

CITY OF CONCORD

FY 2021 Annual Report





TABLE OF CONTENTS

City Council	3
Boards and Commissions	5
Services Directory	6
Department Directory	17
Assessing	18
Community Development	18
Finance	25
Information Technology Department	26
Fire Department	26
General Services	27
Human Services	30
Legal	31
Library	32
Human Resources	34
Police Department	35
Records	40
Parks & Recreation	41
FY2018 City Audit Summary	42
MS9 & MS10 Reports	80
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
January – March 2021

*Karen McNamara
July 2021

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 3 special meetings; passed 25 ordinances and 83 resolutions; and adopted a \$68.5 million General Fund, twelve-month budget, covering the fiscal year 7/1/2020 to 6/30/2021.

Priorities

1. Balanced Budget Issues: FY 2021 and FY 2022
 - a. Collective Bargaining/Contract Negotiations
 - b. Health Insurance Costs
 - c. Capital Financing Alternatives/Storm Water Utility
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Safety Work
4. Public Information, Marketing and Communications
5. Working with State and Federal Government
6. Enhanced Community Events/Arts
7. Sustainability Initiatives
8. Recreation and Parks

Projects

1. Buildings and Parks
 - a. Terrill Park
 - b. Merrimack River Greenway Trail (MRGT)
 - c. City Trail System
2. Future CIP Projects

In keeping with past practice, all capital projects proposed for FY 2021 were reviewed and recommended for funding if they satisfied one or more of the following criteria:

- 1) Project maintains or improves health, safety, or welfare of the general public or City personnel;
- 2) Project affects critically needed maintenance for key infrastructure, facilities, or equipment whereby deferred maintenance would severely impede municipal operations;
- 3) Project results in significant efficiencies or cost savings for delivery of municipal services;
- 4) Project better positions the City to undertake certain priority projects in the future;
- 5) A significant portion of the project can be financed by outside sources other than the General Fund, Special Revenue Funds, or Enterprise Funds; or,
- 6) Project implements a City Council goal or priority.

Ongoing Initiatives

1. Former Tannery Site/Park
2. Enhanced Neighborhood Street 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	452
Sales reviews conducted	146
Deed changes processed	825
New parcel reviews conducted	37
New construction reviews conducted	66
Appeals: BTLA & Superior Court	15
Equalization Ratio	97.1 %
Net Tax Base Value for Tax Rate Setting	\$ 4,632,801,359

Assessing Department figures are based upon the Tax Year, April 1, 2020-March 31, 2021.

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 Deputy City Manager for Development (DCM) is a member of the Utilities Appeal Board and coordinated staff support for the Airport Advisory Committee.
- The DCM represented the City on the Local Government Hispanic Network’s national board of directors.

Economic Development

- The Economic Development Director (EDD) coordinated the City’s role with the Greater Concord Chamber of Commerce for the COVID restaurant recovery grant program.
- The EDD continued recruitment and retention practices as much as possible within the limitations of the COVID pandemic.

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:
 - 632 Building permits, with a construction value of \$87,031,157.76
 - 635 Electrical permits processed providing a total of \$90,101.09 in revenue
 - 706 Mechanical permits processed providing a total of \$98,082.16 in revenue
 - 342 Plumbing permits processed providing a total of \$50,907.80 in revenue
 - 36 Demolition permits were issued
 - 77 New or replacement dwelling were constructed this year
- This year, the Code Administration Division had several major construction projects:
 - CATCH Housing
 - 51 Antrim Lab
 - Market Basket (Exit 17)
 - Concord Hospital: Wound Care, Radiology, Operating Rooms
 - United Church of Christ 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 297 inspections, to include 264 Section 8 inspections with the Concord Housing Authority.

Health & Licensing

- Health Department staff issued 727 health licenses and permits, while conducting more than 300 routine food safety inspections, and facilitated over 80 different events.
- The Health & Licensing unit conducted several types of inspections for the City to include: 17 foster home inspections and 8 Department of Education inspections.
- The unit also conducted plan reviews for new food service establishments and responded to citizen-reported concerns (49 complaints). The unit worked cooperatively with local industry to maintain best safety practices, to offer ongoing basic safety education, and to assist with performance improvement.
- Health Department staff also provided 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 provided 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 68 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 continued to research, respond to and resolved more than 50 zoning violation cases.

Engineering Division

The Engineering Division initiated and completed a series 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 to 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 continued 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 completed 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. The work associated with Phase VII, the last phase of the project, was initiated and expected to be completed in the next fiscal year.
- The City’s construction standards relating to drainage design/stormwater management, street construction underwent a major update and was brought to the City Council for acceptance in January 2020.
- 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 FY 2021, 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 continued 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 chaired the City's Traffic Operations Committee (TOC) and the Traffic Engineer provided 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 coordinated staff review of community-wide accident "hot spots" on a monthly basis. The TOC, through the support of the Concord Police Department, provided accident data used to develop accident "hot spot" locations for further review. Crash patterns were 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, continued 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 completed and the project was publicly bid in response to the large commercial development proposed on Whitney Road. The project will include a new single lane roundabout on Whitney Road, a two-lane hybrid roundabout on Hoit Road, and other related improvements at Hannah Dustin Drive and the I-93 southbound on-ramp at Exit 17. Construction is scheduled to begin in the fall of 2021, and funding for the project is provided through expansion of the Penacook TIF District, as well as a financial contribution from the developer.
- For the final requirement of the Sewalls Falls Bridge Replacement Project (CIP 22), the Engineering Division developed an additional historic mitigation interpretive panel about the railroad activity in downtown Concord with special attention dedicated to the grand train station that formerly stood on Storrs Street. The end result is an exciting new interpretive panel installed near the Storrs Street/Pleasant Street Extension intersection focused on the former rail yard and grand train station that occupied an expansive area between Storrs Street and I-93. The new panel was installed in January 2021.
- The final designs were completed and approved by NHDOT for the construction 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) and all four projects advanced into the construction phase. The engineering study for the rehabilitation of the Loudon Road Bridge (CIP 588) was also completed and the report was submitted to NHDOT for their review. The engineering design and construction of the Loudon Road Bridge rehabilitation is expected 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 continued to focus on managing and remediating the impacts of stormwater runoff along many of the stream courses throughout the City. 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 four 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 a number of 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 continued to provide comprehensive inspection services at cost-effective rates to the development community. The special revenue fund remained 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 18 private development projects over the past year.
- In addition to inspecting numerous private development projects, Engineering staff continued 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, 16 meetings of the Conservation Commission, 12 meetings of the Trails Subcommittee, 4 meetings of the Street Tree Subcommittee, 10 meetings of the Heritage Commission, 12 meetings of the ADR Committee, and 12 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 18 for Subdivisions, 19 for Site Plan Review, 6 for standalone Conditional Use Permits, and 14 for ADR approval. This does not include the numerous sign applications that are reviewed by the ADRC and Planning Board, seven voluntary mergers, 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 lane striping improvements in coordination with the CIP-78 paving program, which resulted in the widening of shoulder on Loudon Road between Main Street and Hazen Drive. City Council accepted the Sidewalk Priority list staff developed with the subcommittee. Staff also continued to provide assistance to CNHRPC and attended the region’s monthly Transportation Advisory Committee meetings.
- Planning staff continued to support the Energy and Environment Advisory Committee. In August 2020, the City’s Sustainability Fellow presented a greenhouse gas inventory of 2019 emissions 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 drive through restaurants in the Opportunity Corridor Performance District.
 - Zoning ordinance amendments to reduce the number of stacking spaces for drive throughs where multiple windows are provided.
- Planning staff worked with the Parks and Recreation Department to develop a pollinator garden for Merrill Park, and created an educational video regarding pollinator gardens with Concord TV.
- Planning staff worked with Parks and Recreation and the Modern Woodmen of America to plan an Arbor Day event, and coordinated with the General Services Department for their involvement.
- Planning staff began the legal review of the proposed Zoning Code, which neared completion at the end of FY 2021. Scoping for Phase 2 of the rewrite began at the end of FY2021.
- In conjunction with revisions to the zoning ordinance, Planning staff continued to make 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 FY 2020.

Conservation Commission

- The Conservation Commission continued to monitor City-held conservation easements and pursue corrective actions to resolve easement violations as needed. In FY 2020, corrective actions included the clean-up of homeless camps.
- 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.
- Planning Division staff continued to assist the Conservation Commission with its land protection initiatives and open space management program.
- The Conservation Commission held four work sessions to review and evaluate all of the conservation open space properties. The Commission is working on a document to rank properties as “preserves” (where no trails or forestry will occur), or priority sites for trails, and/or priority sites for forestry. This effort was a recommendation from the 2017 Open Space Plan, and the Commission will present the final recommendations to Council in FY 2020.
- 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 Tree Subcommittee reconvened after a hiatus during COVID. The Subcommittee held 4 meetings.

Forestry and Trails Program

- A timber sale was completed on the Knowlton Forest on Hot Hole Pond Road. As part of the timber sale, the logger created a trailhead parking lot for the future trails.
- The Trails Subcommittee met monthly to coordinate trail maintenance and construction activities. Various trail improvements were completed on conservation land.
- The Subcommittee continued their working partnership with the local chapter of the New England Mountain Biking Association to plan and construct 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.
- A forestry intern was hired to assist the consultant forester in maintaining and monitoring trails and assisting with timber sale marking.
- Planning staff continued to work with CNHRPC and members from the Planning Board, Conservation Commission, and Trails Subcommittee on the Trail Master Plan. The plan will be completed in FY 2022.
- Planning staff worked with the City Solicitor, City Surveyor, and Consultant City Forester to address several complaints from trail abutters after the rise in use during COVID. One complaint resulted in the relocation of a trail.
- Planning staff worked with the State of NH Division of Forestry and Lands to plan and construct a trail relocation on land that the City and State hold a conservation easement on.

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, OMB coordinates, prepares and publishes the budget document for the City.

Treasury/Collection Division

The Collection Office processed over 45,000 motor vehicle registrations with over 99% of customers completing both city and state portions of the registration at City Hall. The property tax collection rate was 98.9% for the 2020 tax year, compared to 98.1% for the 2019 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 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 85 G2 accounts have been awarded to Constellation New Energy through 12/19/2023 (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 11/30/2021. 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 6/30/2021. **Kerosene and #2 fuel oil** are procured via indexed (spot market) price contracts through 6/30/2021.
- b. **Energy Improvements.** The City's LED Streetlight Conversion Program is currently underway. The City will replace 2,099 streetlights with energy efficient light emitting

diode (“LED”) streetlights. The City awarded the contract to Real Term Energy of Pownal, ME. Fifty percent of the cost for this project will be funded by an incentive rebate from Unifil. The remaining cost will be funded by the City. The anticipated annual energy savings for this project based on pre-audit, include an estimated annual reduction of 800,000 kWh of electricity at an estimated cost savings of \$1.08M and an estimated reduction in CO2 emissions of 625 tons per year.

The Purchasing Division staff continued to work with its counterparts from the State of NH, the Cities of Dover, Keene, Laconia, Lebanon, Rochester and Somersworth and the Town 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. Continued to serve as members of the City’s Enterprise Resource Planning (ERP) System Steering Committee; and
2. Led 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, continued 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 desktops and notebook computers
- Upgraded and replaced the Central Firewall for the City’s Internet access.
- Replaced 15 mobile devices for the Fire Department.
- Replaced online Citizen Request Tracker with a new Customer response system by SeeClickFix.
- Expanded Storage area network and replaced legacy storage infrastructure.

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

- Promotion of new Fire Chief.
- Promotion of two new Deputy Fire Chiefs.
- Promotion of a new Lead Dispatcher.

- Promotion of a new Fire Lieutenant.
- Promotion of a new EMS Lieutenant and EMS Captain.
- Staffing and support provided to COVID 19 vaccination clinics.
- Continued modernization of the City Gamewell fire alarm system through transition to a radio master box system.
- Established a recruitment and retention committee.
- Continued assisting with guiding the City through the COVID 19 pandemic.
- Continued pursuing reimbursements through various avenues and grants to recover costs associated with the COVID 19 response and recovery.
- Entered into a new collective bargaining agreement with IAFF.
- Negotiated a new collective bargaining agreement with CFOA effective in FY 2022.
- Initiated a CIP funded station location study and masterplan project.

FIRE SERVICE INDICATORS	2019	2020	2021
1. Number of Emergency Responses	8,952	8,777	8,951
2. Number of patients transported	4,902	4,836	4,928
3. % of Emergency Response Times < 5 Minutes	60.82%	58.91%	59.62%
4. Number of inspections completed	1389	1239	1251
5. Number of Public Education Hours Delivered	59	13	51
6. Average Training Hours per Firefighter	116	95	115

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

- Weekly drought and water consumption updates were provided online to promote water conservation and awareness of water use. Updates were shared in newsletters and on social media to communicate drought developments.
- 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. “World Water Day” was modified from its traditional public open house event at the Hall Street Wastewater Treatment Facility to a digital media engagement event as a precaution due to COVID-19 public gathering concerns. A social media contest invited the community to share in a discussion about the value of water for a chance to win a gift card donated by Revelstoke. Partnering with a local downtown business was a fun way to support the community, help cross-promote our mission (there is no coffee without water), while providing incentive for social media engagement and maximizing exposure to new audiences.

- Extensive outreach was performed for Fall Leaf Collection, including a mailed flyer to residents, press releases, social media updates, and elaborate website updates with maps, FAQs, videos, public feedback forms, and information. A detailed video was produced to communicate program changes for this year, including the use of loaders for leaf collection. Updates and reminders were provided through the program.
- “2021 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 were displayed at City offices.
- Increased communication and public outreach was conducted via City website updates, print media, social media, press releases, the City Manager’s newsletter, the 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 attended by 500 households. Hazardous materials were collected at its highest volume at 19,805 pounds. This increase in materials is likely due to an increase in people being home because of COVID and having the time and desire to clean out their homes.
- Winter tips provided on social media to inform residents of how to avoid a plowed in driveway and protect their mailbox from the snow plow.
- Launched SeeClickFix and MyConcordNH apps as the City’s new community reporting tool for public requests and concerns. General Services led in the development of this software as experienced users of the City’s previous platform, Citizen Request Tracker, and with a majority of content related to the department.
- Virtual Concord Public Works Celebration held in lieu of traditional activities for National Public Works Week. The free virtual public event featured videos, digital activities, resources, a pay-as-you-throw trash bag raffle, the opportunity to help name the department Public Works Pup mascot, and a chance to submit a thank you note in recognition of public works.
- New water and sewer utility rate structures were implemented to follow best utility practices that is more consistent with industry standards. Changes included applying a fixed monthly charge for both water and sewer based on meter size of each meter installed, in addition to charges based on consumption. Fixed water fees (availability charges) based on assessed property value were discontinued and monthly minimum charges were eliminated. The new structure provides a more stable metric with less variable factors. This structure change impacts customers differently, with increases for some and decreases for others. Overall, this structure change is revenue neutral for the City and will provide more stability into the future.
- Nine videos were produced and promoted in coordination with different promotions throughout the year, including “2020 Concord Fall Leaf Collection,” “Snow Operations at Concord Municipal Airport,” “2021 National Public Works Week – Interview with Nazy at 105.5 WJYY,” “Concord’s Wastewater: Flush to Finish,” “Maintaining Concord’s Public Properties,” and “Concord’s City Vehicle & Equipment Maintenance.” Videos were produced with the Water Division for the Virtual NH Drinking Water Festival and cross-promoted across department digital marketing materials for Drinking Water Week, including “Concord’s Drinking Water: Source to Tap,” “Employee Spotlight: Sophie Ricard,” and “Water Use & Your Water Footprint,”

Highway and Utilities

- The FY 2021 Neighborhood Street Paving Project (CIP # 78) bid was opened in December 2020 and was within budget. The paving start date was in April 2021 and is projected to be completed in November 2021. Twelve miles of road will be paved with the FY 2021 appropriation.
- Actively participated in the City's web site transition from the Customer Request Tracker to the SeeClickFix and MyConcordNH web-based work order app.
- The water crew of the Division continued work with GIS staff to get an application on the iPads 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 GIS staff to include 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

- Renovation of Merrill Pool was completed to improve ADA accessibility, increase public safety, improve energy efficiency, and enhance visual appeal.
- 13,000 square feet surface painting of Aircraft Hangar Four at Concord Municipal Airport was completed for improved appearance and facility maintenance. Exterior lighting was also upgraded to more efficient LED fixtures.
- Eagle Square amphitheater stairs were thoroughly cleaned and preserved for preventative maintenance and improved appearance.
- Front door was replaced at the Green Street Community Center with code and ADA upgrades, including door push bars and an accessibility automatic door opener push button.
- New pool pumps replaced aging equipment at Merrill, Keach, Kimball, Rollins, and Rolfe pools that will provide energy savings for the City.

Equipment Services

- Increased the Fleet availability with quality preventive maintenance and proactive component replacements on City vehicles.
- Equipment Service technicians continued to attend technical training from various resources. They 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.
- Replaced two dump trucks, five pick-up trucks and four other pieces of equipment with the Capital Improvement Project (CIP) #121 appropriation.

Arena

- Due to COVID-19, the Pro Shop managed to bring in approximately 50% of its budgeted revenue.
- A detailed cost estimation, on the arena addition portion, of the master plan for Kiwanis Park and the Everett Arena property was completed by Milestone Engineering and a report was sent to the City.

Water

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

- The \$4M high lift station, Station 4, located at the Water Treatment Plant upgrade project was awarded.
- The Water Plant continued making several energy saving upgrades, as recommended in a 2019 energy audit.

Wastewater

- Personnel from the Wastewater Treatment Division continued 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 completed several energy efficiency projects, including new interior and exterior LED lighting, new high efficiency pumping equipment, installation of variable frequency drives, and the upgrade of several HVAC units at the Penacook and Hall St. plants.

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 number of applicants seeking municipal welfare assistance decreased throughout the state. Our office had a 50% decrease in appointments/emergencies compared to the prior year. This was in part due to the additional unemployment benefits of \$600 week, increase in Food Stamps, and low unemployment rates. Furthermore, all the Community Action Programs received millions of federal dollars in order to assist with rent, mortgage, food, utilities and other household expenses related to COVID-19.
- The COVID-19 pandemic impacted our Thanksgiving program. Historically, the kind owners and employees of Sanel/NAPA have supported our Thanksgiving program by providing hundreds of turkey baskets filled with all the fixings for a complete meal. This year we were not able to receive their baskets due to the decrease in applicants. We are grateful to the organization for close to two decades of their generosity and commitment to the Concord community.
- Christmas program: 18 children were sponsored thanks to our faithful donors, including City of Concord employees, Health Trust, Unitarian Benevolent Association, Legal Advice & Referral Center, and Beaver Meadow Village Association.
- Emergency food from our pantry was provided to those we serve on a daily basis. Our pantry was generously stocked by Capital Region Food Program, Immaculate Heart of Mary, co-workers and residents.
- The Human Services Director attended meetings with DHHS and other community partners i.e. DHHS COVID-19 Homeless and Housing Service Partner call, Steering Committee for Concord’s Plan to End Homelessness, Building Healthy Communities: COVID-19 and Equity in NH, and Balance of State: Youth Homeless Committee.

<u>SERVICE INDICATORS</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
1. Appointments/Emergencies	990	1,019	987	561
2. Homeless & Homeless at Risk Served	188	190	192	135
3. Applications for Assistance Issued	370	424	311	224
4. Total Walk-ins	851	965	823	479
5. Total Initial Case Interviews	347	377	306	214
Percent of Total Aid Budget in Rental Assistance	90%	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>	FY2019 <u>Actual</u>	FY2020 <u>Actual</u>	FY2021 <u>Actual</u>
1. Civil Litigation Cases	*17	*21	*15
2. Tax Abatement Cases	*22	*20	*19
3. Tax Lien Mortgages (Research at Registry)	324	329	375
4. Tax Deed Mortgages (Research at Registry)	22	45	77
5. Tax Title Searched for Properties to be Deeded	346	374	452
6. Ordinances Reports and Resolutions	152	155	136
7. Negotiated Union Contracts (out of 6)	1	4	1
8. Licenses, Agreements and MOUS	53	49	78
9. Bankruptcy Matters (Claims Filed)	18	4	2
10. City Department/Public Body Westlaw Legal Research	2,764	2,074	2,333
11. Financial Guarantees for City Projects/Developments	59	53	60
12. Right-to-Know Requests	68	116	113
13. Complaints Files/Reviewed	3,900	3,652	3,650
14. Criminal Dispositions and Hearings	13,900	12,635	16,703
15. Juvenile Dispositions and Hearings	725	546	662
16. Administrative License Suspensions	206	206	239
17. Concord Code Enforcement	5	6	23

* Includes pending cases from prior years

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

- We finished reorganizing many of our Children’s collections to simplify browsing, discoverability, and access to the collections. The new “neighborhoods” in our picture book collection have been very well received by patrons.
- CPL staff have begun using an iPad with a mobile app version of our integrated library system for some routine tasks that improves efficiency and reduces paper consumption.
- The CPL staff continued expanding video marketing, training, and programming efforts during FY 2021. Examples include: adding “how-to” videos to the Library’s YouTube channel, creating stop-motion promotional videos, and continuing to offer Zoom programming and Facebook Live storytimes.
- The CPL staff began planning and implementing outdoor, socially distanced programming, including Live Music with the Library, storytimes, and book clubs.
- During the winter/spring of 2021 we hosted monthly online workshops (via Zoom) for learning how to use the library’s online resources. The library recorded an increase in usage of the featured online resource after each session.
- Since the beginning of 2021 we have averaged more than 500 borrow clicks per month from Google applications (i.e. Google Books & Knowledge Panels) via our BlueCloud Visibility linked data service!
- We created a new version of our online catalog for children and families. The new catalog is designed to improve searchability and discovery, as well as to promote online resources for children, parents and educators.
- Using our eMail Newsletter service (Library Aware) and our integrated library system we were able to engage in targeted marketing efforts to reach expired users and patrons with specific library interests. For instance, we sent a “We Miss You” email newsletter to just over 2,000 expired patrons. Approximately 32% of patrons (over 700 people) opened the email and read our article about expanded hours, how to save money by using the library, and our summer reading programs and events.
- The Library applied for and received a grant (\$5,742) through the American Rescue Plan Act (and Institute of Museum and Library Services and the New Hampshire State Library) to purchase supplies for outdoor programming and to increase access to technology.

