

CITY OF CONCORD

FY 2022 Annual Report





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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
Karen McNamara

Ward Five
Stacey Brown

Ward Six
Paula McLaughlin

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 6 special meetings; passed 32 ordinances, 86 resolutions and adopted a \$69.7 million General Fund, twelve-month budget covering the fiscal year 7/1/2021 to 6/30/2022.

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

City of Concord Boards and Commissions

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

Ad-Hoc Beaver Golf Course Building Committee
Ad-Hoc Beaver Meadow Golf Course Committee
Ad-Hoc Committee to Review Fee Schedules
Ad-Hoc Committee to Review Outdoor Dining & Food Trucks
Ad-Hoc Gully Hill Committee
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 and Redevelopment 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
Gas Holder Committee

Golf Course Advisory Committee
Heritage Commission
Joint City/School Committee on Cooperation
Library Board of Trustees
Licensing Board
Mask Ordinance Committee
NH Rail Transit Authority
North End Opportunity Corridor TIF District Advisory Board
Parking 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
Regional Planning Committee
Regional Utility Utilization 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 toCall	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
Equity and Inclusion	Human Resources Department		603-230-3722
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
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 AND LABOR RELATIONS

Director Jennifer Johnston 603-225-8535

HUMAN SERVICES, 28 Commercial Street

Director Karen Emis-Williams 603-225-8575

INFORMATION SERVICES

Interim Director Jonathan Smullen 603-230-3663

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	606
Sales & Listing reviews conducted	682
Deed changes processed	943
New parcel reviews conducted	42
New construction reviews conducted	42
Appeals: BTLA & Superior Court	10
Equalization Ratio	79.4 %
Net Tax Base Value for Tax Rate Setting	\$ 5,103,909,256

Assessing Department figures are based upon the Tax Year, April 1, 2021-March 31, 2022.

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 position was eliminated on June 30, 2021.
- An Economic Development Fellow joined the City in summer 2021. This was a temporary position. The individual was later hired in the permanent capacity as the Community Development Specialist in March 2022.
- A request for interest was prepared to market development parcels at the Concord Municipal Airport.

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.

Structural

- The Structural unit, which includes building, electrical, plumbing/ mechanical, and housing inspectors, completed plan reviews and inspections as follows:
 - 569 Building permits, with a construction value of \$72,549,380
 - 667 Electrical permits processed providing a total of \$80,259 in revenue
 - 699 Mechanical permits processed providing a total of \$117,893 in revenue
 - 328 Plumbing permits processed providing a total of \$39,101 in revenue
 - 21 Demolition permits were issued
 - 52 New or replacement dwelling were constructed this year
- This year, the Code Administration Division had several major construction projects:
 - Interior renovations at Primex located on Donovan Street;
 - Phase 1 of the Dakota Partners affordable housing project on Langdon Ave;
 - Phase 1 of the Merchants Way development located on Whitney Road; and,
 - Expansion of the New Hampshire Distributors facility on Regional Drive.

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 247 inspections which includes the Section 8 inspections with the Concord Housing Authority.

Health & Licensing

- Health and Licensing staff issued 882 health licenses and permits, which included demonstrations, entertainment and events. They also conducted more than 350 routine food safety inspections.
- The Health and Licensing unit conducts several types of inspections for the City, including Foster Home Inspections and Department of Education Inspections.
- The unit also conducts plan reviews for new food service establishments and responds to citizen-reported concerns.
- The unit works cooperatively with local industry to maintain best safety practices, to offer ongoing basic safety education, and to assist with performance improvement.
- The unit also managed the City's outdoor dining program and continued to educate local restaurants regarding FOG (Fats, Oils, Grease) disposal.

Zoning

- Zoning Administration is responsible for providing customer technical support services related to the interpretation and application of the City's zoning ordinance and related state statutes, as well as the abatement of activities that are in violation of applicable ordinances and statutes.
- The Zoning Administration staff provides administrative and technical support for the Zoning Board of Adjustment (ZBA), as well as for developers and homeowners.
- Zoning Administration staff provided administrative support in preparing agendas, public hearing notifications, and minutes for 64 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 department continues to research, respond 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 support to various City departments, the Traffic Operations Committee, as well as the Transportation Policy Advisory Committee (TPAC) and its associated subcommittees on pedestrian, bicycling, and public transit.

Municipal Street Status

- The Engineering staff as sited General Services and the Legal Department to rescind the Emergency Lane designation for Abbottville Road, as well as to implement an Emergency Lane designation for Birch Street.

Municipal Airport Improvements

- The City received a new 10-Wheel Dump Truck with snow plow attachments through the Federal Aviation Administration COVID Pandemic relieve fund at 100% federal funding in the amount of \$232,543 for snow removal operations at the municipal airport.

