00	0.00	9,186.60	9,186.60	337.39	0.00	A-						
240	Comcast Corp New Cl A	Stock	8,313.88		150.38	639.43	7,824.83	0.00	209.55	(209.55)	0.00	7,824.83	10,781.40	(786.77)	9,355.20	A-						
230	ConocoPhillips	Stock	14,338.11		37.37	915.21	13,460.27	0.00	359.95	(359.95)	0.00	13,460.27	14,945.00	(4,365.19)	9,664.60	A						
45	Costco Whsl Corp New	Stock	8,895.42		433.68	1,323.22	8,005.88	0.00	119.25	(119.25)	0.00	8,005.88	13,213.00	1,754.67	13,644.45	A+						
170	D R Horton Inc	Stock	0.00	9,754.26			9,754.26	0.00	0.00	0.00	0.00	9,754.26	0.00	(327.76)	9,426.50	BBB						
90	Digital Rlty Tr Inc	Stock	0.00	11,808.52			11,808.52	0.00	100.80	(100.80)	0.00	11,808.52	0.00	981.38	12,789.90	BBB						
90	Dollar Gen Corp New Com	Stock	9,091.64		204.82	683.33	8,613.13	0.00	118.80	(118.80)	0.00	8,613.13	12,840.20	4,989.03	17,145.90	BBB						
225	Edwards Lifesciences Corp	Stock	11,137.79		230.42	926.53	10,441.68	0.00	249.30	(249.30)	0.00	10,441.68	14,779.20	1,697.08	15,549.75	BBB						
90	Eli Lilly & Co	Stock	8,449.78		123.05	567.78	8,005.05	0.00	182.44	(182.44)	0.00	8,005.05	10,525.05	4,818.93	14,776.20	A+						
0	Equity Residential	Stock	0.00	8,841.85	(2,422.84)	6,419.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(2,422.84)	0.00	A-						
0	Exxon Mobil Corp	Stock	13,696.09		(3,238.62)	10,457.47	0.00	278.40	(278.40)	0.00	0.00	17,305.42	13,027.10	(2,569.63)	0.00	AA						
118	Facebook Inc Cl A	Stock	6,078.67	11,800.21	399.09	972.55	17,305.42	0.00	0.00	0.00	0.00	17,305.42	10,229.00	5,737.60	26,794.26	N/A						
0	Fiserv Inc	Stock	5,454.79		7,982.99	13,437.78	0.00	82.45	(82.45)	0.00	0.00	0.00	11,850.80	1,586.98	0.00	BBB						
0	Gap Inc	Stock	9,021.91		(3,278.00)	5,743.91	0.00	0.00	0.00	0.00	0.00	0.00	6,469.20	(725.29)	0.00	BB-						
0	Garrett Motion Inc Com	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	BB-						
0	General Dynamics	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	A						
0	Halliburton Co	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	BBB+						
60	L3Harris Technologies Inc (FKA Harris Corporation)	Stock	6,377.31	12,885.12	434.47	925.03	5,886.75	0.00	192.00	(192.00)	0.00	5,886.75	12,293.45	(1,188.22)	10,180.20	BBB						
90	HCA Healthcare Inc	Stock	0.00				12,885.12	0.00	90.70	(90.70)	0.00	12,885.12	0.00	(4,149.72)	8,735.40	BB+						
85	Hershey Company	Stock	9,453.28		154.70	679.88	8,928.10	0.00	262.84	(262.84)	0.00	8,928.10	12,062.70	(365.12)	11,017.70	A						
60	Home Depot Inc	Stock	9,203.01		340.00	1,047.92	8,495.09	0.00	343.20	(343.20)	0.00	8,495.09	13,518.05	2,560.47	15,030.60	A						
100	Honeywell Intl Inc	Stock	10,855.72	3,067.80	247.36	885.93	13,284.95	0.00	281.60	(281.60)	0.00	13,284.95	14,840.15	(2,563.02)	14,459.00	A						
0	Illinois Tool Works	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	A+						
200	Intel Corp	Stock	15,561.84		56.88	5,892.57	9,726.15	0.00	258.00	(258.00)	0.00	9,726.15	15,318.40	2,540.17	11,966.00	A+						
90	Johnson & Johnson	Stock	8,676.90		241.25	697.93	8,220.22	0.00	347.40	(347.40)	0.00	8,220.22	13,231.60	123.03	12,656.70	AAA						
0	JPMorgan Chase & Co	Stock	6,926.78		7,386.66	14,313.44	(0.00)	224.00	(224.00)	0.00	(0.00)	0.00	11,739.00	2,574.44	0.00	A-						
0	Lincoln National Corp	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	A-						