<u>Library Service Indicators</u>	<u>Actual FY2020</u>	<u>Actual FY2021</u>
1. Items Borrowed		
Main Adult	112,565	110,388
Main Children's	56,151	50,939
Audio & E-book Downloads	59,532	66,761
Main Total	228,612	228,088
Penacook Branch	3,386	0
Heights Branch	5,181	316
Total	237,179	228,404
2. Traffic Count		
Main Library	111,535	50,008
Penacook Branch	2,143	0
Heights Branch	4,157	180
3. Online Services		
Catalog searches	425,748	456,940
Database searches	82,631	76,202
4. Classes & Events		
Main Adult Programs	68	*55
Main Adult Attendance	1,691	*1,392
Concord Reads Programs	0	0
Concord Reads Attendance	0	0
Main CR Programs	102	*90
Main CR Attendance	2,473	*1,815
Penacook Branch Programs	12	0
Penacook Branch Attendance	62	0
Heights Branch Programs	70	*2
Heights Branch Attendance	757	*60
Total programs	243	*147
Total attendance	4,908	*3,267
5. PC/Internet Use Hours		
Main Adult	8,242	2,180
Main Children's	1,944	71
Young Adult	88	11
Penacook Branch	141	0
Total	10,415	2,262
6. Chromebook Checkouts		
Main	1,398	2
Heights	127	12
7. Research Assistance		
Total	35,651	1,378
8. Volunteers		
Hours	1,283	0
9. Interlibrary Loans		
Lent	1,662	1,105
Borrowed	2026	1,079

*These program statistics include Take & Make projects, Virtual programs and Live programs.

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.

Wellness Program Participation for FY 21: (These numbers represent all eligible employees and their city-insured spouses):

- **181** participants attended a Wellness Education program (a **9.9% reduction from the** previous year).
 - Due to the continuing pandemic, there were, once again, no onsite workshops offered.
 - 86 participants utilized the recorded videos in the Wellness Library from previous onsite programs.
- **243** participants obtained a preventive screening offered by the program (relatively staying the same as previous year).
 - 92 participants received credit as a result of receiving the COVID Vaccine; 108 received credit as a result of receiving a FLU shot and the remainder were obtained through other means (doctor visits, dental visits).
- **128** participants have completed this year's major component – the Wellfit Challenge.
 - This major component is an activity-based challenge and given the pandemic situation anticipated a much higher completion rate. It is, however, a 24% increase over the last time the Wellfit Challenge was the major component.
- **171** participants have completed the 3-month exercise requirement (a 3% increase over the previous year).

As COVID was ongoing, this year we had to rely on alternative programming and outside resources to provide us with educational webinars, as we were left scrambling to continue with a wellness program during a pandemic. We maintained flexibility with our employees to enable them to complete the components in the best way that worked for them.

Some Human Resources Strategic Initiatives included: completion of the Primex Prime Program; the increased use of social media to attract talent to the City workforce; and participation in the selection of the City's new Enterprise Resource Program provided by Munis; and becoming a Recovery Friendly Workplace.

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 2021 GOAL STATUS

1. Assess and evaluate the Department's response as it relates to the recent Public Health Emergency in regards to planning and interoperability with other local, state, and Federal agencies. Identify any shortcomings and implement appropriate corrective action to include training, equipment and supply management, communications, and any other issues that may have emerged.

Status: During the COVID-19 pandemic, the Department has had to alter many of the ways that services to the community are provided. Calls for service that could be handled in an alternative manner to an in-person response were taken care of by telephone, and contact with the public was minimized when possible. Numerous precautions were taken to provide a safe work environment for Department personnel to include increased sanitizing of Department work areas and use of PPE. The Department successfully worked with other local, state and federal agencies to establish and maintain a dependable supply chain of PPE. Additionally, donations of PPE and other forms of support were routinely received from members of the community, businesses, and charitable organizations by the Department.

The Department was awarded grant funding through the Coronavirus Emergency Supplemental Funding grant provided through the US Department of Justice. This funding was utilized to purchase additional PPE, as well as first aid supplies and equipment for Department personnel. Other additional equipment, to include a UV disinfecting lamp, chemical foggers, and a drying chamber were also obtained utilizing this funding.

Communication to staff regarding CDC guidelines as well as City guidelines occurred on a regular basis. The Fire Department also provided training in certain PPE usage and served as a resource when evaluating potential exposures and quarantine needs. Whenever possible alternate work options were provided to employees who could perform their job functions remotely in order to limit potential exposure risks.

The pandemic has identified several areas in need of improvement within the Department. These include the need to have a reliable stockpile of PPE, hand sanitizer, and other disinfection methods. The Department has taken steps to address these needs and is currently in a much better position to respond to similar crises should the need arise.

3. 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 continued to take an aggressive stance in combating illegal drug issues facing the City. The Department utilized investigators of the Department's Drug Enforcement Unit who work in conjunction with the NH Attorney General's Drug Task Force 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 routinely 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.

Due to the COVID-19 pandemic, grant funding, primarily through the Law Enforcement Opioid Abuse Reduction Initiative, was not available. The Department continued to seek out future grant funding opportunities as they became available. The Department also continuously assessed personnel assignments and initiatives to most effectively address illegal drug usage in the city. During FY 2021, the Department made arrests of 197 individuals on illegal drug related charges.

The Department also maintained 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. Unfortunately, due to the COVID-19 pandemic access to the Department lobby was limited, however, during FY 2021, over 45 pounds of prescription drugs were turned in by members of the community. The Department also continued to participate in the United States Drug Enforcement Administration's National Drug Take Back Days.

The Department continued 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: Due to the COVID-19 pandemic, many of the Department's in person community meetings were placed on hold. The Department, however, continued to stay in communication with several of the community-based groups and assist with coordinating projects and discussions. These meetings were conducted primarily through virtual meetings or by telephone. Due to these meetings occurring virtually, the Department had to be creative in interacting and participating in discussions focused on maintaining the relationships built within the various community groups and organizations in the City.

The Department maintains a strong relationship with the New American community. Members of the Department participated in discussions regarding the rising number of alcohol and drug consumption and mental health issues within the New American communities, involving both adults and youths, and the role the Police Department could play in assisting on educating about the dangers of these substances. The Police Department also educated the New American communities on how to better understand American law enforcement and the role it plays within our community.

The Police Department participated in several other programs to help promote community

interaction with children and adults. Some of these programs consisted of “Police Reader” events throughout the schools in the Concord and Merrimack Valley School Districts. This consisted of officers reading books to students through previously recorded videos or through live streamed events.

The Department continued to teach D.A.R.E. in the Merrimack Valley School District. 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. Due to COVID-19 and schools moving to remote learning, the D.A.R.E. officers with the assistance of Concord TV made recorded videos of their lesson plans and those lessons were distributed throughout the D.A.R.E. classes. Some classes were also taught in person.

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 this fiscal year, the Department participated in three active shooter trainings with over 100 attendees. These training were also conducted virtually. The Department also conducted four safety presentations for seniors and high school students. These presentations consisted of 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 Police Department’s Comfort Dog program continued to stay active even during the COVID-19 pandemic. Liberty has engaged citizens that have suffered traumatic events or suffer from mental health issues, and also helped to engage the public at schools, hospitals and other venues. Liberty continues to train in new disciplines to help further her abilities to engage those suffering from social disorders. Liberty has also been utilized in Child Advocacy Center interviews as well as criminal interviews. Liberty has been 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 also been instrumental among our own staff in assisting those that have been involved in traumatic or stressful incidents.

The Police Department was very fortunate to receive a donation of \$50,000 from an anonymous community member in December 2019. 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. There were still funds leftover from 2019 that were utilized this fiscal year. This program was highly successful and one in which the Department members truly enjoyed participating. This was the third year that this donation was a great help to many members of the community and also fostered the Department’s relationship with the community.

The Adverse Childhood Experience Response Team (ACERT) was extremely active throughout the first nine months of this fiscal year. This team is a partnership involving the police and other service providers that was deployed to serve children who were 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 also supplied funds to pay for the training of all officers in Trauma

Informed Training. Since October 22, 2019, the ACERT team made contact with over 650 families to include home visits and phone calls.

In an attempt to stay active within the community throughout the restrictions put in place due to the COVID-19 pandemic, officers participated in numerous birthday and honor parades throughout the city. The Department also worked with the Concord Coalition to End Homelessness to assist those that are homeless and trying to find a permanent home. The Department was actively involved in assisting in cleaning up homeless sites that were left in disrepair.

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.

4. 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: The Department continued to work 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 utilized the Mobile Crisis Unit 37 times. The working relationship with Riverbend has grown strongly this past year. Members of the Department met with Riverbend, representatives of the Mobile Crisis Unit, and the Choices program once a month to discuss the successes and shortfalls that each program was experiencing and how together we could improve their effectiveness.

Riverbend also opened their Crisis Treatment Center (CTC) and the Department has utilized 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 worked with Riverbend to schedule training for the Department's Crisis Intervention Team and other officers. During this fiscal year, the Department responded to 713 calls involving mental health issues. Compared to the same time last year, during which the Department responded to 622 calls involving mental health issues.

The Doorways program and Choices program 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.

5. 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: Over the last year, the Department had significant staffing changes. Since the beginning of this fiscal year, the Department hired 15 new police officers. Currently the Department has 1 officer in Field Training, 3 officers attending the Police Academy with a graduation date in August of 2021, and 3 officers to be hired in July of 2021, who will be going to the next Police Academy in August of 2021.

All of the above-mentioned police officer candidates were the result of targeted recruitments. Department staff put in countless hours to identify, meet, and recruit these candidates one on one. We worked to educate them on our hiring process and the transition to become a police officer.

It is critically important to understand that in light of the COVID-19 pandemic, many of our fellow police agencies have postponed their hiring and recruitments. The Concord Police Department did not stop its efforts with regards to recruitment or hiring. We found creative ways to connect with applicants and conduct interviews in a responsible and safe manner. We have continued to push forward despite these challenging times.

Overall, the Department has hired 21 new employees since the beginning of FY 2021, which includes 15 new police officers, 4 dispatchers, one administrative technician, and one fleet mechanic.

POLICE DEPARTMENT SERVICE INDICATORS:

<u>SERVICE INDICATORS (Fiscal Year)</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Actual</u>
1. Total Calls for Service	47,335	43,290	45,138
2. Total State Reportable Traffic Accidents	1,447	1,147	1,037
3. Total Traffic Fatalities	5	2	2
4. Total Traffic Summonses Issued	1,992	1,475	2,059
5. Total DWI Arrests	108	147	159
6. Total Domestic Violence Related Arrests	303	313	354
7. Drug Abuse Violations (Persons Arrested)	284	201	197
8. Total Part I Violent Crime Arrests	31	36	36
9. Total Custodial Arrests	2,831	2,502	2,499

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 September 08, 2020 State Primary Election and the November 3, 2020 State General Election.

<u>SERVICE INDICATORS</u>	<u>FY2020</u>	<u>FY2021</u>
Birth Certificates Issued	2,462	2,512
Marriage Certificates Issued	1,156	976
Death Certificates Issued	4,510	4,263
Divorce Records Issued	229	238
Certified Records Issued	8,670	8,318
Marriage Licenses Issued	313	319
Marriage Ceremonies Performed	35	10
Dog Licenses Issued	4,638	5,127
Notice of Intent to Issue Dog Summons	0	0

Elections

- Staff held several virtual election training sessions for Ward Officials in preparation for the election season during the COVID-19 pandemic.
- Staff and State Officials coordinated efforts to implement additional health and safety practices and procedures for the election season, to ensure voting access and integrity, during the COVID-19 pandemic.
- Absentee Ballot requests significantly increased as concerns over COVID-19 increased.

<u>SERVICE INDICATORS</u>	<u>FY2020</u>	<u>FY2021</u>
1. Voter Registrations Processed	2,008	3,862
2. Absentee Voters Serviced	1,128	11,173
3. Number of Ballots Cast	20,681	34,693

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 three community centers (West Street Ward House, Greenstreet Community Center and the Merrimack Lodge at White Park), City Auditorium and the cities 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 thousands of 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

- Was awarded a \$275,000 Land and Water Conservation Grant to help build the next Phase of the Merrimack River Greenway Trail. The department worked with the Friends of the Merrimack River Greenway Trail to raise match funds for the grant.
- Despite COVID the department continued to offer programs for all ages of the community and kept the City-Wide Community Center open during FY 2021.
- The department was able to open five of the seven outdoor pools for the summer of 2021. Concord Housing + Redevelopment once again sponsored the summer Free Learn to Swim Program for Concord residents.
- The Department continued to be involved in many special events in the city, , 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 July4th 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 13, 2021

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 Annual Comprehensive Financial Report (ACFR) for the City of Concord, New Hampshire (the City) for the Fiscal Year ending June 30, 2021.

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 ACFR 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. 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, 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 auditors' report.

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

This ACFR 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 43,976 as of the July 2020 Official US Census, a 3.03% 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 2021 he was re-elected for his eighth 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 2021 brought about many challenges as the coronavirus pandemic continued to impact our community and nation during the fiscal year. The City continued to take steps to aid in the mitigation of the health and economical effects of the virus to its employees and citizens including enhanced cleaning protocols and encouraging social distancing in public buildings, encouraging employees to work from home if able to, providing employees a bank of emergency paid sick leave (beyond their normal sick time) for use during COVID-19 related leave, and working with local eateries and easing outdoor dining regulations to enable them to offer new or additional outdoor dining options to their customers. To help offset the cost of some of these programs, the City applied for and recognized revenues from a variety of sources, including \$1,245,112 from the State of New Hampshire Governor's Office for Emergency Relief and Recovery (GOFERR) which includes \$927,660 as a reimbursement for Fire and Police services provided at state run vaccine clinics, \$62,389 from the United States Department of Justice, \$87,354 from the State of New Hampshire Secretary of State's office as part of the CARES Act Election funds, and \$7,782 from the Federal Emergency Management Agency (FEMA).

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 2021 was 2.9%. This compares favorably to New Hampshire's rate of 3.1% and to the United States rate of 5.9%. Concord's rate also remains the lowest among the top three New Hampshire cities with Manchester at 3.5% and Nashua at 3.6%. 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, 2020 increased overall by 6.65% compared to April 1, 2019. The cumulative total residential, manufactured homes and condominiums increased 9.66% in assessed value. The average assessed value of a single family home in Concord as of April 1, 2020 was \$288,067, up 7.8% from \$267,155 the year before.

Tax collections percentage as of June 30, 2021 for the 2020 Tax Year was 99.2%, slightly higher than the previous year. Total tax delinquencies for all years were stated at \$1.5 million, down \$1.6 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 Community Development Department and City Administration. Resources include a separate Economic Development website as well as a real estate database to assist site selectors.

Economic Development successes that occurred during FY2021 included the following:

- 1) On June 12, 2020, the City, through its Revolving Loan Fund Program, entered into a Loan Participation Agreement with the Capital Regional Development Council in support of a \$4.1 million financing package to develop a new corporate headquarters for Eastern Analytical, Inc. (EAI) at 51 Antrim Avenue. Specifically, the City provided \$287,000 of gap financing for the project. The project helped retain EAI and its 32 full-time equivalent employees in Concord, as well as create a new 15,600SF corporate headquarters which will generate \$45,000 - \$55,000, annually. The project was completed in September 2020. Eastern Analytical plans to add 3-4 FTEs in the near future.

- 2) On May 11, 2021, the City entered into a Development Agreement with Interchange Development L.L.C. which established a public / private partnership concerning development of 210,000SF of new commercial / industrial uses on a 43 acre site located at 1 Whitney Road. Phase I of the project features an 80,000SF grocery store, 20,000SF attached retail space, and 13,500SF State of NH Liquor and Wine Outlet. To support the development, the City has agreed to construct \$4.9 million of roadway improvements to U.S. Route 4 and Whitney Road. Phase I of the Developer's project, as well as the City's highway improvements, are underway and will be completed in summer 2023.

Phase I of the Developer's project will create 435 employment opportunities, as well as \$9.5+/- million of net new assessed value, which will generate approximately \$295,000 in property taxes annually.

- 3) On May 17, 2021 the City entered into a Purchase and Sales Agreement to sell property located at 32-34 South Main Street and 33 South State Street to the John Flatley Company for redevelopment. The Developer plans to construct a new 80,000SF, 64 unit apartment building. Construction is scheduled for spring 2022. When completed in summer 2023, the project will have an assessed value of \$8 - \$10.24 million and generate \$215,000 - \$275,000 in property taxes annually.

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 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 2021 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 2020 reported surpluses ranging from \$369,286 to \$1.5 million. The Fiscal Year 2021 surplus is \$1,067,732. In June 2021, the City Council adopted the Fiscal Year 2022 General Fund operating budget using \$1.75 million from prior year surplus to offset tax rate increases, which was reduced to \$820,389 due to increased State funding.

The total General Fund Unassigned Fund Balance increased to \$12.1 million after City management assigned \$2,800,389, \$1,730,000 of which is anticipated to be transferred to trust fund reserve accounts in Fiscal Year 2022, \$250,000 which is assigned for overlay for the settlement of future abatements, and \$820,389 for use of fund balance for the Fiscal Year 2022 budget. The \$12.1 million Unassigned Fund Balance represents a \$1,041,412 increase over Fiscal Year 2020. The purposes of the Assigned Fund Balance to be transferred to Trust Fund reserves in Fiscal Year 2022 are for transfers to Highway Paving Reserve (\$1,000,000), Equipment Reserve (\$480,000), and Recreation (\$250,000).

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 2021, this amount was 11.2%.

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 No. 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, 2021 the Unassigned Fund Balance was 18.5%.

Credit Rating and Debt Limit

As of October 2020 Standard and Poor's Rating Group affirmed the city's bond rating of AA+ in conjunction with a \$6.36 million General Obligation bond offering and affirmed the AA+ rating on the City's \$96.3 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 2021 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 replacement of the pool located at Merrill Park, the replacement of the Hookset Turnpike bridge, vehicle and equipment replacement including a pumper truck for the Fire Department, continuation of the Annual Neighborhood Paving Program, water pump station #4 relocation and replacement, and the replacement of the Hannah Dustin wastewater pump station.

Awards and Acknowledgements

The Government Finance Officers Association of the United States and Canada (GFOA) has awarded twenty-six consecutive Certificates of Achievement for

Excellence in Financial Reporting to the City of Concord, NH for its ACFR beginning with the fiscal year ended December 31, 1995, through June 30, 2020 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 ACFR conforms to the Certificate of Achievement program requirements and will be submitted to GFOA.

The timely preparation of this year's ACFR 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 auditors' report related specifically to the single audit section is included in a separately issued single audit report.

The City invites you to visit our website at www.concordnh.gov, where this ACFR is expected to be prominently displayed by December 31, 2021. Also displayed are previous ACFR's and other summary financial information.

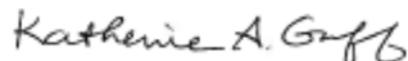
Sincerely,



Thomas J. Aspell, Jr.
City Manager

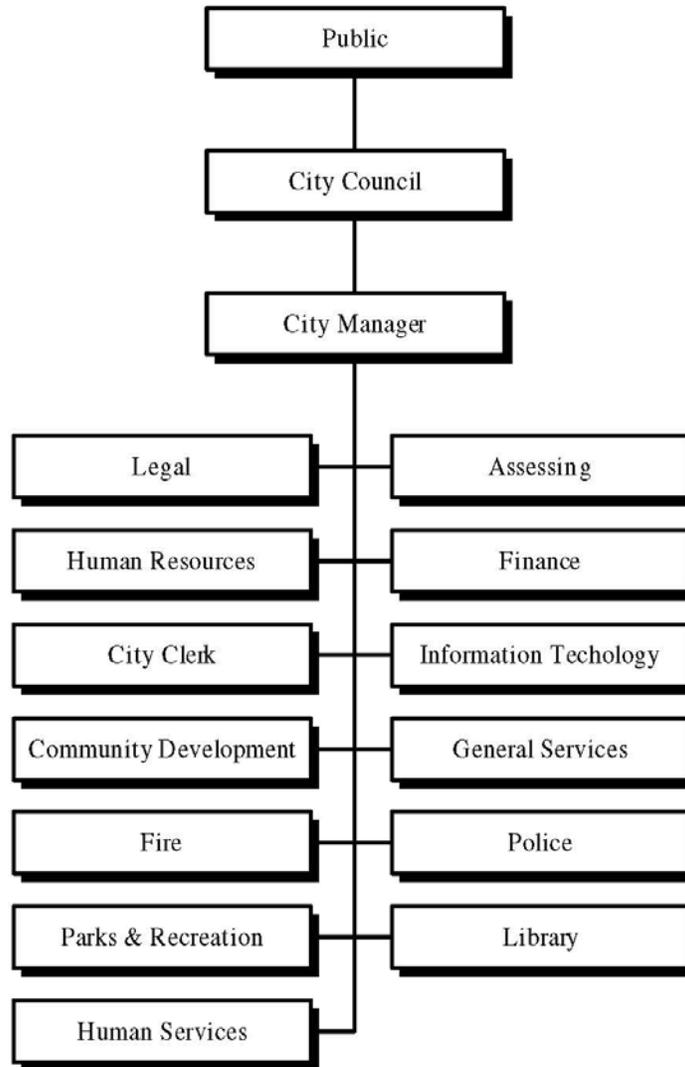


Brian G. LeBrun
Deputy City Manager – Finance



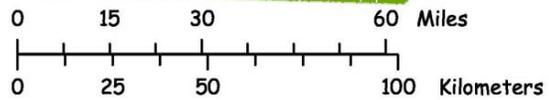
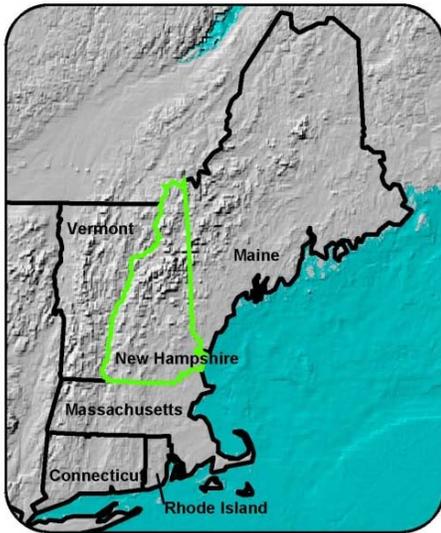
Katherine A. Graff
Assistant Finance Director

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, 2021**

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	Vacant
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	Sean W. Brown
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
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, 2020

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, 2021, 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 City'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 City'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, 2021, 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.