Geographic Information Systems (GIS) Programs and Initiatives

- With respect to the GIS Master Plan, Engineering staff continues to update and expand the City’s comprehensive GIS system, including water distribution, sanitary sewer and storm stormwater collection systems, as well as other municipal infrastructure to support asset management and provide the required asset reporting information for the City’s Finance Department.
- In conjunction with the Assessing Department, the Engineering Division provided project management, as well as quality assurance / quality control (QA/QC), for Phase VII of the Digital Tax Map Development project. This last phase of the project remapped 1,401 tax records of the southwest section of the City, an area bounded by South Street in the east and District No. 5 Road in the north. The entire project is scheduled to be completed by the spring of 2023.
- With field training by the General Service Department and GIS applications by the Engineering Services Division, Engineering summer interns completed a citywide street pavement condition survey, an essential dataset to assist paving capital planning. Engineering Services Division provided supervision and quality control of this project.

Transportation Policy Advisory Committee (TPAC) Initiatives

- Engineering staff continues to support TPAC and its subcommittees on various intermodal initiatives, including public transit, as well as pedestrian and bicyclist improvements. 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.

Transportation Improvement and Infrastructure Projects

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

- Construction for intersection improvements at Hoit Road (Route 4) and Whitney Road (CIP 30) commenced in the fall of 2021. The project included 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 of the roundabout at the intersection of Whitney Road and Merchants Way was completed in late spring of 2022.
- The Hooksett Turnpike Bridge (CIP 361), the North Pembroke Road Bridge (CIP 478), and the Birchdale Road Bridge (CIP 498) replacement projects were completed in the FY22. The engineering study for the rehabilitation of the Loudon Road Bridge (CIP 588) was completed and approved by NHDOT. Structural repairs to Iron Works Road Bridge were completed in the fall of 2021.
- The replacement of the Alder Creek Culvert with a new bridge crossing was completed in the fall of 2021. This project enhances wildlife passage and flood storage in this watershed.
- Completed the water main replacement project and road repaving on Joffrey and Wiggins Streets.

Planning Division

- The Planning Division continued to provide staff support to the Planning Board, Conservation Commission and related subcommittees, Heritage Commission, Architectural Design Review Committee (ADRC), as well as the Bike and Pedestrian Subcommittee of TPAC (TPAC-BP).
- During FY22 division staff attended and supported a total of 12 Planning Board meetings, 15 meetings of the Conservation Commission, 11 meetings of the Trails Subcommittee, 11 meetings of the Street Tree Subcommittee, 12 meetings of the Heritage Commission, 12 meetings of the ADR Committee, 7 meetings of the Energy and Environment Advisory Committee, and 6 of TPAC-BP. 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 for 19 Subdivisions, 19 Site Plan Reviews, 10 standalone Conditional Use Permits, and 8 ADR approvals. 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 Central NH Regional Planning Commission (CNHRPC) Technical Advisory Committee, and the City/State Regional Planning Commission.

- Planning staff continued to support the Bicycle and Pedestrian Subcommittee of TPAC (BP-TPAC). Planning staff continued to coordinate with Engineering and General Services staff to identify compatible improvements to be made in conjunction with CIP 78, the paving program.
- Planning staff continued to support the Energy and Environment Advisory Committee. Planning staff, in coordination with the EEAC, oversaw a University of New Hampshire Sustainability Fellow to expand the City’s Greenhouse Gas Inventory utilizing the ICLEI – Local Governments for Sustainability software. Work on this project continued into FY 2023.
- Planning staff worked with the Parks and Recreation Department and volunteers to develop pollinator gardens at White Pak and Keach Park, expanding on the network of pollinator gardens within parks across the City.
- 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 completed the legal review of the proposed Zoning Code in the Fall of 2021, and began public meetings for review of the Phase 1 draft. Phase 2 public workshops commenced in Spring of 2022, and drafting of Phase 2 began over the summer.
- Staff continued to work on the Concord Next form-based code Zoning Ordinance, as well as amendments to the Site Plan and Subdivision Regulations related thereto, in order to streamline the development permitting process and reduce redundancy.
- The Open Space & Trails Ranger position was filled within the Planning Division. The Ranger worked on outreach through educational posts on the City’s social media pages, and led a few educational hikes.

Conservation Commission

- The Conservation Commission continues to monitor City-held conservation easements and pursue corrective actions to resolve easement violations as needed. In FY22, corrective actions included 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.
- The Planning Division staff continued to assist the Conservation Commission with its land protection initiatives and open space management program.
- The Conservation Commission continued to hold 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 FY23.
- 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 focused on promoting the Sustainable Tree Program (STP), and existing program through the General Services Department. The Conservation Commission on behalf of the Tree subcommittee requested money be appropriated from the Tree Trust Fund to supplement costs associated with the STP, and this money helped

25 residents by covering half the cost of planting a tree on their property. This support will continue into FY2023.

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.
- Planning Staff held three informational classes about the trail system: one was hosted by the local chapter of AARP, the second was hosted by the Granite State Ambassadors training program, and the third was hosted by the Osher Lifelong Learning Institute at UNH.
- Planning staff worked with CNHRPC and members from the Planning Board, Conservation Commission, and Trails subcommittee on the Trail Master Plan. The plan was accepted by City Council in December 2021.