55	Linde PLC Com	Stock	10,518.29		134.30	1,010.82	9,641.77	0.00	202.20	(202.20)	0.00	9,641.77	12,048.00	628.87	11,666.05	A						
0	M & T Bank Corp	Stock	9,227.53		(3,108.36)	6,119.17	0.00	160.00	(160.00)	0.00	0.00	0.00	9,353.85	(3,234.68)	0.00	A-						
90	Marsh & McLennan Companies, Inc	Stock	4,727.12		257.53	506.33	4,478.32	0.00	163.80	(163.80)	0.00	4,478.32	9,476.25	693.38	9,663.30	A-						
0	McDonalds Corp	Stock	13,899.34		3,654.40	17,553.74	0.00	98.60	(98.60)	0.00	0.00	18,689.40	18,689.40	(1,135.66)	0.00	BBB+						
0	Mettler Toledo International	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	NR						
315	Microsoft Corp	Stock	14,255.57	5,473.33	1,753.86	2,720.34	18,762.42	0.00	608.46	(608.46)	0.00	18,762.42	39,518.20	21,834.46	64,105.65	AAA						
0	Mosaic Co	Stock	8,233.44		(2,556.15)	5,677.29	0.00	12.25	(12.25)	0.00	0.00	6,507.80	6,507.80	(830.51)	0.00	BBB-						
50	Motorola Solutions Inc Com New	Stock	9,507.78		2,082.81	5,997.78	5,592.81	0.00	140.95	(140.95)	0.00	5,592.81	14,172.05	(1,167.77)	7,006.50	BBB-						
50	Nextera Energy Inc Com	Stock	4,324.89		637.60	1,030.77	3,931.72	0.00	265.00	(265.00)	0.00	3,931.72	11,267.30	1,771.97	12,008.50	A-						
205	Nike Inc Cl B	Stock	16,852.66		128.62	1,277.67	15,703.61	0.00	193.96	(193.96)	0.00	15,703.61	18,469.00	2,908.92	20,100.25	AA-						
37	Nvidia Corp	Stock	0.00	7,640.32			7,640.32	0.00	5.92	(5.92)	0.00	7,640.32	0.00	6,416.35	14,056.67	A-						
130	Oneok Inc	Stock	0.00	9,511.76			9,511.76	0.00	243.10	(243.10)	0.00	9,511.76	0.00	(5,193.16)	4,318.60	BBB						
315	Oracle Systems Corp	Stock	11,952.53	4,038.30	171.69	874.78	15,287.74	0.00	284.40	(284.40)	0.00	15,287.74	14,527.35	(280.82)	17,410.05	A						
0	Parker-Hannifin Corp	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	BBB+						
135	Paypal Hldgs Inc	Stock	8,434.29	4,771.06	133.37	577.28	12,761.44	0.00	0.00	0.00	0.00	12,761.44	10,873.70	8,453.57	23,521.05	BBB+						
90	Pepsico Inc	Stock	12,214.81		1,863.42	5,935.02	8,143.21	0.00	450.17	(450.17)	0.00	8,143.21	17,702.55	135.87	11,903.40	A+						
0	Pfizer Inc	Stock	10,824.94		(1,640.27)	9,184.67	(0.00)	84.60	(84.60)	0.00	(0.00)	10,830.00	10,830.00	(1,645.33)	0.00	AA-						
85	PNC Financial Services Group	Stock	(0.00)	8,458.35			8,458.35	0.00	97.75	(97.75)	0.00	8,458.35	0.00	484.50	8,942.85	A-						
0	Phillips 66	Stock	8,811.85	3,974.35	(4,752.13)	8,034.07	(0.00)	261.00	(261.00)	0.00	(0.00)	8,418.60	8,418.60	(4,358.88)	0.00	BBB+						
0	Principal Fint Group Inc	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	A-						
190	Progressive Corp Ohio	Stock	8,683.14	4,725.07	184.28	827.48	12,765.01	0.00	337.75	(337.75)	0.00	12,765.01	10,790.55	532.76	15,220.90	A						
0	Resideo Technologies Inc Com	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	BB						
0	S&P Global Inc Com	Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	N/A						
0	Starbucks Corp	Stock	8,790.11		1,394.34	10,184.45	0.00	190.80	(190.80)	0.00	0.00	10,897.90	10,897.90	(713.45)	0.00	BBB+						
62	Styker Corp	Stock	9,414.85	4,270.59	51.86	1,032.57	12,704.73	0.00	107.70	(107.70)	0.00	12,704.73	9,867.84	(1,934.08)	11,171.78	A-						
0	Sysco Corp	Stock	0.01				0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	BBB-					