Emphasis of Matter

As discussed in Note 25 to the financial statements, in fiscal year 2021 the City adopted Governmental Accounting Standards Board (GASB) Statement No. 84, *Fiduciary Activities*. Our opinion is not modified with respect to this matter.

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 96 through 120 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.

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 13, 2021 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". The signature is written in a cursive, flowing style.

Merrimack, New Hampshire
December 13, 2021



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, 2021. We encourage readers to consider the information presented here in conjunction with the Letter of Transmittal beginning on page 1 of this report.

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, major capital project fund, and major cemetery permanent 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 City. 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.

Other Supplementary Information

The combining statements referred to earlier in connection with nonmajor governmental funds, as well as certain budgetary schedules are presented immediately following the required supplementary information on pension and OPEB.

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 \$173,349,436 (i.e., net position), a change of \$3,729,922 in comparison to the prior year.
- As of the close of the current fiscal year, governmental funds reported combined ending fund balances of \$56,940,973, a change of \$2,695,478 in comparison to the prior year.
- At the end of the current fiscal year, unassigned fund balance for the general fund was \$12,067,362, a change of \$1,041,412 in comparison to the prior year. In addition, total general fund balance increased by \$997,022.

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					
	Governmental Activities		Business-Type Activities		Total	
	2021	2020	2021	2020	2021	2020
Current and other assets	\$ 132,289	\$ 128,278	\$ 21,474	\$ 20,498	\$ 153,763	\$ 148,776
Capital assets	193,320	189,912	124,018	125,685	317,338	315,597
Total assets	<u>325,609</u>	<u>318,190</u>	<u>145,492</u>	<u>146,183</u>	<u>471,101</u>	<u>464,373</u>
Deferred outflows of resources	<u>27,533</u>	<u>13,986</u>	<u>1,881</u>	<u>1,103</u>	<u>29,414</u>	<u>15,089</u>
Total assets and deferred outflows of resources	<u>\$ 353,142</u>	<u>\$ 332,176</u>	<u>\$ 147,373</u>	<u>\$ 147,286</u>	<u>\$ 500,515</u>	<u>\$ 479,462</u>
Long-term liabilities outstanding	\$ 192,079	\$ 180,021	\$ 46,518	\$ 46,826	\$ 238,597	\$ 226,847
Other liabilities	8,930	8,799	2,360	1,647	11,290	10,446
Total liabilities	<u>201,009</u>	<u>188,820</u>	<u>48,878</u>	<u>48,473</u>	<u>249,887</u>	<u>237,293</u>
Deferred inflows of resources	76,230	71,773	1,049	776	77,279	72,549
Net Position:						
Net investment in capital assets	132,253	126,815	93,327	95,739	225,580	222,554
Restricted	28,204	23,522	2,302	1,079	30,506	24,601
Unrestricted	<u>(84,554)</u>	<u>(78,754)</u>	<u>1,817</u>	<u>1,219</u>	<u>(82,737)</u>	<u>(77,535)</u>
Total net position	<u>75,903</u>	<u>71,583</u>	<u>97,446</u>	<u>98,037</u>	<u>173,349</u>	<u>169,620</u>
Total liabilities, deferred inflows of resources and net position	<u>\$ 353,142</u>	<u>\$ 332,176</u>	<u>\$ 147,373</u>	<u>\$ 147,286</u>	<u>\$ 500,515</u>	<u>\$ 479,462</u>

The largest portion of net position \$225,579,375 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, \$30,507,139 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 (\$82,737,078) primarily resulting from the City's unfunded net pension and total OPEB liabilities.

The City's overall net position improved by \$3,729,922 from the prior year. The reasons for this overall increase are discussed in the following sections for governmental activities and business-type activities.

Changes in Net Position

	<u>Governmental</u>		<u>Business-Type</u>		<u>Total</u>	
	<u>Activities</u>		<u>Activities</u>			
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
Revenues:						
Program revenues:						
Charges for services	\$ 14,565	\$ 13,878	\$ 15,356	\$ 13,977	\$ 29,921	\$ 27,855
Operating grants and contributions	7,040	6,617	130	59	7,170	6,676
Capital grants and contributions	2,129	4,005	1,460	74	3,589	4,079
General revenues:						
Property taxes	45,607	44,943	-	-	45,607	44,943
Penalties and interest on taxes	567	444	-	-	567	444
Motor vehicle registrations	7,468	7,105	-	-	7,468	7,105
Investment income	4,376	1,991	13	143	4,389	2,134
Other	763	711	597	233	1,360	944
Total revenues	<u>82,515</u>	<u>79,694</u>	<u>17,556</u>	<u>14,486</u>	<u>100,071</u>	<u>94,180</u>
Expenses:						
General government	11,025	11,183	-	-	11,025	11,183
Public safety	34,026	31,863	-	-	34,026	31,863
General services	18,927	18,401	-	-	18,927	18,401
Community development	7,235	6,894	-	-	7,235	6,894
Leisure and information services	6,560	6,247	-	-	6,560	6,247
Human services	608	662	-	-	608	662
Interest on long-term debt	2,340	2,502	-	-	2,340	2,502
Water operations	-	-	6,393	5,800	6,393	5,800
Sewer operations	-	-	9,698	7,478	9,698	7,478
Total expenses	<u>80,721</u>	<u>77,752</u>	<u>16,091</u>	<u>13,278</u>	<u>96,812</u>	<u>91,030</u>
Change in net position before transfers, permanent fund contributions and special item	1,794	1,942	1,465	1,208	3,259	3,150
Transfers in (out)	2,056	2,336	(2,056)	(2,336)	-	-
Permanent fund contributions	470	287	-	-	470	287
Special item	-	(798)	-	-	-	(798)
Change in net position	<u>4,320</u>	<u>3,767</u>	<u>(591)</u>	<u>(1,128)</u>	<u>3,729</u>	<u>2,639</u>
Net position - beginning 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>
Net position - end of year	<u>\$ 75,903</u>	<u>\$ 71,583</u>	<u>\$ 97,446</u>	<u>\$ 98,037</u>	<u>\$ 173,349</u>	<u>\$ 169,620</u>

Governmental activities

Governmental activities for the year resulted in a positive change in net position of \$4,320,907. Key elements of this change are as follows:

- Investment income increased by \$2,384,712 from the prior year as a result of favorable market performance exceeding benchmarks.
- Charges for services increased \$687,673 from the prior year, primary due to golf fund fees and sales exceeding last year's amounts.
- Property taxes increased by \$664,494 from the prior year. Although the tax rate was not raised for fiscal year 2021, the assessed value of taxable property increased overall by 6.65%, driven by increased local real estate market values.
- Capital grants and contributions decreased by \$1,875,805 from prior year resulting grant from reimbursement from Federal Aviation Administration of \$1,333,108 in

the prior comparing to \$275,683 in the current year as the Division of Aeronautics Reconstruct Taxiway project is nearing completion.

- Total expenses increased by \$2,970,985 from the previous year, with \$2,163,334 of the increase relating to public safety. The most significant reason for this change represents increase in pension expense primarily resulting from discount rate change from 7.25% to 6.75%. Public safety represents 73.7% of pension expense.
- In the prior year, we incurred a loss on disposal of capital asset (special item) of \$797,864, which did not reoccur in current year.

Business-type activities

Business-type activities for the year resulted in a change in net position of (\$590,985). 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 \$56,940,973, an increase of \$2,695,478 in comparison with the prior year. Of this amount, \$9,667,773, or 16.9%, constitutes unassigned fund balance, which is available for spending at the City's discretion. This fund balance increase is discussed in further detail in the following paragraphs.

General fund

The general fund is the chief operating fund of the City. At the end of the current fiscal year, unassigned fund balance of the general fund was \$12,067,362, while total fund balance was \$20,718,046. 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>6/30/21</u>	<u>6/30/20*</u>	<u>Change</u>	<u>% of Total General Fund Expenditures</u>
Unassigned fund balance	\$ 12,067,362	\$ 11,025,950	\$ 1,041,412	18.5%
Total fund balance ⁽¹⁾	\$ 20,718,046	\$ 19,721,024	\$ 997,022	31.8%

⁽¹⁾ Includes capital reserve funds.

* The June 30, 2020 unassigned fund balance has been revised to reflect the prior year budgeted use of fund balance amount of \$1,500,000.

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

The total general fund balance increased by \$997,022 during the fiscal year due to the result of higher property tax collection rates than the past fiscal year due to earlier property liens and nonbudgeted operating grants from the Federal Emergency Management Agency and the Coronavirus Aid, Relief, and Economic Security Act (“CARES Act”) for the City’s COVID-19 response and relief efforts, which were the primary factors contributing to the \$3,216,369 revenues exceeding expectations. The net surplus was reduced by the budgetary use of fund balance of \$2,501,693.

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>6/30/21</u>	<u>6/30/20</u>	<u>Change</u>
Highways	\$ 1,701,273	\$ 1,613,168	\$ 88,105
Economic development	516,191	950,738	(434,547)
Equipment	414,486	216,440	198,046
OPEB	1,365,287	1,121,294	243,993
Community improvement	90,347	180,439	(90,092)
Recreation	750,202	835,534	(85,332)
Other	195,217	186,101	9,116
Total	<u>\$ 5,033,003</u>	<u>\$ 5,103,714</u>	<u>\$ (70,711)</u>

General Capital Project Fund

The general capital project fund, a major fund, had a decrease in fund balance of \$2,766,596. The main reason for this decrease was the City using unspent bond proceeds to fund current year projects. The City had \$10,806,734 in capital outlay in the current year. Current year capital projects included on-going paving and the replacement of three bridges: Hooksett Turnpike, Birchdale Road, and the North Pembroke Road bridge. At the end of fiscal year 2021, the fund had \$4,132,128 in fund balance which will be used for future capital projects.

Cemetery Permanent Fund

The cemetery permanent fund, the remaining major governmental fund, had an increase in fund balance during the year of \$3,111,312, bringing year end fund balance to \$16,716,750. This increase was driven by strong investment earnings. \$11,413,020 of the fund balance is nonspendable, which cannot be expended, but must be held in perpetuity, the City invests these resources and can spend the earnings on perpetual care.

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 \$1,816,502, a change of \$597,395 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 \$1,692,821. The majority of this increase results from two supplemental resolutions. In February 2021, the City amended the budget by increasing transfers out to the capital reserve funds by \$980,000 funded by fiscal year 2020 assigned fund balance. In March 2021, the City was allocated funding from the GOFERR program, increasing the general fund budget by \$284,540. Other City Council resolutions included minor supplemental appropriations as well as the transfer of funds between departmental line items.

The favorable variance in our Intergovernmental revenues results primarily from an increase in State and Federal funding due to the ongoing COVID-19 pandemic. 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 \$317,337,811 (net of accumulated depreciation), a change of \$1,740,569 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 on going paving operations, the replacement of three bridges: Hooksett Turnpike, Birchdale Road, and North

Pembroke Road, water main replacements, and the start of replacing Pump Station #4 at the Water Treatment Facility.

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 \$102,478,890, 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 2021 adopted to the fiscal 2022 adopted City General Fund budget and tax rate:

<u>Use of Funds</u>	2021 COUNCIL ADOPTED	2022 COUNCIL ADOPTED
Budget Appropriations	\$ 68,497,653	\$ 69,668,734
War Credits	267,400	267,400
Overlay	300,000	200,000
Total Uses of Funds	<u>\$ 69,065,053</u>	<u>\$ 70,136,134</u>
 <u>Sources of Funds</u>		
Miscellaneous Revenues	\$ 24,802,701	\$ 23,760,881
Amount to be raised by property taxes	42,762,352	44,625,253
Use of fund balance	1,500,000	* 1,750,000
Total Sources of Funds	<u>\$ 69,065,053</u>	<u>\$ 70,136,134</u>

*The \$1,750,000 of use of fund balance adopted by the City Council in 2022 was reduced to \$820,389 during the tax rate setting, as it was offset by an increase in Meals and Rooms Tax distribution.

	2021 COUNCIL <u>ADOPTED</u>	2022 COUNCIL <u>ADOPTED</u>
<u>Tax Rate Determination</u>		
Assessed Value (A.V.) in thousands of dollars*	\$ 4,376,904	\$ 4,672,801
Amount to be Raised	\$ 42,762,352	\$ 44,625,253
Current Year Recommended Tax Rate/\$ 1,000 A.V.	\$ 9.77	\$ 9.55 **
Prior Year Tax Rate/\$ 1,000 A.V.	<u>9.77</u>	<u>9.32 *</u>
Increase over Prior Year	\$ 0.00	\$ 0.23
% Change	0.00%	2.50%
* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$4,632,801,359 for municipal purposes and a tax rate of \$9.32 per \$1,000 of assessed value.		
** Portion of Recommended Tax Rate Allocated to Debt Service		1.62
Portion of Prior Year Tax Rate Allocated to Debt Service		<u>1.66</u>
Increase over Prior Year		-0.04
% Change		-2.41%
** Portion of Recommended Tax Rate Allocated to All Other Costs		7.93
Portion of Prior Year Tax Rate Allocated to All Other Costs		<u>7.66</u>
Increase over Prior Year		0.27
% Change		3.52%

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, 2021

	<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	\$ 65,517,158	\$ 17,607,799	\$ 83,124,957
Investments	24,870,326	-	24,870,326
Receivables, net of allowance for uncollectibles:			
Property taxes	35,983,428	-	35,983,428
Accounts	4,193,641	-	4,193,641
User fees	-	1,509,688	1,509,688
Intergovernmental	-	190,556	190,556
Loans	626,300	-	626,300
Other assets	<u>1,098,462</u>	<u>53,685</u>	<u>1,152,147</u>
Total Current Assets	132,289,315	19,361,728	151,651,043
Noncurrent:			
Receivables:			
Intergovernmental	-	2,111,920	2,111,920
Capital assets:			
Land and construction in progress	49,314,265	5,676,884	54,991,149
Other capital assets, net of accumulated depreciation	<u>144,005,621</u>	<u>118,341,041</u>	<u>262,346,662</u>
Total Noncurrent Assets	<u>193,319,886</u>	<u>126,129,845</u>	<u>319,449,731</u>
Total Assets	325,609,201	145,491,573	471,100,774
Deferred Outflows of Resources			
Related to pensions	20,671,289	1,064,984	21,736,273
Related to OPEB	6,785,626	683,527	7,469,153
Related to refunding	<u>75,888</u>	<u>132,554</u>	<u>208,442</u>
Total Deferred Outflows of Resources	<u>27,532,803</u>	<u>1,881,065</u>	<u>29,413,868</u>
Total Assets and Deferred Outflows of Resources	\$ <u>353,142,004</u>	\$ <u>147,372,638</u>	\$ <u>500,514,642</u>

(continued)

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Net Position
June 30, 2021

	<u>Governmental Activities</u>	<u>Business-Type Activities</u>	<u>Total</u>
Liabilities, Deferred Inflows of Resources, and Net Position			
Liabilities			
Current:			
Accounts payable	\$ 3,548,676	\$ 1,419,534	\$ 4,968,210
Retainage payable	374,396	262,632	637,028
Accrued liabilities	2,731,465	599,201	3,330,666
Notes payable	1,520,000	-	1,520,000
Other current liabilities	755,497	78,966	834,463
Current portion of long-term liabilities:			
Bonds and loans payable	7,582,132	3,592,080	11,174,212
Other liabilities	2,696,601	185,063	2,881,664
Total Current Liabilities	19,208,767	6,137,476	25,346,243
Noncurrent:			
Bonds and loans payable, net of current portion	57,159,681	34,144,997	91,304,678
Net pension liability	76,908,059	3,962,325	80,870,384
Total OPEB liability	46,802,218	4,633,564	51,435,782
Other liabilities, net of current portion	929,854	-	929,854
Total Noncurrent Liabilities	181,799,812	42,740,886	224,540,698
Total Liabilities	201,008,579	48,878,362	249,886,941
Deferred Inflows of Resources			
Related to pensions	4,205,424	216,665	4,422,089
Related to OPEB	7,636,814	831,986	8,468,800
Related to taxes	64,387,376	-	64,387,376
Total Deferred Inflows of Resources	76,229,614	1,048,651	77,278,265
Net Position:			
Net investment in capital assets	132,252,728	93,326,647	225,579,375
Restricted for:			
Dedicated income library	3,571,462	-	3,571,462
Housing revolving loans	1,547,320	-	1,547,320
Other purposes	1,370,150	-	1,370,150
Permanent funds:			
Nonexpendable	12,810,250	-	12,810,250
Expendable	6,084,572	-	6,084,572
Debt service	2,820,909	2,302,476	5,123,385
Unrestricted	(84,553,580)	1,816,502	(82,737,078)
Total Net Position	75,903,811	97,445,625	173,349,436
Total Liabilities, Deferred Inflows of Resources and Net Position	\$ 353,142,004	\$ 147,372,638	\$ 500,514,642

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, 2021

	<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	\$ 11,025,410	\$ 1,679,314	\$ 4,806,613	\$ 1,114,988	\$ (3,424,495)
Public safety	34,025,973	4,912,176	2,031,518	-	(27,082,279)
General services	18,926,630	4,105,405	115,496	426,037	(14,279,692)
Community development	7,235,451	1,871,430	46,704	588,303	(4,729,014)
Leisure and information services	6,560,200	1,996,897	23,160	-	(4,540,143)
Human services	608,290	-	16,168	-	(592,122)
Interest on long-term debt	2,339,915	-	-	-	(2,339,915)
Total Governmental Activities	<u>80,721,869</u>	<u>14,565,222</u>	<u>7,039,659</u>	<u>2,129,328</u>	<u>(56,987,660)</u>
Business-Type Activities:					
Water	6,393,209	6,597,621	5,296	-	209,708
Sewer	9,698,160	8,758,340	125,138	1,460,205	645,523
Total Business-Type Activities	<u>16,091,369</u>	<u>15,355,961</u>	<u>130,434</u>	<u>1,460,205</u>	<u>855,231</u>
Total	<u>\$ 96,813,238</u>	<u>\$ 29,921,183</u>	<u>\$ 7,170,093</u>	<u>\$ 3,589,533</u>	<u>\$ (56,132,429)</u>

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Activities
For the Year Ended June 30, 2021

(continued)

	<u>Governmental Activities</u>	<u>Business-Type Activities</u>	<u>Total</u>
Changes in Net Position:			
Net (expenses) revenues from previous page	\$ (56,987,660)	\$ 855,231	\$ (56,132,429)
General Revenues:			
Property taxes	45,607,417	-	45,607,417
Penalties and Interest on taxes	567,468	-	567,468
Motor vehicle registrations	7,468,140	-	7,468,140
Investment income	4,375,785	13,470	4,389,255
Miscellaneous	763,110	596,775	1,359,885
Transfers, net	2,056,461	(2,056,461)	-
Permanent fund contributions	470,186	-	470,186
	<u>61,308,567</u>	<u>(1,446,216)</u>	<u>59,862,351</u>
Total general revenues, transfers, permanent fund and contributions			
Change in Net Position	4,320,907	(590,985)	3,729,922
Net Position			
Beginning of year	<u>71,582,904</u>	<u>98,036,610</u>	<u>169,619,514</u>
End of year	<u>\$ 75,903,811</u>	<u>\$ 97,445,625</u>	<u>\$ 173,349,436</u>

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

CITY OF CONCORD, NEW HAMPSHIRE

Governmental Funds
Balance Sheet
June 30, 2021

	General Fund	General Capital Project Fund	Cemetery Permanent Fund	Nonmajor Governmental Funds	Total Governmental Funds
Assets					
Cash and short-term investments	\$ 49,599,080	\$ 6,925,677	\$ 314,436	\$ 8,677,965	\$ 65,517,158
Investments	1,339,606	-	16,402,314	7,128,406	24,870,326
Receivables:					
Property taxes	35,983,428	-	-	-	35,983,428
Accounts	2,481,935	354,398	-	1,357,308	4,193,641
Loans	-	-	-	626,300	626,300
Due from other funds	609,231	-	-	-	609,231
Inventory	309,296	-	-	252,530	561,826
Prepaid items	507,996	-	-	28,640	536,636
Total Assets	\$ 90,830,572	\$ 7,280,075	\$ 16,716,750	\$ 18,071,149	\$ 132,898,546
Liabilities, Deferred Inflows of Resource, and Fund Balances					
Liabilities					
Accounts payable	\$ 1,427,006	\$ 1,209,323	\$ -	\$ 912,347	\$ 3,548,676
Retainage payable	-	364,396	-	10,000	374,396
Accrued liabilities	1,708,483	-	-	122,042	1,830,525
Due to other funds	-	-	-	609,231	609,231
Notes payable	-	1,520,000	-	-	1,520,000
Compensated absences	-	-	-	33,002	33,002
Other liabilities	592,620	54,228	-	8,516	655,364
Total Liabilities	3,728,109	3,147,947	-	1,695,138	8,571,194
Deferred Inflows of Resources:					
Taxes collected in advance	26,506,335	-	-	-	26,506,335
Unavailable revenues	39,878,082	-	-	1,001,962	40,880,044
Total Deferred Inflows of Resources	66,384,417	-	-	1,001,962	67,386,379
Fund Balances:					
Nonspendable	817,292	-	11,413,020	1,678,399	13,908,711
Restricted	-	6,107,871	5,303,730	11,209,651	22,621,252
Committed	5,033,003	-	-	2,909,845	7,942,848
Assigned	2,800,389	-	-	-	2,800,389
Unassigned	12,067,362	(1,975,743)	-	(423,846)	9,667,773
Total Fund Balances	20,718,046	4,132,128	16,716,750	15,374,049	56,940,973
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	\$ 90,830,572	\$ 7,280,075	\$ 16,716,750	\$ 18,071,149	\$ 132,898,546