FINANCE DEPARTMENT

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

Office of Management and Budget Division

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

Treasury/Collection Division

The Collection Office processed over 45,000 motor vehicle registrations with over 99% of customers completing both city and state portion of the registration at City Hall. The property tax collection rate was 99.3% for the 2021 tax year compared to 98.9% for the 2020 tax year. The hours open to the public are 8:00 a.m. until 4:30 p.m. except Thursdays in which there are extended hours until 6:00 p.m. The city maintains a strong bond rating with Standard and Poor's of AA+.

Purchasing Division

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

- a. Provide optimal value for the taxpayer;

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

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

- a. **Energy Contracts.** Fixed price contracts for the supply of **electricity** for the City's two G1 (largest) accounts and eighty-five G2 accounts have been awarded to Constellation New Energy through 12/19/2023 (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 11/30/2024. The City's small accounts continue to receive natural gas supply from Liberty Utilities on a default basis. **Gasoline and diesel fuel** fixed price agreements will be effective 7/1/2023 and 7/1/2024 for the City and Concord School District through 6/30/2024 and 6/30/2025 respectively. **Kerosene and #2 fuel oil** are procured via indexed (spot market) price contracts through 06/30/23.
- b. **Energy Improvements.** The City's LED Streetlight Conversion Program has been completed. The City replaced 2,024 streetlights with energy efficient light emitting diode ("LED") streetlights. The City awarded the contract to Real Term Energy of Pownal, ME. The City received an incentive rebate for fifty percent of the cost of the project from Unitil. 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 672,364 kWh of electricity at an estimated cost savings of \$110,308 and an estimated reduction in CO2 emissions of 552 tons per year.

The Purchasing Division continues to work with its counterparts from the State of NH and other New Hampshire communities to prepare and issue joint competitive solicitations and enter into subsequent multi-year contracts for the purchase of supplies and services common to all municipalities.

The Purchasing Manager:

- 1. Lead the Accounts Payable/Purchasing Continuous Improvement Team for ERP training and improvement of services
- 2. Chair the NHGFOA Cooperative Purchasing and Procurement Committee

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

INFORMATION TECHNOLOGY DEPARTMENT

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

Notable

- EPA security auditing and action plan for grant proposal
- Upgraded and replaced Core Network switches.
- Implementation of the Energov permitting system
- Replaced 10 mobile devices for the Fire Department.
- Review of security infrastructure and policies

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 for two private ambulance companies and the Central New Hampshire Haz Mat Team. It is also the initial point of contact for any large-scale incidents in NH that require the activation of the NH Statewide Fire & All Hazards Mobilization Plan. The Fire Alarm Division maintains the City's municipal fire alarm system, traffic signal system, and exterior fiber-optic network. The Fire Prevention Division is responsible for Fire and Life Safety Code plans reviews, fire inspections, fire investigations, and public education. The Fire Chief serves as the Emergency Management Coordinator and Forest Fire Warden for the City of Concord.

Personnel Changes

- Retirement of Fire Chief Sean Brown
- Appointment of Interim Fire Chief John Chisholm
- Promotion of an Acting Deputy Chief of Administration
- Retirement of the Fire Alarm Superintendent
- Promotion of one Captain and two Lieutenants
- Retirement of one Captain, one Lieutenant, one Firefighter/Paramedic, and two Firefighters
- Resignation of two Firefighter/Paramedics, one Firefighter, and one Dispatcher
- Hired three Firefighter/Paramedics, four Firefighter/AEMTs, and one Dispatcher

Notable

- In order to better meet industry standards for emergency response times to EMS calls, Ambulance 5 was relocated from the Manor Station to run as Ambulance 1 based out of the Central Station. A Firefighter/Paramedic was added to Engine 5 to keep Advanced Life Support (ALS) capability within the district during this period. Funding to support the increased staffing was authorized by a mid-budget-cycle fund appropriation by the City Council.

- Received approval of City Council to add and recognize the Firefighter/Advanced EMT position within the Fire Department.
- Emergency Services Consulting International (ESCI) presented the results of a fire station location and service study to the City Council on February 14, 2021. The report recommended to renovate the current fire stations, add a staffed suppression unit at Central Station, add a staffed ambulance to Central Station, increase administrative staff to resolve communication issues, and either add a fifth fire station or relocate fire stations to optimize response times.
- Supported the City’s transition to the online permitting software, EnerGov, and created forty-two different permit types.
- Completed fourteen official structure fire investigations and worked with outside agencies including the State Fire Marshal’s Office; the Bureau of Alcohol, Tobacco, and Explosives (ATF); Concord Police Department; and several private investigators.
- Invested in internal and external training and hands-on experience with the new patient transport ventilators assigned to each ambulance. This has improved patient care for respiratory emergencies.
- Made significant progress on security and infrastructure improvements to the Training Grounds building to support it becoming the City’s primary Emergency Operations Center (EOC) through Emergency Management Performance Grant (EMPG) funding.
- Received an award of \$47,368 in GOFERR Locality Equipment Purchase Program funds to support purchasing needed durable equipment in anticipation of placing a fourth ambulance in service in FY23.
- Received an award of \$10,000 from the Department of Safety State Homeland Security Grant Program to be used to purchase equipment to support the newly formed Swiftwater Rescue Team.
- Formed the Hazard Mitigation Plan Update committee and started work with the Central New Hampshire Regional Planning Commission to author a new plan for the next five years.
- Began the process of working with FEMA to triage and submit Public Assistance requests for cost incurred by all City departments in response to the COVID-19 pandemic.
- Continued modernization of the City’s Gamewell fire alarm system through transition to a radio master box system.