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2020 (AS OF JUNE 30, 2020)

# Shares or Units	Investment Name	Type	HOW INVESTED					PRINCIPAL					INCOME					TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value	S&P
			Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year							
115	Target Corp	Stock	10,884.86		(3.50)	867.29	10,014.07	0.00	303.60	(303.60)	0.00	10,014.07	0.00	303.60		10,014.07	3,832.99	13,791.95	A			
120	Texas Instruments Inc	Stock	7,677.15		570.82	1,161.37	7,086.60	0.00	416.40	(416.40)	0.00	7,086.60	0.00	416.40		7,086.60	1,478.97	15,236.40	A+			
60	Thermo Fisher Scientific Inc	Stock	10,133.43		708.77	1,488.26	9,353.94	0.00	48.35	(48.35)	0.00	9,353.94	0.00	48.35		9,353.94	4,139.46	21,740.40	BBB+			
135	Tyson Foods Inc. CLA+	Stock	0.00	8,411.50			8,411.50	0.00	56.70	(56.70)	0.00	8,411.50	0.00	56.70		8,411.50	(350.65)	8,060.85	BBB+			
55	United Pacific Corp	Stock	13,628.07		913.43	6,213.24	8,328.26	0.00	271.60	(271.60)	0.00	8,328.26	0.00	271.60		8,328.26	292.19	9,298.85	A-			
0	United Airlines Holdings Inc	Stock	0.00	9,177.33	(5,457.01)	3,720.32	(0.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00	(5,457.01)	0.00	B+			
91	UnitedHealth Group Inc	Stock	14,796.46		438.12	1,208.77	14,025.81	0.00	408.59	(408.59)	0.00	14,025.81	0.00	408.59		14,025.81	4,624.26	26,840.45	A+			
120	United Parcel Service	Stock	0.00	13,844.57			13,844.57	0.00	357.60	(357.60)	0.00	13,844.57	0.00	357.60		13,844.57	(502.97)	13,341.60	A-			
0	Valero Energy Corp New	Stock	(0.00)				(0.00)	0.00	0.00	0.00	0.00	(0.00)	0.00	0.00		(0.00)	0.00	0.00	BBB			
265	Verizon Communications	Stock	8,442.51	4,779.15	132.84	577.18	12,777.32	0.00	597.39	(597.39)	0.00	12,777.32	0.00	597.39		12,777.32	(447.22)	14,609.45	BBB+			
0	Viacom	Stock	13,432.76	(12,575.35)	56.97	914.38	(0.00)	0.00	182.00	(182.00)	0.00	(0.00)	0.00	182.00		(0.00)	(549.17)	0.00	NR			
0	Viacomcbs Inc	Stock	0.00	12,575.35	(7,396.45)	5,178.90	(0.00)	0.00	62.88	(62.88)	0.00	0.00	0.00	62.88		0.00	(7,396.45)	0.00	BBB			
115	Visa Inc	Stock	5,209.42	10,631.48	654.87	871.93	4,992.36	0.00	132.25	(132.25)	0.00	4,992.36	0.00	132.25		4,992.36	2,260.48	22,214.55	AA-			
75	Vulcan Mats Co	Stock	0.00	10,631.48			10,631.48	0.00	51.00	(51.00)	0.00	10,631.48	0.00	51.00		10,631.48	(1,942.73)	8,688.75	BBB+			
160	WalMart Inc	Stock	14,210.48		277.66	1,113.57	13,374.57	0.00	342.40	(342.40)	0.00	13,374.57	0.00	342.40		13,374.57	1,495.07	19,164.80	AA			
0	Walt Disney Co	Stock	11,527.39		1,255.61	12,783.00	0.00	0.00	184.80	(184.80)	0.00	0.00	0.00	184.80		0.00	(2,577.40)	0.00	A+*			
105	Waste Mgmt Inc Del	Stock	7,563.08		234.40	578.18	7,219.30	0.00	222.08	(222.08)	0.00	7,219.30	0.00	222.08		7,219.30	(991.97)	11,120.55	A-			
0	Yum Brands Inc	Stock	(0.00)				(0.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	BB			
95	Zoetis Inc Cl A	Stock	8,519.92		145.68	571.68	8,093.92	0.00	69.16	(69.16)	0.00	8,093.92	0.00	69.16		8,093.92	2,241.48	13,018.80	BBB			
564	iShares Core S&P Mid-Cap ETF	Mutual Fund/Index Fund/ETF	0.00	108,716.64			108,716.64	0.00	1,331.23	(1,331.23)	0.00	108,716.64	0.00	1,331.23		108,716.64	(8,426.16)	100,290.48	NA			
3,015	iShares MSCI Eafe Etf	Mutual F und/Index Fund/ETF	237,153.71		(120.82)	39,786.42	197,246.47	0.00	4,925.12	(4,925.12)	0.00	197,246.47	0.00	4,925.12		197,246.47	(14,961.76)	183,523.05	NA			
0	Select Sector SPDR Matls	Mutual F und/Index Fund/ETF	(0.00)				(0.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	NA			
0	Select Sector SPDR Energy	Mutual F und/Index Fund/ETF	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	NA			
0	Select Sector SPDR Utilities	Mutual F und/Index Fund/ETF	13,520.13		(888.00)	12,632.13	0.00	0.00	251.48	(251.48)	0.00	0.00	0.00	251.48		0.00	(1,082.77)	0.00	NA			
0	SPDR S&P Midcap 400 Etr Tr	Mutual F und/Index Fund/ETF	29,472.65		40,825.89	70,298.54	0.00	0.00	541.85	(541.85)	0.00	0.00	0.00	541.85		0.00	(619.46)	0.00	NA			
0	Vanguard Intern- Term Bond Index Adm #5314	Mutual F und/Index Fund/ETF	0.00				0.00	0.00	123.77	(123.77)	0.00	0.00	0.00	123.77		0.00	0.00	0.00	NA			
	TOTAL CITY OF CONCORD FUND B		2,346,448.77	438,705.00	51,184.06	641,774.71	2,194,563.12	(35,057.06)	53,437.15	(53,745.70)	(35,365.61)	2,159,197.51	(35,365.61)	53,437.15	(53,745.70)	2,159,197.51	101,976.42	2,550,309.84				