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, 2021

Total governmental fund balances	\$ 56,940,973
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the governmental funds.	193,319,886
Other assets are not available to pay for current-period expenditures and, therefore, are deferred in the governmental funds.	3,007,520
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	20,671,289
Deferred inflows	(4,205,424)
Deferred outflows and inflows of OPEB resources are not financial resources nor are they available to pay current-period financial expenditures. OPEB related outflows and inflows consist of:	
Deferred outflows	6,785,626
Deferred inflows	(7,636,814)
Deferred outflows of resources related to deferred amount on advanced refunding will be recognized in future years.	75,888
Interest accrued on outstanding long-term debt.	(1,009,592)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds:	
Bonds payable	(64,741,813)
Net pension liability	(76,908,059)
Total OPEB liability	(46,802,218)
Other (compensated absences, landfill closure liability, and capital leases)	<u>(3,593,451)</u>
Net position of governmental activities	\$ <u>75,903,811</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, 2021

	General Fund	General Capital Project Fund	Cemetery Permanent Fund	Nonmajor Governmental Funds	Total Governmental Funds
Revenues					
Taxes	\$ 52,386,040	\$ -	\$ -	\$ 1,760,747	\$ 54,146,787
Licenses and permits	1,126,552	-	-	-	1,126,552
Intergovernmental	7,510,575	426,037	-	976,697	8,913,309
Charges for services	5,231,265	-	-	8,356,106	13,587,371
Investment income	310,017	-	3,264,224	801,545	4,375,786
Contributions	-	74,706	99,974	551,185	725,865
Miscellaneous	589,207	-	-	185,182	774,389
Total Revenues	67,153,656	500,743	3,364,198	12,631,462	83,650,059
Expenditures					
Current:					
General government	10,338,229	46,383	-	354,974	10,739,586
Public safety	29,140,986	-	-	975,653	30,116,639
General services	9,304,650	-	-	5,187,012	14,491,662
Community development	3,604,494	-	-	1,033,735	4,638,229
Leisure and information services	4,537,314	-	-	1,184,179	5,721,493
Human services	583,586	-	-	-	583,586
Debt service:					
Principal	5,836,386	-	-	1,622,625	7,459,011
Interest	1,842,089	-	-	492,097	2,334,186
Capital outlay	-	10,806,734	-	645,666	11,452,400
Total Expenditures	65,187,734	10,853,117	-	11,495,941	87,536,792
Excess (Deficiency) of Revenues Over (Under) Expenditures	1,965,922	(10,352,374)	3,364,198	1,135,521	(3,886,733)
Other Financing Sources (Uses)					
Issuance of refunding debt	2,038,500	-	-	-	2,038,500
Issuance of bonds	-	3,998,900	-	-	3,998,900
Premium on issuance of bonds	-	574,900	-	-	574,900
Premium on issuance of refunding bonds	384,887	-	-	-	384,887
Payment to refunded bond escrow agent	(2,471,437)	-	-	-	(2,471,437)
Transfers in	3,365,966	3,011,978	-	1,542,099	7,920,043
Transfers out	(4,286,816)	-	(252,886)	(1,323,880)	(5,863,582)
Total Other Financing Sources (Uses)	(968,900)	7,585,778	(252,886)	218,219	6,582,211
Net Change in Fund Balance	997,022	(2,766,596)	3,111,312	1,353,740	2,695,478
Fund Balance, at Beginning of Year, as reclassified	19,721,024	6,898,724	13,605,438	14,020,309	54,245,495
Fund Balance, at End of Year	\$ <u>20,718,046</u>	\$ <u>4,132,128</u>	\$ <u>16,716,750</u>	\$ <u>15,374,049</u>	\$ <u>56,940,973</u>

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, 2021

Net changes in fund balances - total governmental funds	\$ 2,695,478
<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	10,342,191
Net effect from disposal of assets	(11,278)
Depreciation	(6,923,731)
<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>	
	(651,618)
<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, including current year refunding	9,882,398
Issuance of debt	(6,037,400)
Bond premiums	(959,787)
Amortization of bond premiums	217,992
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>	
	(5,729)
<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	(16,378,769)
Pension related deferred outflows and inflows of resources	11,488,055
Other post employment benefits liability	1,364,727
OPEB related deferred outflows and inflows of resources	(521,683)
<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	(201,886)
Capital lease	9,595
Landfill post-closure liability	25,000
Change in net position of governmental activities	\$ 4,320,907

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, 2021

	Budgeted Amounts			Variance with Final Budget Positive (Negative)
	Original Budget	Final Budget	Actual Amounts	
Revenues				
Property Taxes	\$ 50,003,431	\$ 50,417,054	\$ 52,307,835	\$ 1,890,781
Licenses and permits	912,980	872,980	1,002,004	129,024
Intergovernmental	6,205,388	6,547,318	7,510,575	963,257
Charges for services	5,384,509	5,384,509	5,385,314	805
Investment income	390,000	140,000	60,116	(79,884)
Miscellaneous	136,945	247,320	559,706	312,386
Total Revenues	63,033,253	63,609,181	66,825,550	3,216,369
Expenditures				
General government	11,051,292	11,192,905	10,725,008	467,897
Public safety	28,051,162	28,345,378	29,140,987	(795,609)
General services	9,978,764	10,084,449	9,979,458	104,991
Community development	3,662,560	3,702,291	3,724,168	(21,877)
Leisure and information services	5,037,881	5,050,115	4,537,314	512,801
Human services	718,205	729,979	583,586	146,393
Debt service	7,737,439	7,737,439	7,726,525	10,914
Total Expenditures	66,237,303	66,842,556	66,417,046	425,510
Excess (deficiency) of revenue over expenditures	(3,204,050)	(3,233,375)	408,504	3,641,879
Other Financing Sources (Uses)				
Transfers in	3,964,400	4,079,600	4,007,379	(72,221)
Transfers out	(2,260,350)	(3,347,918)	(3,348,151)	(233)
Budgetary use of fund balance	1,500,000	2,501,693	-	(2,501,693)
Total Other Financing Sources (Uses)	3,204,050	3,233,375	659,228	(2,574,147)
Excess of revenues and other financing sources over expenditures and other financing uses	\$ -	\$ -	\$ 1,067,732	\$ 1,067,732

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

CITY OF CONCORD, NEW HAMPSHIRE

Proprietary Funds
Statement of Net Position
June 30, 2021

	Business-Type Activities Enterprise Funds		
	<u>Water</u> <u>Fund</u>	<u>Sewer</u> <u>Fund</u>	<u>Total</u>
Assets and Deferred			
Outflows of Resources			
Assets			
Current:			
Cash and short-term investments	\$ 10,082,314	\$ 7,525,485	\$ 17,607,799
Receivables:			
User fees	607,081	902,607	1,509,688
Intergovernmental	-	190,556	190,556
Prepays	23,229	21,668	44,897
Inventory	8,788	-	8,788
Total Current Assets	<u>10,721,412</u>	<u>8,640,316</u>	<u>19,361,728</u>
Noncurrent:			
Intergovernmental	-	2,111,920	2,111,920
Capital assets:			
Land and construction in progress	2,530,994	3,145,890	5,676,884
Other capital assets, net of accumulated depreciation	<u>62,358,665</u>	<u>55,982,376</u>	<u>118,341,041</u>
Total Noncurrent Assets	<u>64,889,659</u>	<u>61,240,186</u>	<u>126,129,845</u>
Total Assets	75,611,071	69,880,502	145,491,573
Deferred Outflows of Resources			
Related to pensions	518,646	546,338	1,064,984
Related to OPEB	340,715	342,812	683,527
Related to refunding	84,068	48,486	132,554
Total Deferred Outflows of Resources	<u>943,429</u>	<u>937,636</u>	<u>1,881,065</u>
Total Assets and Deferred			
Outflows of Resources	<u>\$ 76,554,500</u>	<u>\$ 70,818,138</u>	<u>\$ 147,372,638</u>

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Proprietary Funds
Statement of Net Position
June 30, 2021

(continued)

Liabilities, Deferred Inflows of Resources, and Net Position	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Liabilities:			
Current:			
Accounts payable	\$ 974,208	\$ 445,326	\$ 1,419,534
Retainage payable	188,529	74,103	262,632
Accrued liabilities	293,991	305,210	599,201
Other current liabilities	72,487	6,479	78,966
Current portion of long-term liabilities:			
Bonds and loans payable	1,705,487	1,886,593	3,592,080
Other liabilities	101,206	83,857	185,063
Total Current Liabilities	3,335,908	2,801,568	6,137,476
Noncurrent:			
Bonds and loans payable, net of current portion	17,108,778	17,036,219	34,144,997
Net pension liability	1,929,648	2,032,677	3,962,325
Total OPEB liability	2,309,547	2,324,017	4,633,564
Total Noncurrent Liabilities	21,347,973	21,392,913	42,740,886
Total liabilities	24,683,881	24,194,481	48,878,362
Deferred Inflows of Resources			
Related to pensions	105,516	111,149	216,665
Related to OPEB	414,819	417,167	831,986
Total Deferred Inflows of Resources	520,335	528,316	1,048,651
Net Position:			
Net investment in capital assets	50,928,793	42,397,854	93,326,647
Restricted for debt service	-	2,302,476	2,302,476
Unrestricted	421,491	1,395,011	1,816,502
Total Net Position	51,350,284	46,095,341	97,445,625
Total Liabilities, Deferred Inflows of Resources, and Net Position	\$ 76,554,500	\$ 70,818,138	\$ 147,372,638

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, 2021

	Business-Type Activities		
	Enterprise Funds		
	Water Fund	Sewer Fund	Total
Operating Revenues			
Charges for services	\$ 6,597,621	\$ 8,758,340	\$ 15,355,961
Other	316,353	280,422	596,775
Total Operating Revenues	6,913,974	9,038,762	15,952,736
Operating Expenses			
Salaries and benefits	2,269,973	2,567,701	4,837,674
Other operating expenses	1,315,041	2,583,739	3,898,780
Depreciation	2,168,642	3,912,780	6,081,422
Total Operating Expenses	5,753,656	9,064,220	14,817,876
Operating Income (Loss)	1,160,318	(25,458)	1,134,860
Nonoperating Revenues (Expenses)			
Investment income	7,733	5,737	13,470
Intergovernmental	5,296	125,138	130,434
Interest expense	(639,553)	(633,940)	(1,273,493)
Total Nonoperating Revenues (Expenses), Net	(626,524)	(503,065)	(1,129,589)
Income (Loss) Before Contributions and Transfers	533,794	(528,523)	5,271
Capital contributions	-	1,460,205	1,460,205
Transfers in	600,087	279,084	879,171
Transfers out	(1,533,669)	(1,401,963)	(2,935,632)
Change in Net Position	(399,788)	(191,197)	(590,985)
Net Position at Beginning of Year	51,750,072	46,286,538	98,036,610
Net Position at End of Year	\$ 51,350,284	\$ 46,095,341	\$ 97,445,625

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, 2021

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Cash Flows From Operating Activities			
Receipts from customers and users	\$ 6,932,585	\$ 8,990,177	\$ 15,922,762
Payments to employees for services	(2,162,215)	(2,269,446)	(4,431,661)
Payments to vendor for goods and services	<u>(1,331,409)</u>	<u>(2,608,491)</u>	<u>(3,939,900)</u>
Net Cash Provided By Operating Activities	3,438,961	4,112,240	7,551,201
Cash Flows From Noncapital Financing Activities			
Intergovernmental revenues	5,296	(1,099,085)	(1,093,789)
Transfers in	600,087	279,084	879,171
Transfers out	<u>(1,533,669)</u>	<u>(1,401,963)</u>	<u>(2,935,632)</u>
Net Cash Used For Noncapital Financing Activities	(928,286)	(2,221,964)	(3,150,250)
Cash Flows From Capital and Related Financing Activities			
Proceeds from issuance of bonds	1,031,000	1,334,900	2,365,900
Principal payments on bonds and loans	(1,769,607)	(2,018,449)	(3,788,056)
Bond premium	150,000	215,100	365,100
Acquisition and construction of capital assets, net disposals	(951,085)	(2,727,906)	(3,678,991)
Capital contributions	-	1,460,205	1,460,205
Interest expense	<u>(633,252)</u>	<u>(622,436)</u>	<u>(1,255,688)</u>
Net Cash Used For Capital and Related Financing Activities	(2,172,944)	(2,358,586)	(4,531,530)
Cash Flow From Investing Activities			
Investment income	<u>7,733</u>	<u>5,737</u>	<u>13,470</u>
Net Cash Provided by Investing Activities	<u>7,733</u>	<u>5,737</u>	<u>13,470</u>
Net Change in Cash and Short-Term Investments	345,464	(462,573)	(117,109)
Cash and Short-Term Investments, Beginning of Year	<u>9,736,850</u>	<u>7,988,058</u>	<u>17,724,908</u>
Cash and Short-Term Investments, End of Year	<u>\$ 10,082,314</u>	<u>\$ 7,525,485</u>	<u>\$ 17,607,799</u>
Reconciliation of Operating Income (Loss) to Net Cash Provided by Operating Activities			
Operating income (loss)	\$ 1,160,318	\$ (25,458)	\$ 1,134,860
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation	2,168,642	3,912,780	6,081,422
Bond premium amortization	(89,485)	(72,989)	(162,474)
Changes in assets, deferred outflows, liabilities, and deferred inflows:			
User fees	108,097	24,403	132,500
Other assets	(1,472)	-	(1,472)
Deferred outflows	(367,883)	(410,358)	(778,241)
Accounts payable	(14,957)	(23,915)	(38,872)
Compensated absences	6,611	1,391	8,002
Net pension liability	415,760	421,653	837,413
Total OPEB liability	(69,786)	135,789	66,003
Deferred inflows	123,056	149,780	272,836
Other liabilities	<u>60</u>	<u>(836)</u>	<u>(776)</u>
Net Cash Provided By Operating Activities	<u>\$ 3,438,961</u>	<u>\$ 4,112,240</u>	<u>\$ 7,551,201</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, 2021

	<u>Custodial Fund</u>
Assets	
Cash and short-term investments	\$ <u>120,797</u>
Total Assets	\$ <u><u>120,797</u></u>
 Liabilities and Net Position	
Liabilities	
Due to State of New Hampshire	\$ 16,055
Due to Merrimack Valley School District	<u>104,742</u>
Total Liabilities	120,797
 Net Position	
Restricted for other governments	<u>-</u>
Total Liabilities and Net Position	\$ <u><u>120,797</u></u>

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2021 (AS OF JUNE 30, 2021)

*Date of Creation	NAME OF TRUST FUND	Up/ out Type	Upload Purpose	Upload How Invested	PURPOSE OF TRUST FUND	HOW INVESTED	%	Balance Beginning Year	Additions/ New Funds Created	Cash Receipts	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance End Year	INCOME				TOTAL
															Balance Beginning Year	Balance End Year	Expended During Year	Balance End Year	
1/10/2005	Account 3053001210 Fund A Expendable - Cemetery & CEM-E	Expendable Trust (RSA 3119-a)	Cemetery Trust (Other)	Common Investment		Stocks & Bonds	0.66%	16,780.34	2,934.20			531.04	20,245.58	2,568.90	442.11	(68.85)	(1,010.00)	1,932.16	22,177.74
5/5/1997	Library	Expendable Trust (RSA 3119-a)	Library	Common Investment	Moulton	Stocks & Bonds	2.56%	65,249.09				2,064.92	67,314.00	11,894.03	1,719.10	(267.72)		13,345.42	80,659.42
7/19/2005	Dane Trust	Expendable Trust (RSA 3119-a)	Library	Common Investment		Stocks & Bonds	3.91%	99,662.82	175,000.00			3,154.00	277,816.82	17,415.63	2,625.60	(408.92)		19,632.51	297,449.33
9/24/2009	Ann Soderstrom (Penacook)	Expendable Trust (RSA 3119-a)	Library	Common Investment	Penacook Library	Stocks & Bonds	4.24%	107,981.86				3,417.27	111,399.12	16,578.80	2,844.98	(443.05)		18,980.73	130,379.85
5/13/2010	Elizabeth Hoyt	Expendable Trust (RSA 3119-a)	Library	Common Investment	Concord Library	Stocks & Bonds	3.10%	78,890.41				2,496.62	81,387.03	15,590.80	2,078.51	(323.69)		17,300.62	98,692.65
6/29/2013	Eugene & Irene Pantzer Family TR	Expendable Trust (RSA 3119-a)	Library	Common Investment		Stocks & Bonds	0.90%	22,896.51				724.60	23,621.10	2,464.33	603.25	(93.94)		2,973.64	26,594.74
1/1/1900	JHeath	Expendable Trust (RSA 3119-a)	Library	Common Investment		Stocks & Bonds	1.37%	34,797.76				1,101.23	35,898.99	20,493.97	916.81	(142.78)		21,268.00	57,166.99
2/9/2015	Estate of Lucinda Blesse	Expendable Trust (RSA 3119-a)	Library	Common Investment		Stocks & Bonds	4.85%	123,654.88				3,913.26	127,568.14	9,108.88	3,257.91	(507.36)		11,859.43	139,427.57
1/25/2016	Catherine L. Peppas	Expendable Trust (RSA 3119-a)	Library	Common Investment		Stocks & Bonds	0.00%	0.00				0.00	0.00	0.00	0.00	0.00		0.00	0.00
11/1/1989	Nelson Legacy	Expendable Trust (RSA 3119-a)	Library	Common Investment		Stocks & Bonds	0.00%	0.00				0.00	0.00	292.38	0.00	(0.00)		292.38	292.38
1/9/1928	Herry Kimball	Expendable Trust (RSA 3119-a)	Library	Common Investment		Stocks & Bonds	5.02%	127,843.33	10,437.50			4,045.82	142,326.65	14,898.40	3,368.26	(524.54)		17,742.12	160,068.77
5/18/1994	B.A. Kimball	Expendable Trust (RSA 3119-a)	Library	Common Investment		Stocks & Bonds	25.73%	655,411.60	90,887.78		(80,000.00)	20,741.59	687,020.98	73,944.31	17,268.00	(2,689.16)		88,523.15	775,544.12
5/18/1994	Chester Larson	Expendable Trust (RSA 3119-a)	Library	Common Investment		Stocks & Bonds	7.96%	202,834.17	14,048.12		(100,000.00)	6,419.03	223,301.31	23,038.01	5,344.03	(832.23)		27,549.81	250,851.13
6/2/1928	William Thayer	Expendable Trust (RSA 3119-a)	Library	Common Investment		Stocks & Bonds	39.70%	1,011,185.64	179,832.05		(100,000.00)	32,000.65	1,123,018.35	113,050.55	26,641.50	(4,148.91)		135,543.15	1,258,561.50
	Total Fund A						100.00%	2,547,188.40	473,119.65		(180,000.00)	80,610.02	2,920,918.07	321,299.00	67,110.26	(10,451.14)	(1,010.00)	376,948.12	3,297,866.20
1/1/1900	Account 3053001201 Fund B Expendable - Conservation	Expendable Trust (RSA 3119-a)	Capital Reserve (Other)	Common Investment	Purchase of Land	Stocks & Bonds	22.42%	361,881.81	78,205.00		(149,900.00)	50,362.12	340,539.93	190,206.49	10,803.65	(2,014.56)		188,995.58	539,535.52
6/8/1981	Conservation Fund	Expendable Trust (RSA 3119-a)	Capital Reserve (Other)	Common Investment	Forest Fund	Stocks & Bonds	24.40%	393,892.34				54,816.94	448,709.28	109,768.97	11,759.30	(2,192.76)		94,981.48	543,690.76
12/28/1979	Conservation Fund	Expendable Trust (RSA 3119-a)	Capital Reserve (Other)	Common Investment	Stevens Recreation	Stocks & Bonds	1.19%	19,247.88				21,926.55	21,926.55	15,231.23	574.63	(107.15)		15,698.71	37,625.26
3/15/1999	Conservation Fund	Expendable Trust (RSA 3119-a)	Capital Reserve (Other)	Common Investment	Urban Tree	Stocks & Bonds	0.93%	14,979.11				2,084.60	17,063.72	9,014.81	447.19	(83.39)		9,378.61	26,442.33
11/17/2001	Conservation Fund	Expendable Trust (RSA 3119-a)	Capital Reserve (Other)	Common Investment	Heritage	Stocks & Bonds	0.99%	15,908.85	233.00			2,213.99	18,355.84	2,897.73	474.94	(88.56)		3,294.11	21,639.95
9/1/2009	OPEB Trust	Expendable Trust (RSA 3119-a)	Capital Reserve (Other)	Common Investment	Employment Benefits	Stocks & Bonds	49.32%	796,030.38				110,781.42	906,811.80	189,445.81	23,764.76	(4,431.42)		158,779.15	1,065,590.94
4/10/2018	Stewardship of Land	Expendable Trust (RSA 3119-a)	Capital Reserve (Other)	Common Investment		Stocks & Bonds	0.75%	12,108.15				1,685.06	13,793.21	390.52	361.48	(67.40)		684.59	14,477.80
	Total Fund B						100.00%	1,614,048.51	78,438.00	0.00	(149,900.00)	224,622.82	1,767,200.33	466,955.55	48,185.94	(8,985.24)	(24,354.03)	481,802.22	2,249,002.56

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2021 (AS OF JUNE 30, 2021)