<u>FIRE SERVICE INDICATORS</u>		<u>FY</u> <u>2020</u>	<u>FY</u> <u>2021</u>	<u>FY</u> <u>2022</u>
1	Total Emergency Calls for Service	8,777	9,335	10,147
a.	EMS Calls – Advanced Life Support (ALS)			
	Intercepts	56	52	52
b.	EMS Calls – Other EMS/Rescue Calls	6,057	6,434	7,491
c.	Residential Structure Fires	---	52	48
d.	Commercial Structure Fires	---	54	33
e.	Other Fire Types	---	145	79
f.	Overpressure, Explosion, Overheat (no fire)	11	18	16
g.	Hazardous Condition (no fire)	203	173	178
h.	Service Call	809	996	774
i.	Good Intent Call	588	572	579

j.	False Alarm and False Call	857	828	888
k.	Severe Weather and Natural Disasters	3	8	1
l.	Special Incident Types	5	3	9
2	Number of Patients Transported	4,836	5,037	5,935
3	Percent EMS Response within 5 minutes (BLS Standard)	62	58	58
4	Percent EMS Response within 9 minutes (ALS Standard)	94	94	94
5	Percent Fire Response within 5 minutes	52	51	48
6	Quick Access Plans Completed	0	0	0
7	Fire Safety Inspections Completed	1,239	1,366	1,495
8	Alarm Systems Monitored in Dispatch	---	560	525
9	Master Box plug in/plug out	---	2,693	2,578
10	Public Education hours ⁽¹⁾	13	14	22
11	Fire Alarm Boxes tested ⁽²⁾		0	800
12	Category III Burning permits issued		71	79
13	Phone Calls processed in dispatch		56,078	59,185
14	Incidents Dispatched		26,424	27,888
15	Average training hours per suppression member	95	97	99
16	Fire Investigations		3	14

Notes:

[---] This statistic is not available for FY20.

(1) No school fire prevention education was provided in FY2021 due to COVID-19.

(2) Routine Fire Alarm box testing was suspended during COVID-19.

GENERAL SERVICES DEPARTMENT

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

Notable

Administration

- Hosted “E-Z Pay for WaterSense” and “Fix a Leak Week” campaign contests to engage the community, increase awareness of services, and educate about the value of water and conservation. Extensive outreach performed for Fall Leaf Collection, including a mailed flyer to residents, press releases, social media updates, and elaborate website updates with maps, FAQs, videos, and information. A new video was produced to inform the public with an overview of both bulk and bagged leaf collection. Updates and reminders were provided through the program.
- “2022 Public Works Information” brochure was mailed to residents at the beginning of the calendar year to provide a tentative calendar of events, resources, and department information. Extra copies have been displayed at City offices and available at public events.
- Communications and public outreach consisted of City website updates, print media, social media, media releases, the City Manager’s Newsletter, General Gazette newsletter, and bill stuffers. Topics included public properties projects, road work, facility improvements, seasonal programs, utility billing changes, the value of water/wastewater and infrastructure, equipment vehicle maintenance, downtown services, solid waste, Everett Arena activities, and employee recognition.
- In celebration of America Recycles Day, a #Recycling2Me Social Media Contest was held on Facebook and Instagram to promote the value of recycling and engage the community. Residents could post a comment answering what recycling means to them for a chance to win a bundle of pay-as-you-throw trash bags and wood recycling ruler.
- 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 537 households. 17,128 pounds of hazardous materials were collected and safely disposed of.
- Continued use of See-Click-Fix to manage public requests, with 84% of new requests this fiscal year directed to General Services (2,277 requests). The MyConcordNH mobile app continues to be used for public notifications of winter parking bans, postponed trash collection, City holiday closures, leaf collection, and other important news.
- 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, and a chance to submit a thank you note in recognition of public works. In addition, public outreach promoted public works services and employee recognition.
- New utility billing software was implemented with new utility bills, account numbers, and online management for accounts. Citizen Self Service (CSS) replaced the City's previous Utilities Services web portal for water and sewer customers to manage their

account online. The City's previous Utility Payment System was discontinued and online bill payments were transitioned into the new CSS software. Staff trained on this new software and assisted customers through its implementation. Public communications included notices in water bills, newsletters, social media, media releases, email alerts, and website updates with a PDF tutorial for CSS.