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2020 (AS OF JUNE 30, 2020)

# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	HOW INVESTED				PRINCIPAL				INCOME				TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value	S&P
		Investment Name	Type	Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year						
FUND A	CITY OF CONCORD - #3053001210																	
	Fund A - Cash & Cash Equivalents																	
100,000	Apple Inc 3.45% 05/06/24																	
50,000	Bank of America 3.30% 01/11/23																	
	0 Berkshire Hathaway 2.00% 08/15/18																	
	0 Cisco Systems 2.13% 03/01/19																	
	0 Coca Cola Co 2.45% 11/01/20																	
100,000	Entergy Arkansas LLC 3.05% 6/1/23																	
75,000	Exxon Mobil Corp 2.40% 03/06/22																	
	0 FFCB 2.03% 03/18/22																	
50,000	Federal Home Loan Bank 2.50% 12/10/27																	
	0 Federal Home Loan Bank 2.11% 03/27/20																	
	0 Federal Home Ln Mtg 2.00% 11/30/20																	
75,000	Gilead Sciences Inc 3.25% 09/01/22																	
50,000	IBM Corp 3.38% 08/01/23																	
50,000	Inel Corp 3.10% 07/29/22																	
	0 Mastercard Inc 2.00% 04/01/19																	
50,000	Mitsubishi UFJ FJ 3.22% 3/07/22																	
	0 Oracle Corp 2.38% 01/15/19																	
75,000	Oracle Corp 2.80% 07/08/21																	
50,000	Oracle Corp 2.95% 05/15/25																	
50,000	Pepsico 3.10% 07/17/22																	
	0 Shell International 2.00% 11/15/18																	
100,000	Simon PPTY Group LP 3.375% 10/01/2024																	
75,000	Total Capital 2.75% 06/19/21																	
	0 US Treas Note 1.25% 10/31/18																	
	0 US Treas Note 1.75% 11/30/19																	
	0 US Treas Note 1.38% 02/15/20																	
	0 US Treas Note 1.38% 05/31/20																	
	0 US Treas Note 2.00% 11/30/20																	
50,000	US Treas Note 1.13% 02/28/21																	
75,000	US Treas Note 2.00% 02/28/21																	
50,000	US Treas Note 2.00% 11/15/21																	
50,000	US Treas Note 1.50% 01/31/22																	
50,000	US Treas Note 2.00% 02/15/23																	
50,000	US Treas Note 1.25% 07/31/23																	
50,000	US Treas Note 2.00% 02/15/23																	
50,000	US Treas Note 2.75% 11/15/23																	
100,000	US Treas Note 2.25% 01/31/24																	
50,000	US Treas Note 2.00% 04/30/24																	
50,000	US Treas Note 2.38% 08/15/24																	
50,000	US Treas Note 2.00% 08/15/24																	
50,000	US Treas Note 2.25% 11/15/25																	
50,000	US Treas Note 1.63% 02/15/26																	
50,000	US Treas Note 2.00% 11/15/26																	
100,000	US Treas Note 2.38% 05/15/28																	
50,000	US Treas Note 2.25% 11/15/27																	
100,000	US Treas Note 2.63% 02/15/29																	
100,000	US Treas Note 1.375% 01/31/25																	
18	Accenture PLC Ireland																	
21	Adobe Sys Inc																	
5	Alphabet Inc Com Cl A																	
4	Alphabet Inc Com Cl C																	
5	Amazon Com Inc																	
40	American Express Co																	

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2020 (AS OF JUNE 30, 2020)