*Date of *Creation	NAME OF TRUST FUND	Up and Type	Upload Purpose	Upload How Invested	PURPOSE OF TRUST FUND	HOW INVESTED	%	Balance Beginning Year	Additions/ New Funds Created	Cash Receipts	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance End Year	Expended During Year	Fees	Earned During Year	INCOME	Balance End Year	TOTAL Principal & Income	
																					Balance Beginning Year
	Account 3053001194 Fund C Non-Expendable Cemetery																				
9/7/1962	Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Milville	Stocks & Bonds	0.05%	5,997.81				752.18	5,997.81	5,997.81		(24.22)	139.45	139.45	662.01	6,559.82	
3/9/1925	Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Suncook	Stocks & Bonds	0.02%	2,669.22				382.75	2,669.22	2,669.22		(12.32)	70.96	70.96	344.05	3,396.01	
5/16/1983	Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Maple Grove	Stocks & Bonds	0.06%	6,884.40				2,444.82	6,884.40	6,884.40		(31.83)	183.28	183.28	934.50	8,817.51	
3/9/1925	Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Pine Grove	Stocks & Bonds	0.15%	16,352.45				1,945.15	16,352.45	16,352.45		(75.50)	434.72	434.72	2,304.37	21,001.64	
3/9/1925	Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Horse Hill	Stocks & Bonds	0.01%	1,286.99				185.98	1,286.99	1,286.99		(5.99)	34.48	34.48	196.42	1,478.40	
3/9/1925	Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Old Fort	Stocks & Bonds	0.00%	176.03				25.24	176.03	176.03		(0.81)	4.68	4.68	31.26	232.53	
10/11/1972	Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Old North	Stocks & Bonds	0.32%	35,376.08				5,072.67	35,376.08	35,376.08		(163.34)	940.44	940.44	5,083.19	45,531.93	
6/29/1954	Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Woodlawn	Stocks & Bonds	0.33%	37,218.78				5,336.90	37,218.78	37,218.78		(171.85)	989.44	989.44	5,900.48	48,456.16	
6/29/1954	Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Blossom Hill	Stocks & Bonds	29.70%	3,301,588.38				473,423.24	3,301,588.38	3,301,588.38		(15,244.19)	87,770.61	87,770.61	221,939.39	3,996,950.98	
1/1/1900	Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Concord Calvary	Stocks & Bonds	8.12%	1,032,243.81				129,933.43	1,032,243.81	1,032,243.81		(4,168.39)	24,000.10	24,000.10	46,103.81	1,078,347.62	
1/1/1900	Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Penacook Calvary	Stocks & Bonds	0.06%	8,901.25	99,974.00			1,276.37	8,901.25	8,901.25		(41.10)	236.63	236.63	0.00	10,177.63	
1/1/1900	Cemetery-Flowers	Trust	Cemetery Trust (Other)	Common Investment	General	Stocks & Bonds	43.04%	4,784,825.53				686,108.43	4,784,825.53	4,784,825.53		(22,092.64)	127,201.51	127,201.51	184,216.51	5,755,132.47	
1/1/1900	Cemetery-Flowers	Trust	Cemetery Trust (Other)	Common Investment	Flowers	Stocks & Bonds	3.86%	428,892.79				61,500.04	428,892.79	428,892.79		(1,980.30)	11,401.84	11,401.84	10,446.54	500,839.37	
1/1/1900	Single Grave Annex	Trust	Cemetery Trust (Other)	Common Investment	General	Stocks & Bonds	1.05%	116,775.14				16,744.69	116,775.14	116,775.14		(539.18)	3,104.39	3,104.39	26,964.82	160,484.65	
04/07/1978	Seth K. Jones	Trust	Cemetery Trust (Other)	Common Investment	Monument Fund	Stocks & Bonds	0.02%	2,501.64				358.72	2,501.64	2,501.64		(11.55)	66.50	66.50	11,996.85	14,857.21	
10/25/1965	Shrub-Cemetery	Trust	Cemetery Trust (Other)	Common Investment	Shrub	Stocks & Bonds	0.66%	73,555.40				10,547.30	73,555.40	73,555.40		(339.62)	1,955.42	1,955.42	3,135.45	86,518.15	
12/22/1948	Florence Wilson	Trust	Cemetery Trust (Other)	Common Investment	Flower	Stocks & Bonds	0.00%	177.82				51.00	177.82	177.82		(0.82)	4.73	4.73	16.66	242.32	
6/16/1916	J. Eastman Pecker	Trust	Cemetery Trust (Other)	Common Investment	Pine Grove	Stocks & Bonds	0.30%	33,746.58				25.50	33,746.58	33,746.58		(0.82)	39.03	39.03	61,897.07	100,482.66	
3/11/1941	Edith & Emily	Trust	Cemetery Trust (Other)	Common Investment	Landscape	Stocks & Bonds	0.01%	1,491.08				4,839.01	1,491.08	1,491.08		(155.82)	897.13	897.13	4,861.40	6,566.28	
1/1/1940	A.C. Campbell	Trust	Cemetery Trust (Other)	Common Investment	Flowers/Care	Stocks & Bonds	0.01%	1,275.29				213.81	1,275.29	1,275.29		(6.88)	33.90	33.90	131.30	1,589.45	
5/8/1958	Mrs. H.A. Kimball	Trust	Cemetery Trust (Other)	Common Investment	Flowers/Care	Stocks & Bonds	0.03%	3,708.27				182.87	3,708.27	3,708.27		(5.89)	98.58	98.58	2,796.20	7,036.20	
6/8/1938	Sen. Styles Bridges	Trust	Cemetery Trust (Other)	Common Investment	Cemetery/Care	Stocks & Bonds	0.03%	3,443.98				493.84	3,443.98	3,443.98		(17.12)	91.56	91.56	2,973.04	6,910.85	
10/4/1974	Judge Edwin Page	Trust	Cemetery Trust (Other)	Common Investment	Cemetery/Care	Stocks & Bonds	0.01%	1,087.32				157.35	1,087.32	1,087.32		(5.07)	29.17	29.17	767.73	2,022.39	
3/30/1976	Alvin P. Dunbar	Trust	Cemetery Trust (Other)	Common Investment	Monument/Care	Stocks & Bonds	0.00%	355.67				51.00	355.67	355.67		(1.64)	9.46	9.46	347.18	753.85	
9/25/1936	Caroline DeFaugi	Trust	Cemetery Trust (Other)	Common Investment	Mausoleum	Stocks & Bonds	0.36%	40,011.04				5,737.29	40,011.04	40,011.04		(255.00)	1,063.67	1,063.67	27,187.94	72,936.26	
1/1/1900	Thompson Monument	Trust	Cemetery Trust (Other)	Common Investment	Monument Fund	Stocks & Bonds	0.34%	37,378.77				5,359.84	37,378.77	37,378.77		(205.28)	993.69	993.69	11,851.56	54,990.17	
7/1/1905	Alvin P. Dunbar	Trust	Cemetery Trust (Other)	Common Investment	Flowers	Stocks & Bonds	0.06%	6,824.65				978.60	6,824.65	6,824.65		(31.51)	181.43	181.43	994.91	8,798.16	
10/14/1902	Minot Enclosure	Trust	Cemetery Trust (Other)	Common Investment	Cemetery/Care	Stocks & Bonds	0.18%	20,550.58				2,946.38	20,550.58	20,550.58		(94.89)	546.32	546.32	21,626.86	45,124.24	
3/9/1925	Imp. & Ornamentation	Trust	Cemetery Trust (Other)	Common Investment	Cemetery	Stocks & Bonds	0.14%	15,363.32				2,202.99	15,363.32	15,363.32		(70.94)	408.42	408.42	8,443.76	26,010.07	
7/5/1905	Frank J. Sulloway	Trust	Cemetery Trust (Other)	Common Investment	Cemetery	Stocks & Bonds	0.04%	4,069.62				583.55	4,069.62	4,069.62		(18.79)	108.19	108.19	2,305.92	6,959.09	
	Non-Expendable Library																				
02/09/1892	Abigail Walker	Trust	Library	Common Investment	Schools	Stocks & Bonds	0.03%	3,011.94				431.89	3,011.94	3,011.94		(0.00)	80.07	80.07	0.00	3,443.83	
1/1/1900	Library-Books	Trust	Library	Common Investment	David Osgood	Stocks & Bonds	0.01%	741.65				106.35	741.65	741.65		(3.42)	19.72	19.72	140.82	888.82	
1/1/1900	Library-Books	Trust	Library	Common Investment	Stephen Abbot	Stocks & Bonds	0.03%	3,708.27				531.74	3,708.27	3,708.27		(17.12)	98.58	98.58	704.10	4,944.11	
4/19/1909	Library-Books	Trust	Library	Common Investment	William Chase	Stocks & Bonds	0.03%	3,797.14				544.48	3,797.14	3,797.14		(17.53)	100.94	100.94	721.61	5,063.23	
1/1/1900	Library-Books	Trust	Library	Common Investment	Cogswell Coll.	Stocks & Bonds	0.08%	8,491.24				1,217.58	8,491.24	8,491.24		(39.21)	225.73	225.73	1,612.13	11,320.96	
12/9/1923	Library-Books	Trust	Library	Common Investment	C.R. Covey	Stocks & Bonds	0.66%	73,763.25				10,577.10	73,763.25	73,763.25		(340.58)	1,960.95	1,960.95	5,459.66	89,900.01	
01/03/1865	Library-Books	Trust	Library	Common Investment	Joe Hazeltine	Stocks & Bonds	0.11%	12,236.57				1,754.63	12,236.57	12,236.57		(56.50)	325.30	325.30	2,023.36	16,014.57	
1/1/1900	Library-Books	Trust	Library	Common Investment	G.P. Lynn	Stocks & Bonds	0.03%	3,708.27				531.74	3,708.27	3,708.27		(17.12)	98.58	98.58	704.10	4,944.11	
01/10/1900	Library-Books	Trust	Library	Common Investment	Franklin Pierce	Stocks & Bonds	0.02%	1,838.91				263.69	1,838.91	1,838.91		(8.49)	48.89	48.89	349.70	2,452.31	
19/1934	Library-Books	Trust	Library	Common Investment	Thomas Valjeay	Stocks & Bonds	0.00%	275.28				39.47	275.28	275.28		(1.27)	7.32	7.32	52.43	367.19	
9/10/1918	Seth K. Jones	Trust	Library	Common Investment	Seth Jones	Stocks & Bonds	0.05%	5,630.24				807.34	5,630.24	5,630.24		(26.00)	149.68	149.68	1,066.04	7,506.62	
1/10/1949	Library-Books	Trust	Library	Common Investment	Cem. Books, Lib	Stocks & Bonds	0.03%	3,708.27				531.74	3,708.27	3,708.27		(17.12)	98.58	98.58	637.78	4,877.79	
1/10/1949	Library-Books	Trust	Library	Common Investment	Building fund	Stocks & Bonds	0.24%	26,491.09				3,798.63	26,491.09	26,491.09		(122.32)	704.25	704.25	5,815.74	36,105.45	
12/4/1923	Library-Books	Trust	Library	Common Investment	G. Blanchard	Stocks & Bonds	2.05%	227,359.57				32,801.67	227,359.57	227,359.57		(300.00)	6,044.21	6,044.21	43,603.50	303,964.74	
9/10/1918	Library-Books	Trust	Library	Common Investment	New Library Fund	Stocks & Bonds	0.63%	69,740.47				10,000.27	69,740.47	69,740.47		(322.01)	1,854.01	1,854.01	15,284.50	95,025.24	
3/11/1987	Library-General Purpose	Trust	Library	Common Investment	S.G. Eastman	Stocks & Bonds	1.46%	162,631.40				23,320.13	162,631.40	162,631.40		(759.91)	4,323.45	4,323.45	31,203.37	217,154.91	
1/27/1940	Library-General Purpose	Trust	Library	Common Investment	Dr. M. Alchison Estate	Stocks & Bonds	0.03%	3,922.13				79.33	3,922.13	3,922.13		(15.43)	88.87	88.87	708.87	4,531.00	
1/27/1940	Library-General Purpose	Trust	Library	Common Investment	Books & Periodicals	Stocks & Bonds	2.87%	319,486.82				45,813.47	319,486.82	319,486.82		(3,000.00)	8,493.62	8,493.62	35,655.53	400,965.82	
2/28/1997	Marie Cobert	Trust	Library	Common Investment	Books & Periodicals	Stocks & Bonds	2.46%	273,686.13				39,244.56	273,686.13	273,686.13		(3,000.00)	7,275.77	7,275.77	54,589.83	367,514.51	
	Non-Expendable Other																				
1/1/1900	Rollins Trust	Trust	Library	Common Investment	B-Car Square	Stocks & Bonds	0.05%	5,081.39				801.17	5,081.39	5,081.39		(25.80)	148.53	148.53	5,204.13	11,592.58	
1/1/1900	Countess of Rumford	Trust	Library	Common Investment	Female Charity Society	Stocks & Bonds	0.07%	7,386.20				1,059.13	7,386.20	7,386.20		(62.26)	196.36	196.36</			

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2021

# Shares or Units	FUND C	HOW INVESTED		PRINCIPAL			INCOME			TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	Investment Name	Type	Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year			
100,000	0	Federal Farm Credit Bank	2.40% 09/21/26	Bond	96,998.09			96,998.09	2,400.00	(2,400.00)	0.00	96,998.09	(3,545.20)	107,571.80
0	0	Federal Farm Credit Bank	2.03% 08/14/19	Bond	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	0	Federal Farm Credit Bank	1.60% 01/05/21	Bond	0.00			0.00	(44.44)	0.00	0.00	0.00	(432.40)	198,889.60
200,000	0	Federal Home Loan Bank	0.500% 04/14/25	Bond	199,322.00			199,322.00	0.00	0.00	0.00	199,322.00	0.00	0.00
0	0	Federal Home Loan Bank	2.00% 09/09/22	Bond	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	0	Federal Home Loan Bank	2.00% 10/24/19	Bond	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	0	Federal Home Loan Bank	1.63% 06/14/19	Bond	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	0	Federal Home Loan Bank	2.50% 12/09/22	Bond	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	0	Fed Home Ln Mtg Corp	1.38% 05/01/20	Bond	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	0	Fed Home Ln Mtg Corp	2.00% 11/30/20	Bond	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
200,000	0	Fed Home Ln Mtg Corp	1.40% 5/21/30	Bond	200,000.00			200,000.00	2,800.00	(2,800.00)	0.00	200,000.00	(3,727.60)	196,422.40
0	0	Apple Inc	2.85% 05/06/21	Bond	102,275.00		(325.00)	101,950.00	538.33	(538.33)	0.00	102,180.00	(230.00)	0.00
0	0	Bank of NY Mellon Corp	2.15% 02/24/20	Bond	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	0	BB&T Corporation	2.45% 01/15/20	Bond	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	0	Berkshire Hathaway	2.00% 08/15/18	Bond	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	0	Boeing Company	4.88% 02/15/20	Bond	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	0	Boeing Company	3.25% 03/01/28	Bond	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	0	Boeing Company	3.75% 04/01/24	Bond	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
200,000	0	Burlington Nth Santa Fe	3.75% 04/01/24	Bond	203,948.00			203,948.00	7,500.00	(7,500.00)	0.00	203,948.00	(4,956.20)	216,085.80
250,000	0	Cisco Sys Inc	2.20% 09/20/23	Bond	246,705.00			246,705.00	5,500.00	(5,500.00)	0.00	246,705.00	(4,464.75)	259,515.25
100,000	0	Eaton Vance CRP	3.5% 04/06/27	Bond	104,088.00			104,088.00	3,500.00	(3,500.00)	0.00	108,587.00	(844.90)	108,857.10
100,000	0	Exxon Mobil Corp	2.40% 03/06/22	Bond	99,980.00			99,980.00	2,397.00	(2,397.00)	0.00	103,091.00	(1,966.10)	101,124.90
150,000	0	Glaxosmithkline (GSK)	3.38% 06/01/29	Bond	159,942.00			159,942.00	5,062.50	(5,062.50)	0.00	172,492.50	(5,731.20)	166,761.30
150,000	0	Home Depot	3.00% 04/01/26	Bond	155,314.50			155,314.50	4,500.00	(4,500.00)	0.00	163,619.40	(4,973.10)	163,619.40
100,000	0	Intel Corp	2.70% 12/15/22	Bond	102,055.00			102,055.00	2,700.00	(2,700.00)	0.00	105,930.00	(2,433.80)	103,496.20
250,000	0	Intercontinental Ex.2	1.00% 6/15/30	Bond	261,635.00			261,635.00	4,739.58	(4,739.58)	0.00	261,635.00	(13,882.75)	247,752.25
0	0	JUNJ	1.65% 03/01/21	Bond	150,282.00		888.50	151,150.50	914.38	(914.38)	0.00	151,230.00	(79.50)	0.00
0	0	Oracle Corp	2.38% 01/15/19	Bond	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
250,000	0	Royal BK CDA	2.70% 11/1/2024	Bond	263,150.00			263,150.00	(171.88)	171.88	0.00	263,150.00	(1,245.00)	261,905.00
200,000	0	State Str Corp	3.55% 08/18/25	Bond	217,064.00			217,064.00	7,100.00	(7,100.00)	0.00	217,064.00	(6,066.20)	221,393.80
100,000	0	Target	3.38% 04/15/29	Bond	106,125.00			106,125.00	3,375.00	(3,375.00)	0.00	106,125.00	(3,030.20)	112,431.80
0	0	Toronto Dominion Bank	2.50% 12/14/20	Bond	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00
100,000	0	US Bancorp	2.95% 07/15/22	Bond	100,349.00			100,349.00	2,950.00	(2,950.00)	0.00	100,349.00	(2,206.40)	102,596.60
250,000	0	United-Health Group Inc	2.88% 03/15/23	Bond	252,402.50			252,402.50	7,187.50	(7,187.50)	0.00	252,402.50	(5,820.25)	260,664.75
250,000	0	US Treas Note	1.750% 12/31/24	Treasury Bond/Note	0.00	260,156.25		260,156.25	0.00	0.00	0.00	260,156.25	39.00	260,195.25
200,000	0	US Treas Note	0.125% 01/15/24	Treasury Bond/Note	199,281.25			199,281.25	(77.35)	77.35	0.00	199,281.25	(492.25)	198,789.00
250,000	0	US Treas Note	0.375% 04/15/24	Treasury Bond/Note	250,283.20			250,283.20	(38.42)	38.42	0.00	250,283.20	(695.70)	249,687.50
250,000	0	US Treas Note	0.625% 5/15/30	Treasury Bond/Note	249,628.91			249,628.91	1,307.74	(1,307.74)	0.00	249,628.91	(15,751.91)	233,877.00
0	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	0.00
0	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	0.00
0	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	0.00
0	0	US Treas Note	1.38% 01/31/21	Treasury Bond/Note	247,822.27		3,867.18	251,689.45	1,548.76	(1,548.76)	0.00	251,720.00	(30.55)	0.00
0	0	US Treas Note	2.63% 06/15/21	Treasury Bond/Note	249,599.61		400.39	250,000.00	6,562.50	(6,562.50)	0.00	255,840.00	(5,840.00)	0.00
200,000	0	US Treas Note	2.00% 12/31/21	Treasury Bond/Note	194,937.50			194,937.50	4,000.00	(4,000.00)	0.00	194,937.50	(3,540.00)	201,914.00
250,000	0	US Treas Note	1.50% 01/31/22	Treasury Bond/Note	254,296.88			254,296.88	3,750.00	(3,750.00)	0.00	255,205.00	(3,115.25)	252,089.75
100,000	0	US Treas Note	2.50% 05/15/24	Treasury Bond/Note	99,437.50			99,437.50	2,500.00	(2,500.00)	0.00	108,801.00	(2,867.40)	105,933.60
150,000	0	US Treas Note	2.13% 06/30/22	Treasury Bond/Note	146,273.44			146,273.44	3,187.50	(3,187.50)	0.00	155,859.00	(2,835.60)	153,023.40
200,000	0	US Treas Note	2.00% 10/31/22	Treasury Bond/Note	96,273.44			96,273.44	2,000.00	(2,000.00)	0.00	104,250.00	(1,789.10)	102,460.90
100,000	0	US Treas Note	2.13% 12/31/22	Treasury Bond/Note	194,054.69			194,054.69	4,250.00	(4,250.00)	0.00	205,742.00	(3,913.80)	205,828.20
150,000	0	US Treas Note	1.75% 05/15/23	Treasury Bond/Note	150,837.89			150,837.89	2,625.00	(2,625.00)	0.00	156,750.00	(2,507.85)	154,242.15
250,000	0	US Treas Note	1.25% 07/31/23	Treasury Bond/Note	248,388.67			248,388.67	3,125.00	(3,125.00)	0.00	258,232.50	(3,125.00)	255,107.50
100,000	0	US Treas Note	2.25% 1/31/24	Treasury Bond/Note	103,558.59			103,558.59	2,250.00	(2,250.00)	0.00	107,313.00	(2,465.30)	104,847.70
250,000	0	US Treas Note	2.38% 08/15/24	Treasury Bond/Note	262,148.44			262,148.44	8,906.25	(8,906.25)	0.00	271,992.50	(7,285.50)	264,707.00
150,000	0	US Treas Note	2.25% 11/15/24	Treasury Bond/Note	156,750.00			156,750.00	3,375.00	(3,375.00)	0.00	163,072.50	(4,488.45)	158,584.05
250,000	0	US Treas Note	2.00% 02/15/25	Treasury Bond/Note	254,453.13			254,453.13	5,000.00	(5,000.00)	0.00	269,942.50	(7,393.75)	262,548.75
250,000	0	US Treas Note	2.00% 08/15/25	Treasury Bond/Note	248,339.84			248,339.84	5,000.00	(5,000.00)	0.00	271,387.50	(8,243.00)	263,144.50
250,000	0	US Treas Note	2.38% 01/31/23	Treasury Bond/Note	248,906.25			248,906.25	5,937.50	(5,937.50)	0.00	264,150.00	(5,517.25)	258,632.75