- Five videos were produced and promoted in coordination with different promotions throughout the year, including “New SwapLoader Trucks,” “Concord Fall Leaf Collection,” “Concord Election Preparation,” “Christmas Tree Installation – Happy Holidays,” and “Downtown Concord Overnight Snow Removal.”

Highway and Utilities

- The FY 2022 Neighborhood Street Paving Project (CIP # 78) was completed within budget. Along with the FY 2022 annual appropriation, an additional \$750,000 was received from the State of New Hampshire. Eleven and a half miles of roads were repaved
- Assisted with the City’s web site successful transition from the Customer Request Tracker to the SeeClickFix and MyConcordNH web-based work order application.
- The Water Crew developed and implemented a Valve Replacement Program that will help to replace outdated open right service valves to ball valves. With over 2,000 of these valves in the current distribution system, it is estimated this program will continue for twenty years.
- The Sewer Crew ensured the completion of the Annual EPA report.
- The Downtown Services Team installed seven pieces of new art.

Public Properties

- Fully renovated the Collection Suite at City Hall to expand ADA accessibility, increase customer throughput, improve energy efficiency, and enhance the visual appearance of the offices.
- Installed contactless swipe card access to City Hall to increase physical security.
- Repointed the masonry on the west side of City Hall and Auditorium to preserve the infrastructure and historical integrity.
- Developed a universally ice access policy for the Everett Arena.
- Continued to improve the safety of the ammonia-based ice refrigeration system for the Everett Arena.
- Completed multi-year interior lighting replacement project at the Combiner Operations and Maintenance Facility replacing fluorescent lightning components with energy efficient LED fixtures capable of daylight harvesting and precision timers.
- Public Properties Staff received Friend of the Year Award from the Concord City Auditorium.
- Assisted with the preparation and planning of a new and vibrant art mural on Storrs Street.

Equipment Services

- Increase the Fleet availability with quality preventive maintenance and proactive component replacements on City vehicles.

- Equipment Service technicians continue to attend technical training from various resources. They have increased their skills in computerized engine controls, braking systems, fire equipment systems, and emissions training.
- Continued the use of municipal and national purchasing groups when replacing CIP equipment. This has given us increased standardization, better pricing, and better selection of components.
- Procured two new ‘SwapLoaders’ for Highways and Utilities Division that use a hook lift system to quickly swap out container bodies.
- Procured a ten-wheel dump truck with plow attachments for winter snow removal at Concord Municipal Airport.

Water

- Maintained Level 2 American Water Works Association (AWWA) Partnership for Safe Water.
- Construction continued on the new \$4M high lift station, Station 4, located at the Water Treatment Plant to replace the original pump station that was constructed in the 1940’s.
- Presented a public presentation of Concord’s Water History to the Concord Historical Society.

Wastewater

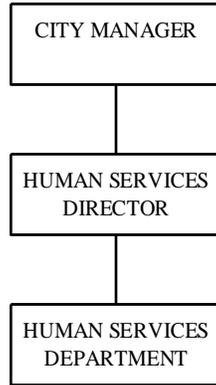
- Electrical improvements were completed at the Hall Street Wastewater Facility to upgrade outdated infrastructure and improve system reliability.
- The Hall Street Wastewater Treatment Facility participated in the CDC’s National Wastewater Surveillance System to become a testing site for testing the presence of COVID -19 in wastewater influent.

HUMAN SERVICES DEPARTMENT

Mission

To provide interim assistance to individuals in desperate need and to encourage community involvement to help break the cycle of poverty.

HUMAN SERVICES DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

1. **Per NH RSA 165:1, provide** assistance to those who are unable to meet their most basic needs. Basic needs include food, rent, shelter, utilities, prescriptions and indigent funeral expenses.
2. Make referrals to other community resources in order to further assist applicants/recipients.
3. Pursue all avenues for reimbursement as allowed under RSA 165:1.
4. Maintain a donation supported pantry that is stocked with food, hygiene products, paper and cleaning supplies, diapers, and other items to help meet some basic human needs.

	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Reimbursements	\$26,300	\$9,162	\$10,000	\$10,500	\$10,000
Total Revenue	\$26,300	\$9,162	\$10,000	\$10,500	\$10,000
Expense					
Compensation	\$250,030	\$262,262	\$271,046	\$263,330	\$290,838
Fringe Benefits	\$120,098	\$127,701	\$128,221	\$126,117	\$129,313
Outside Services	\$74,409	\$58,424	\$64,446	\$54,497	\$66,104
Supplies	\$730	\$624	\$1,200	\$700	\$1,200
Insurance	\$2,490	\$2,530	\$2,530	\$2,530	\$2,000
Miscellaneous	\$174,911	\$207,146	\$228,750	\$207,750	\$228,750
Total Expense	\$622,667	\$658,686	\$696,193	\$654,924	\$718,205