# Shares or Units	Investment Name	Type	HOW INVESTED					PRINCIPAL					INCOME					TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value	S&P
			Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year							
70	Nike Inc Cl B	Stock	5,713.40	500.95	243.97	1,020.76	5,437.56	0.00	68.53	(68.53)	0.00	5,437.56	1,087.06	6,296.25	6,863.50	AA-						
14	Nvidia Corp	Stock	0.00	2,890.93	0.00	2,890.93	2,890.93	0.00	2.24	(2.24)	0.00	2,890.93	2,427.81	0.00	5,318.74	A-						
50	Oneok Inc	Stock	0.00	4,032.97	16.76	3,666.34	3,666.34	0.00	93.50	(93.50)	0.00	3,666.34	(1,988.58)	0.00	1,661.00	BBB						
120	Oracle Systems Corp	Stock	4,474.20	2,148.48	95.81	831.66	5,886.83	0.00	106.80	(106.80)	0.00	5,886.83	(96.57)	5,412.15	6,632.40	A						
0	Parker-Hannifin Corp	Stock	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	BBB+						
50	Paypal Hldgs Inc	Stock	3,517.41	1,645.14	143.16	612.48	4,693.23	0.00	153.05	(153.05)	0.00	4,693.23	3,100.44	4,578.40	8,711.50	BBB+						
32	Pepsico Inc	Stock	4,177.90	710.95	486.33	2,046.60	3,328.58	0.00	34.20	(34.20)	0.00	3,328.58	60.51	5,507.46	4,232.32	A+						
0	Pfizer Inc	Stock	4,120.35	(674.50)	3,445.85	0.00	0.00	103.50	(103.50)	0.00	0.00	(669.55)	4,115.40	2,806.20	0.00	AA-						
0	Phillips 66	Stock	2,936.93	2,661.29	(2,006.99)	3,591.23	0.00	34.50	(34.50)	0.00	0.00	(1,876.26)	0.00	0.00	0.00	BBB+						
30	PNC Financial Services Group	Stock	0.00	2,985.30	0.00	2,985.30	2,985.30	0.00	0.00	0.00	0.00	2,985.30	171.00	0.00	3,156.30	A-						
0	Principal Finl Group Inc	Stock	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	A-						
65	Progressive Corp Ohio	Stock	3,155.76	1,856.82	165.74	834.08	4,344.24	0.00	134.00	(134.00)	0.00	4,344.24	187.91	3,996.50	5,207.15	A						
0	Resideo Technologies Inc Com	Stock	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	BB						
0	S&P Global Inc Com	Stock	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	N/A						
0	Starbucks Corp	Stock	3,013.32	429.95	502.86	3,946.13	0.00	73.60	(73.60)	0.00	0.00	(256.17)	3,772.35	0.00	0.00	BBB+						
23	Stryker Corp	Stock	3,138.42	2,697.22	126.86	1,107.62	4,854.88	0.00	39.07	(39.07)	0.00	4,854.88	(734.51)	3,289.28	4,144.37	A-						
0	Sysco Corp	Stock	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	BBB-						
45	Target Corp	Stock	3,751.48	573.60	155.92	588.43	3,892.57	0.00	122.10	(122.10)	0.00	3,892.57	1,514.23	3,897.45	5,396.85	A						
50	Texas Instruments Inc	Stock	3,134.09	632.55	314.67	657.09	3,424.22	0.00	178.00	(178.00)	0.00	3,424.22	635.04	5,738.00	6,348.50	A+						
18	Thermo Fisher Scientific Inc	Stock	4,360.80	736.61	1,684.61	3,412.80	0.00	17.07	(17.07)	0.00	0.00	1,452.09	6,754.64	0.00	6,522.12	BBB+						
50	Tyson Foods Inc. CLA+	Stock	0.00	3,115.37	569.37	3,571.77	3,002.40	0.00	21.00	(21.00)	0.00	3,115.37	(129.87)	6,764.40	2,985.50	BBB+						
20	United Pacific Corp	Stock	6,004.80	0.00	0.00	0.00	6,004.80	0.00	116.40	(116.40)	0.00	3,002.40	188.77	0.00	3,381.40	A-						
0	United Airlines Holdings Inc	Stock	0.00	4,431.23	(2,355.94)	2,075.29	0.00	0.00	0.00	0.00	0.00	(2,355.94)	0.00	0.00	0.00	B+						