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2021

# Shares or Units	HOW INVESTED			PRINCIPAL			INCOME				TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value	
	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	Type	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				Principal & Income
360	Home Depot Inc	Stock		66,671.13		22,961.51	40,144.79	49,487.85	0.00	2,849.25	(2,849.25)	0.00	49,487.85	33,447.84	114,800.40	
625	Honeywell Intl Inc	Stock		99,350.70		12,462.43	30,110.25	81,702.88	0.00	2,678.85	(2,678.85)	0.00	81,702.88	57,315.60	137,093.75	
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	
0	Intel Corp	Stock		70,681.38		(1,791.71)	68,889.67	0.00	0.00	488.40	(488.40)	0.00	0.00	(19,658.73)	0.00	
0	Johnson & Johnson	Stock		56,771.60		56,657.52	113,429.12	0.00	0.00	777.70	(777.70)	0.00	0.00	5,144.02	0.00	
1,050	Jpmorgn Chase & Co	Stock		0.00	122,473.09	8,462.57	25,094.72	105,840.94	0.00	2,187.00	(2,187.00)	0.00	105,840.94	65,938.63	163,317.00	
0	Kimberly Clark	Stock		0.00	74,405.03	(8,431.01)	65,974.02	0.00	0.00	1,080.70	(1,080.70)	0.00	0.00	(8,431.01)	0.00	
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	
351	Linde PLC Com	Stock		73,313.98		7,862.65	19,907.09	61,269.54	0.00	1,626.18	(1,626.18)	0.00	61,269.54	32,294.99	101,474.10	
0	M & T Bank Corp	Stock		0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
571	Marriott Intl Inc Class A	Stock		0.00	99,283.04	175.82	14,972.10	84,486.76	0.00	0.00	0.00	0.00	84,486.76	(6,358.02)	77,952.92	
0	Marsh & McLennan Companies, Inc	Stock		32,096.31		52,785.48	84,881.79	0.00	0.00	678.90	(678.90)	0.00	0.00	6,501.69	0.00	
0	McDonalds 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	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	
2,058	Microsoft Corp	Stock		107,323.26		55,685.05	68,009.91	94,998.40	0.00	4,942.23	(4,942.23)	0.00	94,998.40	152,361.36	557,512.20	
0	Mosaic Co	Stock		0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Motorola Solutions Inc Com New	Stock		42,354.93		26,506.58	68,861.51	0.00	0.00	766.15	(766.15)	0.00	0.00	14,911.46	0.00	
1,425	Newmont Corporation	Stock		0.00	84,087.54	0.00	84,087.54	0.00	0.00	1,567.50	(1,567.50)	0.00	0.00	6,228.96	90,316.50	
1,197	Nextera Energy Inc Com	Stock		22,714.50		20,009.36	24,836.21	17,887.67	0.00	2,110.05	(2,110.05)	0.00	17,887.67	21,287.77	87,716.16	
1,384	Nike Inc Cl B	Stock		116,642.59		8,267.36	19,741.65	105,168.30	0.00	1,596.42	(1,596.42)	0.00	105,168.30	83,049.06	213,814.16	
210	Nvidia Corp	Stock		56,786.12		26,323.17	39,745.34	43,363.95	0.00	132.00	(132.00)	0.00	43,363.95	103,291.09	168,021.00	
0	Oneok Inc	Stock		70,606.54		(43,542.51)	27,064.03	0.00	0.00	0.00	0.00	0.00	0.00	(4,993.27)	0.00	
1,808	Oracle Systems Corp	Stock		112,807.48		14,215.94	39,862.77	87,160.65	0.00	2,433.60	(2,433.60)	0.00	87,160.65	51,265.69	140,734.72	
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	
576	Paypal Hldgs Inc	Stock		94,047.98		49,466.57	89,612.42	53,902.13	0.00	0.00	0.00	0.00	53,902.13	82,403.75	167,892.48	
525	Pepsico Inc	Stock		42,072.84		11,068.66	19,926.10	33,215.40	0.00	2,604.26	(2,604.26)	0.00	33,215.40	9,762.45	77,789.25	
0	Pfizer 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	Phillips 66	Stock		0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
526	PNC Financial Services Group	Stock		63,188.85		9,295.41	20,142.00	52,342.26	0.00	2,921.00	(2,921.00)	0.00	52,342.26	53,673.41	100,339.76	
0	Principal Flnl 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	
1,210	Progressive Corp Ohio	Stock		94,116.07		6,704.13	20,053.93	80,766.27	0.00	6,909.00	(6,909.00)	0.00	80,766.27	25,932.93	118,834.10	
463	QORVO Inc Com	Stock		0.00	97,490.84	2,469.74	19,928.21	80,032.37	0.00	0.00	0.00	0.00	80,032.37	13,023.32	90,585.95	
145	Regeneron Pharmaceuticals	Stock		0.00	79,005.19	0.00	79,005.19	0.00	0.00	0.00	0.00	0.00	79,005.19	1,983.11	80,988.30	
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	
6,094	Regions Fnl Corp New	Stock		0.00	115,852.14	3,036.79	15,080.23	103,808.70	0.00	1,054.16	(1,054.16)	0.00	103,808.70	22,205.01	122,976.92	
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	Starbucks Corp	Stock		0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
348	Stryker Corp	Stock		94,489.30		6,273.53	29,434.68	71,328.15	0.00	1,111.02	(1,111.02)	0.00	71,328.15	36,753.13	90,386.04	
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	
639	Target Corp	Stock		73,138.40		22,934.42	40,102.24	55,970.58	0.00	2,137.92	(2,137.92)	0.00	55,970.58	94,432.55	154,471.86	
665	Texas Instruments Inc	Stock		42,793.86		28,075.27	38,345.80	32,523.33	0.00	3,250.80	(3,250.80)	0.00	32,523.33	55,126.55	127,879.50	
353	Thermo Fisher Scientific Inc	Stock		51,296.33		38,163.93	49,654.36	39,765.90	0.00	418.60	(418.60)	0.00	39,765.90	62,867.57	178,077.91	
890	Tyson Foods Inc. CLA+	Stock		63,553.59		1,928.17	10,028.14	55,453.62	0.00	1,732.24	(1,732.24)	0.00	55,453.62	60,904.20	14,770.34	
336	Union Pacific Corp	Stock		63,956.40		6,781.09	20,174.31	50,563.18	0.00	1,596.27	(1,596.27)	0.00	50,563.18	22,216.04	73,896.48	
0	United Airlines Holdings Inc	Stock		0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
295	United-Health Group Inc	Stock		92,556.52		83,378.30	134,999.03	40,935.79	0.00	2,189.00	(2,189.00)	0.00	40,935.79	56,397.18	118,129.80	
637	United Parcel Service	Stock		103,210.95		21,263.73	51,016.16	73,458.52	0.00	3,370.54	(3,370.54)	0.00	73,458.52	83,986.95	132,476.89	
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	
1,615	Verizon Communications	Stock		93,114.22		3,238.87	20,018.34	76,334.75	0.00	4,920.09	(4,920.09)	0.00	76,334.75	1,900.69	90,486.45	
0	Viacom 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	Viacombs Inc	Stock		0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
532	Visa Inc	Stock		18,040.35		57,000.99	63,337.12	11,704.22	0.00	876.72	(876.72)	0.00	11,704.22	29,329.96	124,392.24	
434	Vulcan Mats Co	Stock		77,255.43		4,159.83	19,894.42	61,520.84	0.00	732.83	(732.83)	0.00	61,520.84	32,302.55	75,546.38	
699	Walmart Inc	Stock		87,081.62		20,270.66	49,927.70	57,424.58	0.00	2,112.25	(2,112.25)	0.00	57,424.58	21,533.88	98,572.98	
0	Walt Disney Co	Stock		0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Waste Mgmt Inc Del Com	Stock		50,843.49		36,001.09	86,844.58	0.00	0.00	844.76	(844.76)	0.00	0.00	4,764.33	0.00	
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	
568	Zoetis Inc Cl A	Stock		60,264.76		12,777.64	25,167.74	47,874.66	0.00	643.50	(643.50)	0.00	47,874.66	33,036.62	105,852.48	

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2021

# Shares or Units	HOW INVESTED		PRINCIPAL										INCOME				TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
	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	Principal & Income									
20,448	1 Shares MSCI Eafe Etf	Mutual Fund/Index Fund/ETF	1,367,708.42				1,367,708.42	0.00	36,730.84	(36,730.84)	0.00	1,367,708.42	1,244,669.76	368,268.48	1,612,938.24						
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	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	Select Sector SPDR Utilities	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						
2,225	SPDR S&P Midcap 400 Etf Tr	Mutual Fund/Index Fund/ETF	315,363.29				315,363.29	0.00	9,940.83	(9,940.83)	0.00	315,363.29	721,990.25	370,507.00	1,092,497.25						
0	Transamerica International Equity I	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	Vanguard Interm-Term Bond Index Adm #5314	Mutual Fund/Index Fund/ETF	0.00				0.00	0.00	5,070.77	(5,070.77)	0.00	0.00	0.00	0.00	0.00						
6,833	Vanguard Value ETF	Mutual Fund/Index Fund/ETF	269,229.26	926,547.28			926,547.28	0.00	308.16	12,040.80	32,492.87	565,732.42	289,373.17	12,716.90	939,264.18						
	Fund C - Cash & Cash Equivalents	Money Market	269,229.26	264,010.29			533,239.55	20,143.91	308.16	12,040.80	32,492.87	565,732.42	289,373.17	0.00	565,732.42						
	TOTAL CITY OF CONCORD TRUST FUND #3053001194		12,092,956.60	4,633,346.06	1,594,082.82	4,514,837.85	13,805,646.63	20,143.91	295,576.71	(283,227.75)	32,492.87	13,838,039.50	15,495,187.83	3,421,918.50	19,047,962.50						

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2021

# Shares or Units	HOW INVESTED			PRINCIPAL				INCOME				TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	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	Principal & Income			
FUND B	CITY OF CONCORD - #3053001201															
0	Fund B - Cash & Cash Equivalents		Money Market	87,212.52	26,282.48	(162.50)	50,975.00	113,495.00	(35,365.61)	56.98	1,893.71	(33,414.92)	80,080.08	1,950.69	51,846.87	80,080.04
0	Apple Inc 2.85% 05/06/21		Bond	51,137.50				0.00	0.00	269.17	(269.17)	0.00	0.00	(115.00)	51,090.00	0.00
0	Bank of NY Mellon Corp 2.15% 02/24/20		Bond	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	BB&T Corporation 2.45% 01/15/20		Bond	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Berkshire Hathaway 2.00% 08/15/18		Bond	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Boeing Company 3.25% 03/01/28		Bond	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
75,000	Cisco Sys Inc 2.20% 09/20/23		Bond	74,011.50				74,011.50	0.00	1,650.00	(1,650.00)	0.00	74,011.50	(1,339.42)	79,194.00	77,854.58
0	Federal Farm Credit Bank 2.02% 06/07/21		Bond	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Federal Farm Credit Bank 2.03% 08/14/19		Bond	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Federal Farm Credit Bank 2.6% 11/05/29		Bond	24,937.50		62.50	25,000.00	0.00	0.00	325.00	(325.00)	0.00	0.00	(94.50)	25,094.50	0.00
50,000	Federal Home Loan Bank 0.500% 08/26/24		Bond	0.00	50,000.00			50,000.00	0.00	0.00	0.00	0.00	50,000.00	(175.80)	0.00	49,824.20
0	Federal Home Loan Bank 2.11% 03/27/20		Bond	0.00				0.00	0.00	700.00	(700.00)	0.00	0.00	0.00	0.00	0.00
50,000	Federal Home Ln Mig Corp 1.40% 5/21/30		Bond	50,000.00				50,000.00	0.00	1,812.50	(1,812.50)	0.00	50,000.00	(931.90)	50,037.50	49,105.60
50,000	Goldman Sachs 3.63% 01/22/23		Bond	50,974.50				50,974.50	0.00	947.92	(947.92)	0.00	50,974.50	(1,101.80)	53,587.50	52,485.70
50,000	Intercontinental Ex 2.100% 6/15/30		Bond	0.00	52,327.00			52,327.00	0.00	0.00	0.00	0.00	52,327.00	(2,776.55)	0.00	49,550.45
0	Mastercard Inc 2.00% 04/01/19		Bond	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
50,000	Oracle Corp 2.95% 05/15/25		Bond	49,664.50				49,664.50	0.00	1,475.00	(1,475.00)	0.00	49,664.50	(1,173.00)	54,633.00	53,460.00
50,000	Pepsico 3.10% 07/17/22		Bond	49,850.00				49,850.00	0.00	1,550.00	(1,550.00)	0.00	49,850.00	(1,297.50)	52,551.00	51,253.50
50,000	PNW Arizona Public Service 3.35% 08/15/24		Bond	51,912.50				51,912.50	0.00	1,675.00	(1,675.00)	0.00	51,912.50	(636.05)	54,051.00	53,414.95
50,000	Qualcomm 3.25% 05/20/27		Bond	49,099.50				49,099.50	0.00	1,625.00	(1,625.00)	0.00	49,099.50	(1,467.05)	56,720.00	55,252.95
0	Shell International 2.00% 11/15/18		Bond	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
50,000	US Treas Note 1.375% 1/31/25		Treasury Bond/Note	0.00	51,617.19			51,617.19	0.00	(182.32)	182.32	0.00	51,617.19	(236.34)	0.00	51,380.85
50,000	US Treas Note 0.375% 4/15/24		Treasury Bond/Note	0.00	50,052.73			50,052.73	0.00	(7.68)	7.68	0.00	50,052.73	(115.23)	0.00	49,937.50
75,000	US Treas Note 0.625% 5/15/30		Treasury Bond/Note	0.00	74,900.39			74,900.39	0.00	392.33	(392.33)	0.00	74,900.39	(4,737.29)	0.00	70,163.10
0	US Treas Note 1.63% 12/31/19		Treasury Bond/Note	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	US Treas Note 1.38% 01/31/21		Treasury Bond/Note	74,346.68		1,160.16	75,506.84	0.00	0.00	464.63	(464.63)	0.00	0.00	(9.16)	75,516.00	0.00
50,000	US Treas Note 1.50% 01/31/22		Treasury Bond/Note	50,859.38				50,859.38	0.00	750.00	(750.00)	0.00	50,859.38	(623.05)	51,041.00	50,417.95
50,000	US Treas Note 1.75% 02/28/22		Treasury Bond/Note	50,835.94				50,835.94	0.00	875.00	(875.00)	0.00	50,835.94	(748.30)	51,303.00	50,554.70
50,000	US Treas Note 2.13% 06/30/22		Treasury Bond/Note	48,843.75				48,843.75	0.00	1,062.50	(1,062.50)	0.00	48,843.75	(945.20)	51,933.00	51,007.80
75,000	US Treas Note 2.13% 12/31/22		Treasury Bond/Note	73,256.84				73,256.84	0.00	1,593.76	(1,593.76)	0.00	73,256.84	(1,467.67)	78,653.25	77,185.58
50,000	US Treas Note 1.75% 01/31/23		Treasury Bond/Note	49,119.14				49,119.14	0.00	875.00	(875.00)	0.00	49,119.14	(785.15)	52,021.50	51,236.35
50,000	US Treas Note 1.25% 07/31/23		Treasury Bond/Note	49,677.73				49,677.73	0.00	625.00	(625.00)	0.00	49,677.73	(625.00)	51,646.50	51,021.50
50,000	US Treas Note 2.38% 08/15/24		Treasury Bond/Note	50,451.17				50,451.17	0.00	1,187.50	(1,187.50)	0.00	50,451.17	(1,457.10)	54,398.50	52,941.40
50,000	US Treas Note 2.25% 11/15/24		Treasury Bond/Note	52,250.00				52,250.00	0.00	1,125.00	(1,125.00)	0.00	52,250.00	(1,496.15)	54,357.50	52,861.35
75,000	US Treas Note 2.00% 08/15/25		Treasury Bond/Note	74,501.95				74,501.95	0.00	1,500.00	(1,500.00)	0.00	74,501.95	(2,472.90)	81,416.25	78,943.35
50,000	US Treas Note 2.00% 11/15/26		Treasury Bond/Note	46,890.63				46,890.63	0.00	1,000.00	(1,000.00)	0.00	46,890.63	(2,113.45)	54,902.50	52,789.05
50,000	US Treas Note 2.38% 05/15/29		Treasury Bond/Note	51,523.44				51,523.44	0.00	1,187.50	(1,187.50)	0.00	51,523.44	(3,710.80)	57,703.00	53,992.20
50,000	Westpac BKG Corp		Bond	52,122.50				52,122.50	0.00	1,425.00	(1,425.00)	0.00	52,122.50	(1,029.75)	55,036.50	54,006.75
0	Accenture PLC Ireland		Stock	4,623.03		7,753.68	12,376.70	0.01	0.00	84.00	(84.00)	0.00	0.00	1,640.70	10,736.00	0.00
17	Adobe Sys Inc		Stock	6,789.60		12,473.86	17,085.66	2,177.80	0.00	0.00	0.00	0.00	2,177.80	3,970.11	23,071.43	9,955.88
12	Alphabet Inc Com Cl A		Stock	6,500.08		9,985.67	11,897.46	4,588.29	0.00	0.00	0.00	0.00	4,588.29	17,092.09	24,106.85	29,301.48
7	Alphabet Inc Com Cl C		Stock	3,489.39		10,619.16	12,073.09	2,035.48	0.00	0.00	0.00	0.00	2,035.48	12,654.01	16,963.32	17,544.24
8	Amazon Com Inc		Stock	12,155.16		12,734.25	17,409.31	7,480.10	0.00	0.00	0.00	0.00	7,480.10	9,065.93	35,864.66	27,521.28
85	American Express Co		Stock	12,339.42		1,090.69	4,309.67	9,120.44	0.00	191.35	(191.35)	0.00	9,120.44	7,406.22	13,185.54	14,044.55
0	American Tower Corp		Stock	10,456.31		(23.55)	10,432.76	0.00	0.00	175.95	(175.95)	0.00	0.00	(2,562.78)	7,406.22	0.00
0	Angen Inc		Stock	5,226.55		8,937.97	14,164.52	0.00	0.00	297.60	(297.60)	0.00	0.00	12.92	14,151.60	0.00
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	Aon Plc Shs Cl A		Stock	5,946.38		4,472.37	10,418.75	0.00	0.00	45.00	(45.00)	0.00	0.00	788.75	9,630.00	0.00
461	Apple Inc		Stock	11,526.41		24,860.74	28,708.42	7,678.73	0.00	473.12	(473.12)	0.00	7,678.73	28,736.58	63,110.40	63,138.56
172	Applied Materials Inc		Stock	14,086.52		4,019.99	7,796.38	10,310.13	0.00	189.78	(189.78)	0.00	10,310.13	18,083.43	14,205.75	24,492.80
0	Aptiv Plc		Stock	0.00		(3,631.25)	15,274.17	0.00	0.00	266.24	(266.24)	0.00	0.00	0.00	15,477.76	0.00
0	AT & T Inc		Stock	18,905.42		980.94	4,472.79	10,941.11	0.00	0.00	0.00	0.00	10,941.11	(203.59)	0.00	0.00
47	Autodesk Inc		Stock	0.00	14,432.96			0.00	0.00	0.00	0.00	0.00	0.00	3,759.13	0.00	13,719.30
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
465	Bank of America Corporation		Stock	16,493.52		869.06	4,252.34	13,110.24	0.00	383.40	(383.40)	0.00	13,110.24	9,530.54	13,893.75	19,171.95
0	Berkshire Hathaway Inc Del Cl B New		Stock	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2021

# Shares or Units	HOW INVESTED		PRINCIPAL				INCOME				TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
	Type	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	Principal & Income			
39	Stock	Biogen Inc	14,370.68		(257.35)	2,675.44	11,437.89	0.00	0.00	0.00	0.00	11,437.89	3,070.02	13,504.53	
0	Stock	Blackrock Inc	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Stock	Boeing Co	7,900.79		(1,365.53)	6,535.26	0.00	0.00	0.00	0.00	0.00	(796.74)	(796.74)	0.00	
299	Stock	Borg Warner Automotive Inc	0.00	15,142.41			15,142.41	0.00	50.83	(50.83)	0.00	15,142.41	(628.95)	14,513.46	
0	Stock	Boston Scientific Corp	(0.00)				(0.00)	0.00	0.00	0.00	0.00	(0.00)	0.00	0.00	
0	Stock	Caterpillar Inc	(0.00)				(0.00)	0.00	0.00	0.00	0.00	(0.00)	0.00	0.00	
225	Stock	Charles Schwab Corp New	12,644.88		1,178.94	3,841.02	9,982.80	0.00	189.00	(189.00)	0.00	9,982.80	10,607.37	16,382.25	
0	Stock	Chevron Corp	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Stock	Cigna Corporation	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Stock	Cintas Corporation	2,489.99		10,489.05	12,979.04	0.00	0.00	181.62	(181.62)	0.00	0.00	3,123.72	0.00	
0	Stock	Cintas Corporation	12,416.12		1,235.89	13,652.01	0.00	0.00	366.10	(366.10)	0.00	0.00	1,525.61	0.00	
0	Stock	Cisco Systems	10,578.25		(2,997.60)	7,580.65	(0.00)	0.00	86.70	(86.70)	0.00	(0.00)	(1,361.85)	0.00	
0	Stock	Cllgroup Inc Com New	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Stock	Cbrox Co	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
200	Stock	Comcast Corp New Cl A	7,824.83		751.65	2,055.78	6,520.70	0.00	218.50	(218.50)	0.00	6,520.70	4,104.58	11,404.00	
0	Stock	ConocoPhillips	13,460.27		(5,521.48)	7,938.79	0.00	0.00	96.60	(96.60)	0.00	0.00	(1,725.81)	0.00	
25	Stock	Costco Whsl Corp New	8,005.88		3,822.74	7,380.91	4,447.71	0.00	564.25	(564.25)	0.00	4,447.71	3,628.21	9,891.75	
62	Stock	Cummins, Inc.	0.00	15,086.48			15,086.48	0.00	141.75	(141.75)	0.00	15,086.48	29.74	15,116.22	
240	Stock	CVS Health Corporation	0.00	18,189.12		3,011.58	15,590.67	0.00	367.50	(367.50)	0.00	15,590.67	4,848.06	20,025.60	
175	Stock	DR Horton Inc	9,754.26		2,277.53	6,305.27	10,910.81	0.00	157.88	(157.88)	0.00	10,910.81	7,509.23	15,814.75	
65	Stock	Digital Rlty Tr Inc	11,808.52		385.41	3,665.56	8,528.37	0.00	364.40	(364.40)	0.00	8,528.37	655.56	9,779.90	
65	Stock	Dollar Gen Corp New Com	8,613.13		2,808.84	5,201.38	6,220.59	0.00	129.30	(129.30)	0.00	6,220.59	2,120.83	14,065.35	
0	Stock	Dominion Energy Inc	0.00	10,532.89		9,400.73	0.00	0.00	85.05	(85.05)	0.00	0.00	(1,132.16)	0.00	
85	Stock	Edwards Lifesciences Corp	10,441.68		8,142.50	18,584.18	0.00	0.00	0.00	0.00	0.00	0.00	3,034.43	0.00	
0	Stock	Electronic Arts Inc.	0.00	14,924.33		2,879.38	12,081.60	0.00	50.15	(50.15)	0.00	12,081.60	-180.60	12,225.55	
80	Stock	Ell Lilly & Co	8,005.05		804.87	1,694.32	7,115.60	0.00	266.05	(266.05)	0.00	7,115.60	5,279.72	18,361.60	
156	Stock	Emerson Electric Co	0.00	17,038.20		16.99	14,290.10	0.00	78.78	(78.78)	0.00	14,290.10	740.33	15,013.44	
0	Stock	Equity Residential	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Stock	Exxon Mobil Corp	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
90	Stock	Facebook Inc Cl A	17,305.42		3,494.87	7,601.25	13,199.04	0.00	0.00	0.00	0.00	13,199.04	12,100.89	31,293.90	
0	Stock	Fiserv Inc	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1,723	Stock	Ford Motor Co.	0.00	17,201.90		216.95	16,484.36	0.00	0.00	0.00	0.00	16,484.36	9,336.37	25,603.78	
0	Stock	Gap Inc	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Stock	Garrett Motion Inc Com	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
32	Stock	Generac Holdings Inc	0.00				0.00	0.00	0.00	0.00	0.00	0.00	2,198.42	13,284.80	
0	Stock	General Dynamics	0.00	11,086.38			11,086.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Stock	General Dynamics	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Stock	Haliburton Co	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
45	Stock	L3Harris Technologies Inc (FKA Harris Corporat	5,886.75		1,610.94	3,082.63	4,415.06	0.00	209.10	(209.10)	0.00	4,415.06	2,629.18	9,726.75	
65	Stock	HCA Healthcare Inc	12,885.12		1,050.78	4,629.98	9,305.92	0.00	72.00	(72.00)	0.00	9,305.92	9,332.68	13,438.10	
67	Stock	Hershey Company	8,928.10		734.13	2,624.79	7,037.44	0.00	230.75	(230.75)	0.00	7,037.44	3,277.15	11,670.06	
40	Stock	Home Depot Inc	8,495.09		3,591.47	6,423.17	5,663.39	0.00	345.00	(345.00)	0.00	5,663.39	4,148.17	12,755.60	
83	Stock	Honeywell Intl Inc	13,284.95		1,182.36	3,440.80	11,026.51	0.00	339.39	(339.39)	0.00	11,026.51	7,187.85	18,206.05	
0	Stock	Illinois Tool Works	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Stock	Intel Corp	9,726.15		(398.08)	9,328.07	0.00	0.00	64.35	(64.35)	0.00	0.00	(2,637.93)	0.00	
0	Stock	Johnson & Johnson	8,220.22		5,043.35	13,263.57	0.00	0.00	85.85	(85.85)	0.00	0.00	606.87	0.00	
140	Stock	JPMorgan Chase & Co	(0.00)	15,624.14		2,281.34	14,112.13	0.00	279.00	(279.00)	0.00	14,112.13	8,432.80	21,775.60	
0	Stock	Kimberly Clark	0.00	9,576.89		8,491.71	0.00	0.00	139.10	(139.10)	0.00	0.00	(1,085.18)	0.00	
35	Stock	Linde PLC Com	9,641.77		2,264.07	5,770.17	6,135.67	0.00	201.34	(201.34)	0.00	6,135.67	4,222.62	10,118.50	
0	Stock	M & T Bank Corp	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
67	Stock	Marriott Intl Inc Class A	0.00	9,913.51		10,456.24	9,913.51	0.00	81.38	(81.38)	0.00	9,913.51	(766.67)	9,146.84	
0	Stock	Marsh & McLennan Companies, Inc	4,478.32		5,977.92	10,456.24	0.00	0.00	0.00	0.00	0.00	0.00	792.94	0.00	
0	Stock	McDonalds Corp	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Stock	Mettler Toledo International	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
245	Stock	Microsoft Corp	18,762.42		13,119.87	17,289.29	14,593.00	0.00	634.35	(634.35)	0.00	14,593.00	19,554.14	66,370.50	
0	Stock	Mosaic Co	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Stock	Motorola Solutions Inc Com New	5,592.81		3,350.24	8,943.05	0.00	0.00	99.50	(99.50)	0.00	0.00	1,936.55	0.00	
184	Stock	Newmont Corporation	0.00	10,857.62		3,075.69	10,857.62	0.00	202.40	(202.40)	0.00	10,857.62	804.30	11,661.92	
160	Stock	Nextera Energy Inc Com	3,931.72		2,289.35	3,075.69	3,145.38	0.00	278.60	(278.60)	0.00	3,145.38	2,791.99	11,724.80	