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
Appointments/Emergencies	1,019	987	600	800
Homeless & Homeless at Risk Served	190	192	150	180
Applications for Assistance Issued	424	311	230	250
Walk-ins	965	823	500	700
Initial Case Interviews	377	306	200	300
Percent of Total Aid Budget in Rental Assistance	90%	90%	90%	90%

2022 Goals

1. Ensure that staff continues to participate in all training relevant to effectively working with low income families and individuals, and continually updates and expands knowledge of local resources.
2. Continue to actively monitor ongoing legislation at both the state and federal level through participation in the NH Local Welfare Administrators Association and the Family Assistance Advisory Council.
3. Participate in the Refugee Advisory Council in order to be updated on the latest information on new arrivals to the City of Concord, and services available for the new arrivals, as well as important cultural services.
4. Review the Standard Operating Procedures for the Department, ensuring that any necessary changes are made to reflect the most current policies and procedures in place.
5. Continue to serve on the Homeless Steering Committee with a focus on the Housing First Model for our chronically homeless population.

2021 Goals Status

1. Ensure that staff continues to participate in all training relevant to effectively working with low income families and individuals, and continually updates and expands knowledge of local resources.
9-Month Status: The staff attended zoom meetings such as the Balance of State Continuum of Care, Homeless Provider Network, Social Services Utility Hardship, Substance Use Disorder, Capital Area Wellness Obesity workgroup, and Women, Infants, and Children (WIC) training
2. Continue to actively monitor ongoing legislation at both the state and federal level through participation in the NH Local Welfare Administrators Association and the Family Assistance Advisory Council.
9-Month Status: The NH Local Welfare Administrators Association (NHLWAA) supported HB 160: requiring a landlord to provide a tenant at least a 60 day notice prior of a proposed rent increase which exceeds 5 percent or notice of at least 90 days of an increase which exceeds 8 percent. They also supported HB 126: allowing a tenant to cure an eviction right up until their day in court. NHLWAA opposed HB 601: prohibiting the sharing of information between health and social service agencies.
Family Assistance Advisory Council (FAAC) closely monitored the COVID-19 emergency relief funds and the impact it had on evictions, childcare, food insecurity, business, and

unemployment benefits. They also received information from the Division of Health and Human Services on the number of applicants for TANF and Food Stamps, which were lower than expected. The offset may be contributed to the additional unemployment and stimulus payments.

3. Participate in the Refugee Advisory Council in order to be updated on the latest information on new arrivals to the City of Concord, and services available for the new arrivals, as well as important cultural services.

9-Month Status: Resettlement arrivals and projections have decreased nationwide due to Executive Orders. These orders have also had an impact at the local level. Ascentria did not resettle any refugees from October through December. They had assurances of potentially resettling 13 Congolese households. The lack of available housing has also made this process difficult.

4. Review the Standard Operating Procedures for the Department, ensuring that any necessary changes are made to reflect the most current policies and procedures in place.

9-Month Status: The Standard Operating Procedures have undergone a comprehensive review. The procedure manual has been updated with COVID-19 protocols i.e. screening questions for the public and staff. The manual also reflects the alternative ways, mail, email or telephone interview, a person can apply for assistance when they are COVID-19 positive. Office forms were updated to request an applicant's personal email and it also has the department's general email.

5. Participate in the Medicaid Waiver 1115 initiative in the Capital area, as it evolves, in order to support the goal of transforming the delivery of behavioral health care through integration of services.

9-Month Status: The COVID-19 pandemic impacted the ability for the Medicaid Waiver providers to continue operating. As of October, The Capital Area Integrated Delivery Network (IDN2) suspended all of their activities due to reduce funding from DHHS. These funds were dependent upon the counties matching these funds. The county funds made up approximately two thirds of the funding. This initiative still has not reconvened and unclear if it will in the future.

6. Continue to serve on the Homeless Steering Committee with a focus on the Housing First Model for our chronically homeless population.

9-Month Status: The Winter Shelter opened on 12/1/20 and closed on 3/29/21. The shelter opened two weeks earlier than in previous years, which was beneficial to the community. The first two weeks in December only allowed them to be at a 20-bed capacity, as the state mandated for shelters to decompress due to the pandemic. The Concord Coalition to End Homelessness (CCEH) was able to purchase the First Church and this allowed them to increase their capacity back to 40 beds. They were also able to temporarily move their Homeless Resources services in this new space. The plan for next year is to use this space as a winter shelter and then convert the property to permanent housing. CCEH also purchased a building on Green St and this created permanent housing for four tenants. Housing First Model: the majority, if not all, of the vouchers are being utilized.