33	UnitedHealth Group Inc	Stock	5,418.66	1,427.35	609.87	1,510.66	5,945.22	0.00	148.17	(148.17)	0.00	5,945.22	1,764.33	8,052.33	9,733.35	A+						
48	United Parcel Service	Stock	0.00	6,128.16	(45.35)	532.78	5,550.03	0.00	140.16	(140.16)	0.00	5,550.03	(258.74)	0.00	5,336.64	A-						
0	Valero Energy Corp New	Stock	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	BBB						
100	Verizon Communications	Stock	3,365.39	2,583.24	95.27	871.18	5,172.72	0.00	226.68	(226.68)	0.00	5,172.72	(198.16)	3,999.10	5,513.00	BBB+						
0	Viacom Inc	Stock	4,565.40	(4,565.40)	0.00	0.00	0.00	0.00	64.00	(64.00)	0.00	0.00	(213.80)	4,779.20	0.00	NR						
0	Viacomcbs Inc	Stock	0.00	5,260.80	(2,744.42)	2,516.38	0.00	22.80	(22.80)	0.00	0.00	(2,744.42)	0.00	0.00	0.00	BBB						
50	Visa Inc	Stock	2,842.82	1,026.40	703.52	1,065.27	3,517.47	0.00	59.00	(59.00)	0.00	3,517.47	1,009.87	8,677.50	9,668.50	AA-						
20	Vulcan Matls Co	Stock	0.00	3,543.83	(19.24)	689.53	2,835.06	0.00	13.60	(13.60)	0.00	2,835.06	(537.30)	0.00	2,317.00	BBB+						
55	WalMart Inc	Stock	4,747.54	584.65	154.78	599.13	4,887.84	0.00	117.70	(117.70)	0.00	4,887.84	525.43	6,076.95	6,587.90	AA						
0	Walt Disney Co	Stock	3,738.83	1,368.60	186.83	5,294.26	0.00	61.60	(61.60)	0.00	0.00	(961.74)	4,887.40	0.00	0.00	A-						
40	Waste Mgmt Inc Del Com	Stock	2,986.67	608.40	232.28	631.73	3,195.62	0.00	84.60	(84.60)	0.00	3,195.62	(355.07)	4,614.80	4,236.40	A-						
0	Yum Brands Inc	Stock	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	BB						
40	Zoetis Inc Cl A	Stock	3,441.46	696.70	256.93	716.73	3,678.36	0.00	29.12	(29.12)	0.00	3,678.36	962.03	4,539.60	5,481.60	BBB						
73	iShares Core S&P Mid-Cap ETF	Stock	0.00	14,975.95	0.00	14,975.95	14,975.95	0.00	105.87	(105.87)	0.00	14,975.95	(1,995.09)	0.00	12,980.86	NA						
1,245	iShares MSCI Eafe Etf	Mutual Fund/Index Fund/ETF	69,897.50	9,982.53	0.00	79,880.03	79,880.03	0.00	1,921.26	(1,921.26)	0.00	79,880.03	(6,502.38)	72,303.00	75,783.15	NA						
100	SPDR S&P Midcap 400 Etf Tr	Mutual Fund/Index Fund/ETF	15,740.92	0.00	0.00	15,740.92	15,740.92	0.00	526.76	(526.76)	0.00	15,740.92	(3,010.00)	35,459.00	32,449.00	NA						
0	Select Sector SPDR Matls	Mutual Fund/Index Fund/ETF	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	NA						
0	Select Sector SPDR Energy	Mutual Fund/Index Fund/ETF	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	NA						
0	Select Sector SPDR Utilities	Mutual Fund/Index Fund/ETF	4,707.36	1,028.78	(395.78)	5,340.36	0.00	93.68	(93.68)	0.00	0.00	(458.82)	4,770.40	0.00	0.00	NA						
0	Vanguard Intern- Term Bond Index Adm #5314	Mutual Fund/Index Fund/ETF	0.00	0.00	0.00	0.00	0.00	280.86	(280.86)	0.00	0.00	0.00	0.00	0.00	0.00	NA						
0	iShares 7-10 Yr Treas Bdt Etf	Mutual Fund/Index Fund/ETF	150,721.75	0.00	2,715.21	153,436.96	0.00	269.20	(269.20)	0.00	0.00	(591.04)	154,028.00	0.00	0.00	NA						
	TOTAL CITY OF CONCORD FUND A		2,684,765.29	790,722.56	19,884.72	632,513.03	2,862,859.54	4,177.17	65,389.13	(65,113.92)	4,452.38	2,867,311.92	136,885.96	2,847,536.29	3,142,906.99	0.00						