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2021

# Shares or Units	HOW INVESTED		PRINCIPAL				INCOME				TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
	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	Principal & Income			
190	Nike Inc Cl B	Stock	15,703.61		651.29	1,800.33	14,554.57	0.00	209.23	(209.23)	0.00	14,554.57	20,100.25	11,053.18	29,353.10
22	Nvidia Corp	Stock	7,640.32		6,074.57	9,172.00	4,542.89	0.00	17.76	(17.76)	0.00	4,542.89	14,056.67	12,717.53	17,602.20
0	Oneok Inc	Stock	9,511.76		(5,861.07)	3,650.69	0.00	0.00	0.00	0.00	0.00	0.00	4,318.60	(667.91)	0.00
230	Oracle Systems Corp	Stock	15,287.74		2,053.32	6,178.59	11,162.47	0.00	319.60	(319.60)	0.00	11,162.47	17,410.05	6,671.74	17,903.20
0	Pariker-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
75	Paypal Hldgs Inc	Stock	12,761.44		6,753.27	12,425.02	7,089.69	0.00	0.00	0.00	0.00	7,089.69	23,521.05	10,764.97	21,861.00
70	Pepsico Inc	Stock	8,143.21		1,011.92	2,821.52	6,333.61	0.00	335.98	(335.98)	0.00	6,333.61	11,903.40	1,290.02	10,371.90
0	Pfizer 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
70	PNC Financial Services Group	Stock	8,458.35		897.28	2,389.93	6,965.70	0.00	373.75	(373.75)	0.00	6,965.70	8,942.85	6,800.28	13,353.20
0	Phillips 66	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	Principal Fnl 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
145	Progressive Corp Ohio	Stock	12,765.01		1,432.54	4,455.83	9,741.72	0.00	907.00	(907.00)	0.00	9,741.72	15,220.90	3,475.38	14,240.45
58	QORVO Inc Com	Stock	0.00		244.53	1,973.09	10,025.66	0.00	0.00	0.00	0.00	10,025.66	0.00	1,566.57	11,347.70
18	Regeneron Pharmaceuticals	Stock	0.00		9,807.54	0.00	9,807.54	0.00	0.00	0.00	0.00	9,807.54	0.00	246.18	10,053.72
827	Regions Fnl Corp New	Stock	0.00		404.34	2,132.99	14,295.90	0.00	143.69	(143.69)	0.00	14,295.90	0.00	2,797.30	16,688.86
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	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	Starbucks 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
46	Stryker Corp	Stock	12,704.73		889.10	4,167.74	9,426.09	0.00	149.42	(149.42)	0.00	9,426.09	11,171.76	4,943.54	11,947.58
0	Sysco Corp	Stock	0.01		0.01	0.01	0.01	0.00	0.00	0.00	0.00	0.01	0.00	0.00	0.00
80	Target Corp	Stock	10,014.07		3,709.13	6,756.89	6,966.31	0.00	278.80	(278.80)	0.00	6,966.31	13,791.95	12,304.14	19,339.20
85	Texas Instruments Inc	Stock	7,086.60		4,062.03	6,128.96	5,019.67	0.00	424.80	(424.80)	0.00	5,019.67	15,236.40	7,238.06	16,345.50
46	Thermo Fisher Scientific Inc	Stock	9,353.94		4,632.72	6,815.31	7,171.35	0.00	55.20	(55.20)	0.00	7,171.35	21,740.40	8,280.53	23,205.62
115	Tyson Foods Inc. CLA+	Stock	8,411.50		216.68	1,462.83	7,165.35	0.00	221.48	(221.48)	0.00	7,165.35	8,060.85	1,884.38	8,482.40
40	Union Pacific Corp	Stock	8,328.26		1,128.82	3,400.16	6,056.92	0.00	202.85	(202.85)	0.00	6,056.92	9,298.85	2,898.51	8,797.20
0	United Airlines Holdings 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
27	UnitedHealth Group Inc	Stock	14,025.81		12,563.04	22,427.35	4,161.50	0.00	264.15	(264.15)	0.00	4,161.50	26,840.45	6,398.78	10,811.88
85	United Parcel Service	Stock	13,844.57		2,488.75	6,526.75	9,806.57	0.00	436.30	(436.30)	0.00	9,806.57	13,341.60	10,862.60	17,677.45
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
230	Verizon Communications	Stock	12,777.32		339.46	2,027.02	11,089.76	0.00	614.78	(614.78)	0.00	11,089.76	14,609.45	304.47	12,886.90
0	Viacom	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	ViacomCBS 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
60	Visa Inc	Stock	4,992.36		9,672.62	12,060.27	2,604.71	0.00	112.68	(112.68)	0.00	2,604.71	22,214.55	3,874.92	14,029.20
60	Vulcan Mats Co	Stock	10,631.48		301.33	2,427.63	8,505.18	0.00	95.70	(95.70)	0.00	8,505.18	8,688.75	4,183.08	10,444.20
80	WalMart Inc	Stock	13,374.57		4,342.89	11,030.18	6,687.28	0.00	296.65	(296.65)	0.00	6,687.28	19,164.80	3,146.98	11,281.60
0	Walt Disney Co	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	Waste Mgmt Inc Del	Stock	7,219.30		4,526.99	11,746.29	(0.00)	0.00	109.00	(109.00)	0.00	(0.00)	11,120.55	625.74	0.00
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
75	Zoetis Inc Cl A	Stock	8,093.92		1,581.07	3,285.06	6,389.93	0.00	82.00	(82.00)	0.00	6,389.93	13,018.80	4,243.26	13,977.00
564	iShares Core S&P Mid-Cap ETF	Mutual Fund/Index Fund/ETF	108,716.64				108,716.64	0.00	1,164.76	(1,164.76)	0.00	108,716.64	100,290.48	51,273.24	151,563.72
3,015	iShares MSCI Eafe Etf	Mutual Fund/Index Fund/ETF	197,246.47				197,246.47	0.00	5,885.73	(5,885.73)	0.00	197,246.47	183,523.05	54,300.15	237,823.20
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	0.00	0.00	0.00	0.00
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	Select Sector SPDR Utilities	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	SPDR S&P Midcap 400 Etf Tr	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	Vanguard Intern-Term Bond Index Adm #5314	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
1,034	Vanguard Value ETF	Mutual Fund/Index Fund/ETF	0.00		140,209.26		140,209.26	0.00	767.33	(767.33)	0.00	140,209.26	0.00	1,924.38	142,133.64
	TOTAL CITY OF CONCORD FUND B		2,194,563.12	667,766.48	224,622.82	695,196.92	2,391,753.50	(35,365.61)	48,191.44	(46,240.75)	(33,414.92)	2,358,338.58	2,550,309.84	443,131.26	2,966,008.66

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2021

# Shares or Units	HOW INVESTED			PRINCIPAL				INCOME				TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
	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	Principal & Income				
	Investment Name	Type														
FUND A	CITY OF CONCORD - #3053001210															
100,000	Fund A - Cash & Cash Equivalents	Money Market		80,760.36	13,997.67			94,758.03	115.44	801.57	5,369.39	100,127.42	(0.00)	100,127.40		
100,000	Amazon Com Inc 3.800% 12/05/24	Bond		103,216.00	109,991.00			109,991.00	0.00	263.89	0.00	109,991.00	(41.10)	109,949.90		
100,000	Apple Inc 3.45% 05/06/24	Bond		49,626.50	49,626.50			49,626.50	3,450.00	(3,450.00)	0.00	103,216.00	(2,025.70)	108,313.30		
50,000	Bank of America 3.30% 01/11/23	Bond		0.00	0.00			0.00	1,650.00	(1,650.00)	0.00	49,626.50	(1,186.10)	52,177.90		
0	Berkshire Hathaway 2.00% 08/15/18	Bond		0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00		
0	Cisco Systems 2.13% 03/01/19	Bond		0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00		
0	Coca Cola Co 2.45% 11/01/20	Bond		0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00		
100,000	Exxon Arkansas LLC 3.05% 6/1/23	Bond		102,213.00	102,213.00			102,213.00	3,050.00	(3,050.00)	0.00	102,213.00	(1,906.10)	104,121.90		
75,000	Exxon Mobil Corp 2.40% 03/06/22	Bond		74,985.00	74,985.00			74,985.00	1,797.74	(1,797.74)	0.00	74,985.00	(1,474.57)	75,843.68		
0	FFCB 2.03% 03/18/22	Bond		0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00		
50,000	Federal Home Loan Bank 2.50% 12/10/27	Bond		48,581.90	48,581.90			48,581.90	1,250.00	(1,250.00)	0.00	48,581.90	(1,899.40)	54,141.10		
0	Federal Home Loan Bank 2.11% 03/27/20	Bond		0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00		
150,000	Federal Home Loan Bank 0600% 7/28/26	Bond		0.00	149,887.50			149,887.50	0.00	0.00	0.00	149,887.50	(2,497.05)	147,390.45		
0	Federal Home Ln Mtg. 2.00% 11/30/20	Bond		0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00		
75,000	Gilead Sciences Inc 3.25% 09/01/22	Bond		74,888.25	74,888.25			74,888.25	2,437.50	(2,437.50)	0.00	74,888.25	(2,160.07)	77,138.18		
50,000	IBM Corp 3.38% 08/01/23	Bond		52,180.50	52,180.50			52,180.50	1,687.50	(1,687.50)	0.00	52,180.50	(1,069.65)	53,090.35		
50,000	Intel Corp 3.10% 07/29/22	Bond		49,670.00	49,670.00			49,670.00	1,550.00	(1,550.00)	0.00	49,670.00	(1,289.90)	51,570.60		
0	Mastercard Inc 2.00% 04/01/19	Bond		0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00		
50,000	Mitsubishi UFJ FN 3.22% 3/07/22	Bond		51,145.00	51,145.00			51,145.00	1,609.00	(1,609.00)	0.00	51,145.00	(1,135.85)	51,019.65		
0	Oracle Corp 2.38% 01/15/19	Bond		0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00		
75,000	Oracle Corp 2.80% 07/08/21	Bond		77,142.75	77,142.75			77,142.75	2,100.00	(2,100.00)	0.00	77,142.75	(1,866.90)	75,032.85		
50,000	Oracle Corp 2.95% 05/15/25	Bond		49,664.50	49,664.50			49,664.50	1,475.00	(1,475.00)	0.00	49,664.50	(1,173.00)	53,460.00		
50,000	Pepsico 3.10% 07/17/22	Bond		49,850.00	49,850.00			49,850.00	1,550.00	(1,550.00)	0.00	49,850.00	(1,297.50)	51,253.50		
0	Shell International 2.00% 11/15/18	Bond		0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00		
100,000	Simon PPTY Group LP 3.375% 10/01/2024	Bond		106,524.00	106,524.00			106,524.00	3,375.00	(3,375.00)	0.00	106,524.00	19.70	107,596.70		
75,000	Total Capital 2.75% 06/19/21	Treasury Bond/Note		74,944.50	74,944.50	55.50	75,000.00	75,000.00	2,062.50	(2,062.50)	0.00	75,000.00	(1,709.25)	76,709.25		
150,000	US Treas Note 0.375% 04/15/24	Treasury Bond/Note		0.00	150,251.95			150,251.95	(10.76)	10.76	0.00	150,251.95	(439.45)	149,812.50		
75,000	US Treas Note 0.625% 5/15/30	Treasury Bond/Note		0.00	75,187.50			75,187.50	382.14	(382.14)	0.00	75,187.50	(5,024.40)	70,163.10		
0	US Treas Note 1.25% 10/31/18	Treasury Bond/Note		0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00		
0	US Treas Note 1.75% 11/30/19	Treasury Bond/Note		0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00		
0	US Treas Note 1.38% 02/15/20	Treasury Bond/Note		0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00		
0	US Treas Note 1.38% 05/31/20	Treasury Bond/Note		0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00		
75,000	US Treas Note 1.500% 2/15/30	Treasury Bond/Note		0.00	81,331.05			81,331.05	639.77	(639.77)	0.00	81,331.05	(5,534.17)	75,796.88		
0	US Treas Note 2.00% 11/30/20	Treasury Bond/Note		0.00	0.00	300.78	50,337.89	50,337.89	139.34	(139.34)	0.00	50,337.89	(29.11)	50,308.78		
0	US Treas Note 1.13% 02/28/21	Treasury Bond/Note		74,551.76	74,551.76	899.41	75,451.17	75,451.17	327.87	(327.87)	0.00	75,451.17	(8.58)	75,442.59		
0	US Treas Note 2.00% 02/28/21	Treasury Bond/Note		74,273.44	74,273.44	1,151.36	75,424.80	75,424.80	1,052.49	(1,052.49)	0.00	75,424.80	(471.45)	74,953.35		
50,000	US Treas Note 2.00% 11/15/21	Treasury Bond/Note		49,246.09	49,246.09			49,246.09	750.00	(750.00)	0.00	49,246.09	(894.55)	50,355.45		
100,000	US Treas Note 1.50% 01/31/22	Treasury Bond/Note		50,859.37	50,859.37			50,859.37	1,000.00	(1,000.00)	0.00	50,859.37	(623.05)	50,417.95		
50,000	US Treas Note 2.13% 12/31/22	Treasury Bond/Note		97,027.34	97,027.34			97,027.34	2,125.00	(2,125.00)	0.00	97,027.34	(1,956.90)	102,914.10		
50,000	US Treas Note 1.75% 01/31/23	Treasury Bond/Note		49,119.14	49,119.14			49,119.14	875.00	(875.00)	0.00	49,119.14	(785.15)	51,236.35		
50,000	US Treas Note 2.00% 02/15/23	Treasury Bond/Note		48,894.53	48,894.53			48,894.53	1,000.00	(1,000.00)	0.00	48,894.53	(926.00)	51,459.00		
50,000	US Treas Note 1.25% 07/31/23	Treasury Bond/Note		49,677.74	49,677.74			49,677.74	625.00	(625.00)	0.00	49,677.74	(625.00)	51,021.50		
50,000	US Treas Note 2.75% 11/15/23	Treasury Bond/Note		49,816.41	49,816.41			49,816.41	1,375.00	(1,375.00)	0.00	49,816.41	(1,417.80)	52,867.20		
100,000	US Treas Note 2.25% 01/31/24	Treasury Bond/Note		97,242.19	97,242.19			97,242.19	2,250.00	(2,250.00)	0.00	97,242.19	(2,465.30)	104,847.70		
50,000	US Treas Note 2.00% 04/30/24	Treasury Bond/Note		50,058.59	50,058.59			50,058.59	1,000.00	(1,000.00)	0.00	50,058.59	(1,181.90)	52,224.60		
50,000	US Treas Note 2.38% 08/15/24	Treasury Bond/Note		50,451.17	50,451.17			50,451.17	1,187.50	(1,187.50)	0.00	50,451.17	(1,457.10)	52,941.40		
50,000	US Treas Note 2.00% 08/15/25	Treasury Bond/Note		49,667.98	49,667.98			49,667.98	1,000.00	(1,000.00)	0.00	49,667.98	(1,648.60)	52,628.90		
50,000	US Treas Note 2.25% 11/15/25	Treasury Bond/Note		48,656.25	48,656.25			48,656.25	1,125.00	(1,125.00)	0.00	48,656.25	(1,873.05)	53,210.95		
50,000	US Treas Note 1.63% 02/15/26	Treasury Bond/Note		48,066.41	48,066.41			48,066.41	812.50	(812.50)	0.00	48,066.41	(1,642.80)	51,845.70		
50,000	US Treas Note 2.00% 11/15/26	Treasury Bond/Note		46,486.33	46,486.33			46,486.33	1,000.00	(1,000.00)	0.00	46,486.33	(2,113.45)	52,789.05		
100,000	US Treas Note 2.75% 02/15/28	Treasury Bond/Note		106,031.25	106,031.25			106,031.25	2,750.00	(2,750.00)	0.00	106,031.25	(6,398.00)	110,250.00		
100,000	US Treas Note 2.38% 05/15/29	Treasury Bond/Note		103,046.88	103,046.88			103,046.88	2,375.00	(2,375.00)	0.00	103,046.88	(7,421.60)	107,984.40		
100,000	US Treas Note 2.25% 11/15/27	Treasury Bond/Note		52,126.95	52,126.95			52,126.95	1,125.00	(1,125.00)	0.00	52,126.95	(2,796.90)	53,515.60		
100,000	US Treas Note 2.63% 02/15/29	Treasury Bond/Note		106,980.47	106,980.47			106,980.47	2,625.00	(2,625.00)	0.00	106,980.47	(7,445.60)	109,734.40		
100,000	US Treas Note 1.375% 01/31/25	Treasury Bond/Note		99,523.44	99,523.44			99,523.44	1,375.00	(1,375.00)	0.00	99,523.44	(2,304.30)	102,761.70		
0	Accenture PLC Ireland	Stock		2,232.88	2,232.88	2,222.73	4,455.61	4,455.61	30.24	(30.24)	0.00	4,455.61	590.65	5,046.26		