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>	FY2020	FY2021	FY2022
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
1. Civil Litigation Cases	*21	*15	*14
2. Tax Abatement Cases	*20	*19	*20
3. Tax Lien Mortgages (Research at Registry)	329	375	345
4. Tax Deed Mortgages (Research at Registry)	45	77	39
5. Tax Title Searched for Properties to be Deeded	374	452	384
6. Ordinances Reports and Resolutions	155	136	149
7. Negotiated Union Contracts (out of 6)	4	1	4
8. Licenses, Agreements and MOUS	49	78	79
9. Bankruptcy Matters (Claims Filed)	4	2	2
10. City Department/Public Body Westlaw Legal Research	2,074	2,333	1,825
11. Financial Guarantees for City Projects/Developments	53	60	68
12. Right-to-Know Requests	116	113	107
13. Complaints Files/Reviewed	3,652	3,650	4,369
14. Criminal Dispositions and Hearings	12,635	16,703	14,663
15. Juvenile Dispositions and Hearings	546	662	752
16. Administrative License Suspensions	206	239	321
17. Concord Code Enforcement	6	23	7

* Includes pending cases from prior years

LIBRARY DEPARTMENT

Mission: The Concord Public Library engages, inspires, and informs the community by supporting its civic, intellectual, and cultural pursuits.

Vision: The Concord Public Library is an inclusive environment that celebrates the diversity of experience, ideas, and cultures. We build connections that strengthen communities, inspire innovation, explore the past, and create a map to the future.

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.
- Two new iMac computers will be deployed in the Teen Department soon, and we are investigating virtualization options for the adult PCs to improve the efficiency of maintenance and upkeep. We continued to improve our “digital branch” by creating individual website pages for our most popular online resources (i.e. U.S. Newsstream, Consumer Reports, etc.) with training and help documentation included. We also added a logo and link for U.S. Newsstream to our online catalog, and to our mobile app to improve access and discoverability.
- Staff are contributing to the “Take & Make” craft programs, which we have continued to provide from the inception of the pandemic when we handed them out at curbside pickup.
- The children’s re-cataloging project (Y to YA or J) is moving along, as we continue to support the re-organization of materials in the Children’s and Teen departments.
- The library took possession of the “Time of Wonder” statue by Beverly B. Seamons, that was once on Main Street. There was a video filmed by Concord TV, several photographs, a press release, email to patrons, social media posts, and a newsflash on the library website to promote the move.
- In February we were busy completing paperwork and tasks for our ARPA round #2 grant project (eBike Bookmobiles). We will apply for 2 eBike Bookmobiles that can access areas of Concord that are underserved and may have less of a library footprint. We hope to include WiFi Hotspots for each bike.
- A new year-long reading challenge was launched late this month, Ultimate Book Nerd. Patrons of all ages have one year to read fifty books that match the challenge categories. This will be run in conjunction with both our winter reading and summer reading programs.
- We completed the Children’s Room carpet and desk renovation. This meant supervising the flooring and carpentry work, reconfiguring space in the non-fiction room, replacing all materials back on shelves, cleaning, clearing up the temporary Children’s Area on the first floor, and moving staff for the duration of the project.
- We met with the NH Kid Governor, a member of her executive board, and their coordinator at the Capitol and started collaboration on a sock drive for a local homeless shelter (internal collection) and a Food for Fines initiative to benefit Friends of Forgotten Children’s food pantry March 21st – 31st. March Book Madness was launched at the end of the month and will run all of the month of March and into April. There is a teen bracket and adult bracket. Patrons fill out brackets, return them, and then vote on the winners to determine which books advance to the next round. There will be one teen winner and one adult winner.

<u>Library Service Indicators</u>	<u>Actual FY2021</u>	<u>Actual FY2022</u>
1. Items Borrowed		
Main Adult	110,388	130,336
Main Children's	50,939	44,815
Audio & E-book Downloads	66,761	69,878
Main Total	228,088	250,156
Penacook Branch	126	546
Heights Branch	497	4,581
Total	228,711	255,283
2. Traffic Count		
Main Library	50,008	97,603
Penacook Branch	0	225
Heights Branch	180	4,581
3. Online Services		
Catalog searches	456,940	434,078
Database searches	76,202	79,505
4. Classes & Events		
Main Adult Programs	*55	*50
Main Adult Attendance	*1,392	*1,731
Concord Reads Programs	0	0
Concord Reads Attendance	0	0
Main CR Programs	*90	*148
Main CR Attendance	*1,815	*4,532
Penacook Branch Programs	0	0
Penacook Branch Attendance	0	38
Heights Branch Programs	*2	*46
Heights Branch Attendance	*60	*980
Total programs	*147	*256
Total attendance	*3,267	*7,290
5. PC/Internet Use Hours		
Main Adult	2,180	5,077
Main Children's	71	76
Young Adult	11	157
Penacook Branch	0	14
Total	2,262	5,324
6. Chromebook Checkouts		
Main	2	66
Heights	12	209
7. Research Assistance		
Total	1,378	65,013
8. Volunteers		
Hours	0	1,145
9. Interlibrary Loans		
Lent	1,105	1,599
Borrowed	1,079	2,027

*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 22: (These numbers represent all eligible employees and their city-insured spouses):