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2020 (AS OF JUNE 30, 2020)

# Shares or Units	HOW INVESTED		PRINCIPAL										INCOME			TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value	S&P
	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	Investment Name	Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	Income During Year	Expended During Year	Balance End Year						
	CAPITAL RESERVE FUNDS (Cash & Cash Equivalents)																			
	Landfill Closure 8469	Money Market	(2,114.85)	0.00	0.00	0.00	(2,114.85)	12,274.98	140.89					12,415.87		10,301.02	(0.00)	10,301.02		
	TOTAL LANDFILL CLOSURE		(2,114.85)	0.00	0.00	0.00	(2,114.85)	12,274.98	140.89					12,415.87		10,301.02	(0.00)	10,301.02		
	CAPITAL RESERVE FUNDS (Cash & Cash Equivalents)																			
	Self Insurance 8468	Money Market	60,824.18	(7,760.52)	0.00	0.00	53,063.66	(26,919.17)	402.17					(26,517.00)		26,546.66	0.00	26,546.66		
	TOTAL SELF-INSURANCE		60,824.18	(7,760.52)	0.00	0.00	53,063.66	(26,919.17)	402.17					(26,517.00)		26,546.66	0.00	26,546.66		
	CAPITAL RESERVE FUNDS (Cash & Cash Equivalents)																			
	Durgin Block 8470	Money Market	21,000.00	10,500.00			31,500.00	11,810.57	470.52					12,281.09		43,781.09	0.00	43,781.09		
	Highway 8471	Money Market	1,213,686.25	637,895.04			1,851,581.29	145,536.89	29,066.96					174,603.85		2,026,185.14	0.00	2,026,185.14		
	Economic Development 8472	Money Market	536,209.51	371,800.00			908,009.51	42,802.93	10,425.57					53,228.50		961,238.01	0.00	961,238.01		
	Revaluation	Money Market	0.00				0.00	0.00	0.00					0.00		0.00	0.00	0.00		
	53rd Week	Money Market	0.00				0.00	0.00	0.00					0.00		0.00	0.00	0.00		
	Equipment 8473	Money Market	29,652.28	163,000.00			192,652.28	22,854.56	933.06					23,787.62		216,439.90	0.00	216,439.90		
	Mountain Green 8474	Money Market	82,759.85	10,228.29			92,988.14	49,448.74	1,964.40					51,413.14		144,401.28	0.00	144,401.28		
	Fire Apparatus Replacement 8475	Money Market	2,972.31				2,972.31	5,180.36	113.09					8,293.45		8,265.76	0.00	8,265.76		
	Downtown Economic Dev. 8476	Money Market	0.00				0.00	11,639.21	161.42					11,800.63		11,800.63	0.00	11,800.63		
	SVMS Project 8477	Money Market	0.00				0.00	0.00	0.00					0.00		0.00	0.00	0.00		
	Education & Training 8478	Money Market	53,333.52	(8,476.73)			44,856.79	(7,880.06)	556.04					(7,324.02)		37,532.77	0.00	37,532.77		
	Building Improvements 8479	Money Market	23,536.22				23,536.22	1,616.86	348.85					1,965.71		25,501.93	0.00	25,501.93		
	Parks and Grounds 8480	Money Market	20,000.00				20,000.00	1,113.48	292.79					1,406.27		21,406.27	0.00	21,406.27		
	Water Fund Fuel Reserve 8481	Money Market	100,000.01				100,000.01	5,371.08	1,461.37					6,832.45		106,832.46	0.00	106,832.46		
	Water Investment Fee 8482	Money Market	286,476.83	33,134.67			319,611.50	12,157.09	4,444.26					16,601.35		336,212.85	0.00	336,212.85		
	Wastewater Investment Fee 8483	Money Market	404,144.04	41,329.68			445,473.72	17,415.90	6,223.91					23,639.81		469,113.53	0.00	469,113.53		
	ERIP 8484	Money Market	0.00				0.00	133.18	1.83					135.01		135.01	0.00	135.01		
	Recreation Reserve 7450	Money Market	826,500.00	(40,000.00)			786,500.00	37,139.82	11,893.75					49,033.57		835,533.57	0.00	835,533.57		
	Community Improvement 8425	Money Market	170,000.00	536.84			170,536.84	7,274.24	2,628.40					9,902.64		180,439.48	0.00	180,439.48		
	TOTAL CAPITAL RESERVE FUND		3,770,270.82	1,219,947.79	0.00	0.00	4,990,218.61	363,614.85	70,986.22					434,601.07		5,424,819.69	0.00	5,424,819.69		
	TOTAL CAPITAL RESERVE FUNDS		3,828,980.15	1,212,187.27	0.00	0.00	5,041,167.42	348,970.66	71,529.28	0.00	0.00	(435,670.84)	409,730.62	420,499.94	0.00	5,461,667.37	(0.00)	5,461,667.37		
	TOTAL ALL FUNDS		20,710,075.64	5,536,782.47	119,471.68	4,174,783.11	22,191,546.68	343,999.11	501,402.35	(435,670.84)	409,730.62	409,730.62	409,730.62	420,499.94	887,317.57	26,650,072.02	(0.00)	26,650,072.02		

ORDINANCES

Ordinances passed in FY2020:

Ordinance amending the Code of Ordinances, Title V, Administrative Code; Chapter 35, Classification and Compensation Plan, Schedule D of Article 35-2, Class Specification Index, modifying positions within Legal and Parking.

Ordinance amending the Code of Ordinances, Title V, Administrative Code; Chapter 35, Classification and Compensation Plan, Schedule D of Article 35-2, Class Specification Index, adding the position of HVAC Technician.

Ordinance amending the CODE OF ORDINANCES; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-6, Parking Prohibited at All Times in Designated Places, Schedule I, Community Drive.

Ordinance amending the Code of Ordinances; Title V Administrative Code; Chapter 30, Administrative Code, Article 30-3, Boards and Commissions, Airport Advisory Committee.