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2021

# Shares or Units	HOW INVESTED DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL				INCOME				TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year	Principal & Income				
											Type			
6	Adobe Sys Inc	4,174.01		4,108.18	7,089.62	1,192.57	0.00	0.00	0.00	1,192.57	9,141.51	1,461.95	3,513.84	
4	Alphabet Inc Com Cl A	2,146.57		1,950.19	2,379.50	1,717.26	0.00	0.00	0.00	1,717.26	7,090.25	5,056.41	9,767.16	
3	Alphabet Inc Com Cl C	2,077.58		1,895.22	2,414.62	1,558.18	0.00	0.00	0.00	1,558.18	5,654.44	4,279.14	7,518.96	
3	Amazon Com Inc	6,238.16		4,468.47	6,963.73	3,742.90	0.00	0.00	0.00	3,742.90	13,794.10	3,490.11	10,320.48	
30	American Express Co	4,315.00		82.42	1,161.17	3,236.25	0.00	60.20	0.00	60.20	3,808.00	2,310.07	4,956.90	
0	American Tower Corp	4,129.41		(38.13)	4,091.28	0.00	0.00	(69.00)	0.00	0.00	5,170.80	(1,079.52)	0.00	
0	Arnglen Inc	5,000.50		3,262.13	8,262.63	0.00	0.00	(173.60)	0.00	0.00	8,255.10	7.53	0.00	
0	Analog Devices, Inc	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Aon Plc Shs Cl A	2,173.96		951.66	3,125.62	0.00	0.00	(13.50)	0.00	0.00	2,889.00	236.62	0.00	
161	Apple Inc	6,007.91		9,121.32	11,228.95	3,900.28	0.00	178.32	0.00	3,900.28	22,617.60	10,861.91	22,050.56	
59	Applied Materials Inc	5,383.72		2,350.97	4,205.36	3,529.33	0.00	(73.56)	0.00	3,529.33	5,440.50	7,166.46	8,401.60	
0	Activ Plc	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	AT & T Inc	6,914.77		(1,098.21)	5,816.56	0.00	0.00	(101.40)	0.00	0.00	5,894.85	(78.29)	0.00	
17	Autodesk Inc	0.00		457.77	2,087.30	3,957.42	0.00	0.00	0.00	3,957.42	0.00	1,462.65	4,962.30	
0	Avery Dennison Corp	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
160	Bank of America Corporation	6,159.49		721.96	2,401.82	4,479.63	0.00	(147.60)	0.00	4,479.63	5,225.00	3,773.62	6,596.80	
0	Berkshire Hathaway Inc Del Cl B New	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
14	Biogen Inc	4,665.08		(48.06)	535.08	4,081.94	0.00	0.00	0.00	4,081.94	4,280.80	1,102.06	4,847.78	
0	Blackrock Inc	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Boeing Co	3,009.49		(558.76)	2,450.73	0.00	0.00	0.00	0.00	0.00	2,749.50	(298.77)	0.00	
180	Borg Warner Automotive Inc	0.00		9,115.83	0.00	0.00	0.00	(30.60)	0.00	30.60	0.00	(378.63)	8,737.20	
0	Boston Scientific Corp	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Caterpillar Inc	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
77	Charies Schwab Corp New	4,700.80		344.94	1,598.48	3,447.26	0.00	(65.16)	0.00	3,447.26	3,542.70	3,662.15	5,606.37	
0	Chevron Corp	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Cigna Corporation	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Cintas Corporation	671.02		4,580.07	5,251.09	0.00	0.00	(72.15)	0.00	0.00	3,995.40	1,255.69	0.00	
0	Cisco Systems	4,442.67		554.18	4,996.85	0.00	0.00	(137.75)	0.00	0.00	4,430.80	566.05	0.00	
0	Citigroup Inc Com New	3,907.26		(1,108.60)	2,798.66	0.00	0.00	(33.15)	0.00	0.00	3,321.50	(522.84)	0.00	
0	Clorox Co	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
72	Comcast Corp New Cl A	3,203.45		470.33	1,245.90	2,427.88	0.00	(89.30)	0.00	89.30	3,703.10	1,648.24	4,105.44	
0	ConocoPhillips	5,698.57		(2,447.41)	3,251.16	0.00	0.00	(39.90)	0.00	0.00	3,991.90	(740.74)	0.00	
11	Costco Whsl Corp New	2,757.10		740.96	1,476.19	2,021.87	0.00	(190.19)	0.00	0.00	4,548.15	1,280.41	4,352.37	
21	Cummins, Inc.	0.00		5,154.69	5,154.69	0.00	0.00	(45.90)	0.00	0.00	0.00	(34.68)	5,120.01	
83	CVS Health Corporation	0.00		6,829.46	1,656.38	5,398.53	0.00	(137.50)	0.00	0.00	1,752.44	1,752.44	6,925.52	
61	DR Horton Inc	3,729.57		924.27	2,395.55	3,739.52	0.00	(57.58)	0.00	0.00	3,604.25	2,822.64	5,512.57	
23	Digital Rlty Tr, Inc	4,592.20		188.69	1,763.16	3,017.73	0.00	(145.68)	0.00	0.00	4,973.85	249.89	3,460.58	
23	Dollar Gen Corp New Com	4,305.97		1,776.42	3,606.46	2,475.93	0.00	(60.00)	0.00	0.00	7,620.40	963.03	4,976.97	
0	Dominion Energy Inc	0.00		(419.32)	3,481.75	0.00	0.00	(31.50)	0.00	0.00	0.00	(419.32)	0.00	
0	Edwards Lifesciences Corp	4,237.70		1,976.04	6,213.74	0.00	0.00	0.00	0.00	0.00	5,183.25	1,030.49	0.00	
28	Electronic Arts Inc.	0.00		5,685.46	1,727.64	3,979.82	0.00	(18.36)	0.00	18.36	0.00	69.42	4,027.24	
28	Ell Lilly & Co	4,083.80		923.69	2,148.83	2,858.66	0.00	(117.00)	0.00	2,858.66	6,567.20	2,008.19	6,426.56	
55	Emerson Electric Co	0.00		6,045.81	5,038.17	0.00	0.00	(27.78)	0.00	27.78	0.00	261.25	5,293.20	
0	Equity Residential	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Exxon Mobil Corp	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
30	Facebook Inc Cl A	6,236.92		1,661.78	3,547.36	4,351.34	0.00	0.00	0.00	4,351.34	9,764.01	4,214.65	10,431.30	
0	Fiserv Inc	0.00		227.35	996.80	5,713.16	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
594	Ford Motor Co.	0.00		6,482.61	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,341.03	8,826.84	
0	Gap Inc	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Garrett Motion Inc Com	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
10	General Holdings Inc	0.00		3,464.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	687.00	4,151.50	
0	General Dynamics	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Halliburton Co	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
15	L3Harris Technologies Inc (FKA Harris Corporal	2,607.55		375.67	1,027.56	1,955.66	0.00	(69.70)	0.00	69.70	3,393.40	876.41	3,242.25	
25	HCA Healthcare Inc	5,058.61		554.93	2,000.25	3,613.29	0.00	(28.80)	0.00	28.80	3,397.10	3,771.65	5,168.50	
25	Hershey Company	4,423.93		724.07	2,383.04	2,764.96	0.00	(116.58)	0.00	116.58	5,184.80	1,552.74	4,354.50	
15	Home Depot Inc	4,188.13		1,671.88	3,533.26	2,326.75	0.00	(128.25)	0.00	128.25	6,763.77	1,552.84	4,783.35	
30	Honeywell Intl Inc	5,713.11		802.10	2,230.38	4,284.83	0.00	(138.30)	0.00	138.30	5,763.60	3,027.28	6,580.50	

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2021

# Shares or Units	HOW INVESTED DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL				INCOME				TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year	Principal & Income				
											Type			
0	Illinois Tool Works	0.01				0.01						0.00	0.00	0.00
0	Intel Corp	3,421.00		(162.70)	3,258.30	0.00		(23.10)	23.10			4,188.10	(929.80)	0.00
0	Johnson & Johnson	4,449.28		1,443.14	5,892.42	0.00		(40.40)	40.40			5,625.20	267.22	0.00
48	Jpmorgan Chase & Co	0.00	6,048.05	615.46	1,825.07	4,838.44		(108.00)	108.00			0.00	3,242.94	7,465.92
0	Kimberly Clark	0.00	3,683.42	(417.38)	3,266.04	0.00		(63.50)	53.50			0.00	(417.38)	0.00
0	Lincoln National Corp	0.00				0.00						0.00	0.00	0.00
15	Linde PLC Com	3,626.95		535.80	1,442.54	2,720.21		(75.62)	75.62			4,242.20	1,536.84	4,336.50
0	M & T Bank Corp	0.00				0.00						0.00	0.00	0.00
25	Marriott Intl Inc Class A	0.00	4,438.88	8.80	748.61	3,699.07		(37.20)	37.20			0.00	(277.27)	3,413.00
0	Marsh & McLennan Companies, Inc	2,589.52		2,061.54	4,651.06	0.00						4,294.80	356.26	0.00
0	McDonalds Corp	0.00				0.00						0.00	0.00	0.00
0	Mettler Toledo International	0.00				0.00						0.00	0.00	0.00
82	Microsoft Corp	8,766.41		5,699.89	8,374.39	6,091.91		(218.10)	218.10			24,014.18	6,574.01	22,213.80
0	Mosaic Co	0.00				0.00						0.00	0.00	0.00
0	Motorola Solutions Inc Com New	2,302.23		1,275.00	3,577.23	0.00		(39.80)	39.80			2,802.60	774.63	0.00
75	Newmont Corporation	0.00	4,425.66			4,425.66		(82.50)	82.50			0.00	327.84	4,753.50
55	Nextera Energy Inc Com	969.67		303.65	384.46	888.86		(86.28)	86.28			3,602.55	812.31	4,030.40
65	Nike Inc Cl B	5,437.56		265.30	653.70	5,049.16		(72.80)	72.80			6,863.50	3,832.05	10,041.85
9	Nvidia Corp	2,890.93		2,024.86	3,057.34	1,858.45		(6.72)	6.72			5,318.74	4,939.50	7,200.90
0	Oneok Inc	3,666.34		(2,264.06)	1,402.28	0.00						1,661.00	(258.72)	0.00
80	Oracle Systems Corp	5,886.83		668.09	2,630.37	3,924.55		(113.60)	113.60			6,632.40	2,225.17	6,227.20
0	Parker-Hannifin Corp	0.00				0.00						0.00	0.00	0.00
25	Paypal Hldgs Inc	4,693.23		3,000.99	5,347.61	2,346.61						8,711.50	3,923.11	7,287.00
24	Pepsico Inc	3,328.58		306.48	1,138.63	2,496.43		(123.96)	123.96			4,232.32	462.39	3,566.08
0	Pfizer Inc	0.00				0.00						0.00	0.00	0.00
0	Phillips 66	0.00				0.00						0.00	0.00	0.00
25	PNC Financial Services Group	2,985.30		426.40	923.95	2,487.75		(138.00)	138.00			3,156.30	2,536.65	4,769.00
0	Principal Fml Group Inc	0.00				0.00						0.00	0.00	0.00
50	Progressive Corp Ohio	4,344.24		383.89	1,386.41	3,341.72		(248.00)	248.00			5,207.15	1,089.76	4,910.50
21	Qorvo Inc Com	0.00	4,839.97	171.17	1,381.16	3,629.98						0.00	649.84	4,108.65
6	Regeneron Pharmaceuticals	0.00	3,269.18			3,269.18						0.00	82.06	3,351.24
284	Regions Fml Corp New	0.00	5,057.65	82.49	383.94	4,756.20		(46.81)	46.81			0.00	1,057.41	5,731.12
0	Resideo Technologies Inc Com	0.00				0.00						0.00	0.00	0.00
0	S&P Global Inc Com	0.00				0.00						0.00	0.00	0.00
0	Starbucks Corp	0.00				0.00						0.00	0.00	0.00
18	Stryker Corp	4,854.88		247.01	1,302.42	3,799.47		(55.44)	55.44			4,144.37	1,833.19	4,675.14
0	Sysco Corp	0.00				0.00						0.00	0.00	0.00
30	Target Corp	3,892.57		1,771.52	3,069.04	2,595.05		(112.20)	112.20			5,396.85	4,924.39	7,252.20
35	Texas Instruments Inc	3,424.22		1,711.72	2,738.99	2,396.95		(182.70)	182.70			6,348.50	3,120.99	6,730.50
18	Thermo Fisher Scientific Inc	0.00	4,839.97	171.17	1,381.16	3,629.98						0.00	2,558.34	9,080.46
40	Tyson Foods Inc. CLA+	3,412.80		148.33	771.40	3,412.80		(83.30)	83.30			2,985.50	736.30	2,950.40
20	Union Pacific Corp	3,115.37				3,002.40		(79.60)	79.60			3,381.40	1,017.20	4,398.60
0	United Airlines Holdings Inc	0.00				0.00						0.00	0.00	0.00
13	UnitedHealth Group Inc	5,945.22		3,689.76	7,292.94	2,342.06		(105.10)	105.10			9,733.35	2,765.31	5,205.72
28	United Parcel Service	5,550.03		1,642.23	3,954.74	3,237.52		(174.48)	174.48			5,336.64	4,441.26	5,823.16
0	Valero Energy Corp New	0.00				0.00						0.00	0.00	0.00
75	Verizon Communications	5,172.72		116.56	1,409.74	3,879.54		(249.75)	249.75			5,513.00	98.99	4,202.25
0	Viacom Inc	0.00				0.00						0.00	0.00	0.00
0	ViacomCBS Inc	0.00				0.00						0.00	0.00	0.00
24	Visa Inc	3,517.47		3,826.38	5,655.47	1,688.38		(47.96)	47.96			9,658.50	1,608.65	5,611.68
20	Vulcan Mats Co	2,835.06		1,519.63	4,185.73	2,221.74		(87.95)	87.95			2,317.00	1,164.40	3,481.40
25	WalMart Inc	4,887.84		1,286.68	4,482.30	0.00		(43.60)	43.60			6,587.90	1,123.33	3,525.50
0	Walt Disney Co	0.00				0.00						0.00	0.00	0.00
0	Waste Mgmt Inc Del Com	3,195.62				0.00						4,236.40	245.90	0.00
0	Yum Brands Inc	0.00				0.00						0.00	0.00	0.00
25	Zoetis Inc Cl A	3,678.36		1,188.75	2,568.14	2,298.97		(36.00)	36.00			5,481.60	1,745.54	4,659.00
73	Ishares Core S&P Mid-Cap ETF	14,975.95				14,975.95		(102.05)	102.05			12,980.86	6,636.43	19,617.29
1,245	Ishares MSCI Eafe Etf	79,880.03				79,880.03		(2,297.22)	2,297.22			75,763.15	22,422.45	98,205.60

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2021

# 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
	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					
												DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)				
100	SPDR S&P Midcap 400 ETF Tr	Mutual Fund/Index Fund/ETF	15,740.92				15,740.92	0.00	495.48	(495.48)	0.00	15,740.92	0.00	16,652.00	32,449.00	49,101.00
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	0.00	0.00	0.00
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	Select Sector SPDR Utilities	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	Vanguard Inter-Term Bond Index Adm #5314	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
1,293	Vanguard Value ETF	Mutual Fund/Index Fund/ETF	0.00	175,329.38			175,329.38	0.00	959.54	(959.54)	0.00	175,329.38	0.00	2,406.40	0.00	177,735.78
0	iShares 7-10 Yr Treas Bnd Etf	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
	TOTAL CITY OF CONCORD FUND A		2,862,859.54	841,486.47	80,610.02	494,384.21	3,290,671.82	4,452.38	67,111.91	(66,194.90)	5,369.39	3,295,941.21	102,751.12	3,593,677.38	3,142,906.99	3,593,677.38

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2021

# Shares or Units	HOW INVESTED		PRINCIPAL				INCOME				TOTAL			
	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	Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss
	CAPITAL RESERVE FUNDS (Cash & Cash Equivalents)													
	Landfill Closure 8469	Money Market	(2,114.85)				(2,114.85)	12,415.87	12.36		12,428.23	10,301.02	0.00	10,313.38
	TOTAL LANDFILL CLOSURE		(2,114.85)	0.00	0.00	0.00	(2,114.85)	12,415.87	12.36	0.00	12,428.23	10,301.02	0.00	10,313.38
	CAPITAL RESERVE FUNDS (Cash & Cash Equivalents)													
	Self Insurance 8468	Money Market	53,063.66			12,207.94	40,855.72	(26,517.00)	18.68	(26,498.32)	14,357.40	26,546.66	0.00	14,357.40
	TOTAL SELF-INSURANCE		53,063.66	0.00	0.00	12,207.94	40,855.72	(26,517.00)	18.68	(26,498.32)	14,357.40	26,546.66	0.00	14,357.40
	CAPITAL RESERVE FUNDS (Cash & Cash Equivalents)													
	Durbin Block 8470	Money Market	31,500.00	10,500.00			42,000.00	12,281.09	61.69	12,342.78	54,342.78	43,781.09	0.00	54,342.78
	Highway 8471	Money Market	1,851,581.29	2,558,452.66		749,727.79	3,660,306.16	174,603.85	3,575.12	178,178.97	3,838,485.13	1,613,168.01	0.00	3,838,485.13
	Economic Development 8472	Money Market	908,009.51	160,500.00		596,000.00	472,509.51	42,728.50	953.39	43,681.89	516,191.40	961,238.01	0.00	516,191.40
	Revaluation 53rd Week	Money Market	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Equipment 8473	Money Market	192,652.28	347,450.00			540,102.28	23,787.62	295.69	24,083.31	564,185.59	216,439.90	0.00	564,185.59
	Mountain Green 8474	Money Market	92,988.14				92,988.14	51,413.14	173.55	51,586.69	144,574.83	144,401.28	0.00	144,574.83
	Fire Apparatus Replacement 8475	Money Market	2,972.31				2,972.31	5,293.45	9.93	5,303.38	8,275.69	8,265.76	0.00	8,275.69
	Downtown Economic Dev. 8476	Money Market	0.00				0.00	11,800.63	14.17	11,814.80	11,814.80	11,800.63	0.00	11,814.80
	SVMS Project 8477	Money Market	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Education & Training 8478	Money Market	44,856.79				44,856.79	(7,324.02)	45.12	(7,278.90)	37,577.89	37,532.77	0.00	37,577.89
	Building Improvements 8479	Money Market	23,536.22	13,038.22			36,574.44	1,965.71	45.52	2,011.23	38,585.67	38,540.15	0.00	38,585.67
	Parks and Grounds 8480	Money Market	20,000.00				20,000.00	1,406.27	25.72	1,431.99	21,431.99	21,406.27	0.00	21,431.99
	Water Fund Fuel Reserve 8481	Money Market	100,000.01				100,000.01	6,832.45	128.39	6,960.84	106,960.85	106,832.46	0.00	106,960.85
	Water Investment Fee 8482	Money Market	319,611.50	300,788.00		300,000.00	320,399.50	16,601.35	320.85	16,922.20	337,321.70	336,212.85	0.00	337,321.70
	Wastewater Investment Fee 8483	Money Market	445,473.72	559,520.94		333,936.00	671,058.66	23,639.81	643.84	24,283.65	695,342.31	469,113.53	0.00	695,342.31
	ERIP 8484	Money Market	0.00				0.00	135.01	0.15	135.16	135.16	135.01	0.00	135.16
	Recreation Reserve 7450	Money Market	786,500.00	325,000.00			700,485.00	49,033.57	683.69	49,717.26	750,202.26	835,533.57	0.00	750,202.26
	Community Improvement 8425	Money Market	170,536.84				80,276.84	9,902.64	167.62	10,070.26	90,347.10	180,439.48	0.00	90,347.10
	TOTAL CAPITAL RESERVE FUNDS		4,990,218.61	4,275,249.82	0.00	2,480,938.79	6,784,529.64	424,101.07	7,144.44	0.00	431,245.51	5,024,840.78	0.00	7,215,775.16
	TOTAL CAPITAL RESERVE FUNDS		5,041,167.42	4,275,249.82	0.00	2,493,146.73	6,823,270.51	409,999.94	7,175.48	0.00	417,175.42	5,061,688.46	0.00	7,240,445.93
	TOTAL ALL FUNDS		22,191,546.68	10,417,847.83	1,899,315.66	8,197,567.71	26,311,142.46	399,230.62	418,055.54	(395,663.40)	421,622.76	26,250,093.12	3,967,800.88	32,848,094.47

ORDINANCES

Ordinances passed in FY2021:

Ordinance amending the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses, Section 28-2-4, Allowable Principal Uses; and Article 28-5, Supplemental Standards, Section 28-5-17, Certain Uses in the Opportunity Corridor Performance (OCP) District; and Article 28-7 Access, Circulation, Parking and Loading, Section 28-7-4, Requirements for Stacking Spaces for Drive-Through Facilities.

Ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Schedule I, Section 18-1-6, Parking Prohibited at All Times in Designated Places, Schedule I, for a section of Long Pond Road near the Marjory Swope Park conservation area.

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, to remove on-street parking near 80 Centre Street.

Ordinance amending the Code of Ordinances, Title I, General Code; Chapter 13 Public Health, Article 13-4, Vaccinations and Communicable Disease, by adding a new Section 13-4-14 entitled "Wearing of Face Coverings in the City of Concord - COVID-19."

Ordinance amending the Code of Ordinances, Title I, General Code; Chapter 14, Morals and Conduct, by adding a new Article 14-6, entitled Use of Class C/Consumer/Permissible Fireworks.

Ordinance amending the Code of Ordinances, Title V, Administrative Code; Chapter 35, Classification and Compensation Plan, Article 35-2, Compensation Plan, job classification changes for Golf Course positions.

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(a), Parking Prohibited During Certain Hours and Months in Designated Places, Schedule IX, concerning a section of Beacon Street.

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, Safety and Training Coordinator.

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(a), West Street.

Ordinance amending the CODE OF ORDINANCES; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Schedule IX, Jackson Street.

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, Assistant City Prosecutor/Solicitor position.

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

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

Ordinance amending the Code of Ordinances; Title II, Traffic Code, Chapter 17, Vehicles and Traffic, Article 17-4, Operation of Motor Vehicles, Section 17-4-1(a), Stop Required Before Entering a Through Street, Schedule V and Schedule Va, converting the intersection of Bog Road, Carter Hill Road, Horse Hill Road and River Road from a 2-way stop to a 4-way stop.

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 I, General Code; Chapter 9, Water, Article 9-4 Water and Sewer Investment Fee, Section 9-4-4 Special Water Investment Fee Calculation and Section 9-4-5 Special Sewer Investment Fee Calculation.

Ordinance amending the Code of Ordinance, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; Section 28-2-3, The Zoning Map.

Ordinance amending the Code of Ordinances, Title V, Administrative Code, Chapter 30, Administrative Code, Article 30-2, Municipal Departments.

Ordinance amending the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance, Article 28-7, Access, Circulation, Parking and Loading.

Ordinance amending the Code of Ordinances, Title III, Building and Housing Codes; Chapter 26, Building Regulations; Article 26-1-6.1, Sign Fees.

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

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

Ordinance amending the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, Article 1-5, Fees, Fines, and Penalties, Schedule I, Water Rates, Water/Wastewater Rate Increase.

Ordinance amending the Code of Ordinances, Title I, General Code; Chapter 9, Water, Article 9-1, Waterworks.

Ordinance amending the Code of Ordinances, Title I, General Code; Chapter 9, Water, Article 9-3, Sewer Rentals.

Government

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