Ordinance amending the Code of Ordinances, Title V, Administrative Code; Chapter 35, Classification and Compensation Plan, Schedule D of Article 35-2, Class Specification Index, by modifying the Position of Custodian.

Ordinance amending the Code of Ordinances, Title V, Administrative Code; Chapter 35, Classification and Compensation Plan, Schedule D of Article 35-2, Class Specification Index, Library position.

Ordinance amending the CODE OF ORDINANCES, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; Section 28-2-3, The Zoning Map; and Article 28-4, Development Design Standards; Section 28-4-5, Development of Attached and Multifamily Dwellings.

Ordinance amending the CODE OF ORDINANCES; Title II, Traffic Code; Chapter 18, Parking, Article 18-3, Parking Meters, Schedule X, South State Street and Wall Street.

Ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-6, Parking Prohibited at All Times in Designated Places, Schedule I, Blake Street.

Ordinance amending the CODE OF ORDINANCES; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Schedule IX, parking prohibited during certain hours and months in designated places, Short Street and Summit Street.

Ordinance amending the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance, Article 28-2, Zoning Districts and Allowable Uses, Article 28-4, Development Design Standards, Article 28-5, Supplemental Standards and Glossary for the purpose of regulating development of solar collection systems.

Ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-16, Handicap Parking, Schedule XVIII.

Ordinance amending the CODE OF ORDINANCES, Title IV, Zoning Code; Chapter 28, Zoning Ordinance, Article 28-5, Supplemental Standards; and Article 28-7, Access, Circulation, Parking and Loading.

Ordinance amending the Code of Ordinances, Title V, Administrative Code; Chapter 35, Classification and Compensation Plan, Schedule D of Article 35-2, Class Specification Index, Library Position Class Specification Title Change.

Ordinance amending the CODE OF ORDINANCES; Title I, General Code; Chapter 14, Morals and Conduct, Article 14-2, Miscellaneous Police Regulations, Section 14-2-7 Designated Tobacco Non-Use Areas, prohibiting the use of tobacco products in City-owned parking garages.

Ordinance amending the CODE OF ORDINANCES; Title II, Traffic Code; Chapter 18, Parking, Article 18-3, Parking Meters, by amending Schedule X, to establish a 3-hour meter time limit for certain parking spaces located on Storrs Street near Dixon Avenue.

Ordinance amending the CODE OF ORDINANCES; Title II, Traffic Code; Chapter 18, Parking, Article 18-3, Parking Meters, by amending Schedule X, concerning certain metered parking spaces on Court Street.

Ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 17, Vehicles and Traffic, Article 17-4, Operation of Motor Vehicles, Section 17-4-3, One-Way Streets, Schedule VI, concerning Perkins Street.

Ordinance amending the CODE OF ORDINANCES; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-6, Parking Prohibited at All Times in Designated Places, Schedule I.

Ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-7.1, Parking Prohibited During Certain Hours and Months in Designated Places, Schedule IX.

Ordinance amending the Code of Ordinances; Title I, General Code; Chapter 6, Recreation, Article 6-1, Rules and Regulations for Parks.

Ordinance amending the Code of Ordinances, Title V, Administrative Code; Chapter 35, Classification and Compensation Plan, Schedule D of Article 35-2, Class Specification Index, Engineering Position Class Specification Title Change.

Ordinance amending the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, Article 1-5, Fees, Fines, and Penalties.

Ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking, Article 18-3, Parking Meters, Schedule X, to convert certain metered parking spaces from 3 hours to 10 hours near 60-62 Pleasant Street.

Ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-8, Parking Time Limited in Designated Places, Schedule III (Two Hours between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday), by removing the two-hour time limit on School Street between Liberty Street and Pine Street.

Ordinance amending the Code of Ordinances Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-6, Parking Prohibited at All Times in Designated Places, Schedule I (Parking Prohibited at All Times), by amending Schedule I by creating a no parking zone at the westerly end of District 5 Road.

Ordinance amending the CODE OF ORDINANCES; Title II, Traffic Code; Chapter 18, Parking, to re-establish law enforcement only parking near the Federal complex on Pleasant Street.

Ordinance amending the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines and Penalties, Sewer Rates.

Government

<u>June 1849</u>	<u>Concord Charter adopted by State</u>
<u>March 1853</u>	<u>City Charter Adopted (Partisan Elections)</u>
<u>April 1911</u>	<u>Non-Partisan Elections</u>
<u>January 1950</u>	<u>Council-Manager form of government</u> <u>Council-Manager 4,071 Votes</u> <u>Mayor-Aldermen 1,335 Votes</u>
<u>January 1958</u>	<u>Mayor-Aldermen form of government</u> <u>Council-Manager 2,974 Votes</u> <u>Mayor-Aldermen 2,979 Votes</u>
<u>January 1968</u>	<u>Council-Manager form of government</u>
<u>-Present</u>	<u>Council-Manager 3,449 Votes</u> <u>Mayor-Aldermen 2,737 Votes</u>