- **184** participants participated in one of the VIRTUAL wellness education programs offered (due to COVID, no in person sessions were offered and only ZOOM webinars or recordings of webinars were available)
 - 94 of these participants tuned in the ZOOM webinars as they occurred
 - 90 of these participants viewed the recordings of previous programs or the ZOOM webinars
- **80** participants indicated that they had obtained a preventing screening during the year
 - 47 of those participants received credit for receiving a FLU shot during the city's on-site FLU shot clinic (vs 108 from previous year)
 - Remainder received credit for screenings obtained via other means (doctor's office; COVID vaccines; dental visit)
 - 67% decrease over the previous year (due to COVID, more difficult to obtain a screening)
- **154** participants have completed the major component for FY22 – the online Health Questionnaire through Harvard Pilgrim
 - The online Health Questionnaire is offered every other year as the Major Component, earning employees and their spouses a higher amount of points
 - 10% increase over the previous time this was offered (FY20)
- **146** participants have completed the 3-month exercise requirement
 - 15% decrease in previous year's participants
 - 84 of those participants completed this component by participating in organized fitness challenges (the remainder completed on their own)

Beginning with July 1, 2022, the HR department will be rolling out the new online wellness portal through Harvard Pilgrim. This portal will enable employees, and their city-insured spouses, to participate in various online activities, webinars, track fitness through wearable fitness trackers to allow them to earn points when it's convenient for them. It makes the wellness program more mobile. I anticipate that participation will start out slow but as the program progresses I expect our participation numbers will only increase.

Some Human Resources Strategic Initiatives include: Roll out of Employee Self Service in our ERP system, COVID Pandemic Safety Management, Continued participation in the Prime Program at Primex, and Equity and Inclusion work.

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 2022 GOAL STATUS

1. 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: The Police Department continues its involvement in a number of initiatives designed to further its relationship with the community. As part of these initiatives, the Department has hosted and participated in numerous community meetings with multiple organizations throughout the city. The Department has stayed involved with the New American community, and continues to work with the Refugee Advisory Council. The Department participated in the Multicultural Festival in September of 2021. This event was very successful and had over 2,000 attendees.

The Police Department has also participated in several other programs to help promote community interaction with both children and adults. In October 2021, with the assistance of White Mountain Coffee, the Department hosted its most recent “Coffee with a Cop”. These highly successful events offer an opportunity for community members to interact with the City’s police officers in a relaxed atmosphere.

During the fall of 2021, the Police Department took part in a new community initiative called Faith and Blue. This initiative afforded officers the opportunity to attend several religious/church events throughout the City. Officers attended services/mass of different denominations and met with the congregation afterwards to socialize and answer police related questions.

The Police Department continues to offer Rape Aggression Defense (RAD) classes. We currently have six certified instructors for the RAD program, which is a comprehensive self-defense course for women and includes situational awareness, prevention, risk reduction and avoidance, and progresses to the basics of hands-on defense training.

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, both in-person and virtually. The Department also conducted over a dozen safety presentations for local businesses, visiting nurses, elder care providers, and the New Hampshire Technical Institute, as well as three fraud education presentations for seniors.

The Police Department continues to successfully utilize its Comfort Dog, Liberty. Liberty has been instrumental in interacting with community members and members of the Police Department. She has been deployed to numerous scenes and locations where violent or traumatic events have occurred to help lend relief to those suffering or affected by the incident. Liberty has also engaged those suffering from mental health issues. Liberty has assisted during interviews of traumatized children at the Merrimack County Advocacy Center. Unfortunately, due to COVID-19, Liberty had to curtail many appearances. In the first three quarters of FY 2022, however, she has been able to make appearances at more and more events and increase interactions with the public and those who could benefit from her services. Liberty has made appearances at schools such as Penacook Elementary, Boscawen Elementary, Loudon Elementary, Merrimack Valley Middle School and High School, Concord High School, Christa McAuliffe Elementary, and Abbott Downing Elementary. Liberty has also made several appearances at Concord Hospital since January of 2022. She has participated in many social and community events throughout the City and has a large following of supporters. Liberty has also been requested to appear at several recent tragic events that have occurred outside of Concord.

The Police Department has been extremely active in all of the schools throughout the City to include both public and private schools. The Department currently has seven officers trained in D.A.R.E. The D.A.R.E. Program 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. Currently D.A.R.E. classes are taught in the Concord Schools, Penacook Elementary School and St. John's Regional School.

The Department's Adverse Childhood Experience Response Team (ACERT) continues to provide a vital resource to the community. This team is made up of a member of the Concord Police Department, a member from Riverbend Community Mental Health, and a member from Merrimack County Human Services. The team deploys to residences where children have been exposed to violence or other trauma. At the residences, the team meets with the families and assesses the situation to determine next steps that can be taken for the child, such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy. During FY 2022, ACERT made 372 home visits.

In September of 2021, the Department partnered with the NH Food Bank, along with the generous assistance of Hannaford's, Market Basket, and Shaw's supermarkets, to collect food and donations for those less fortunate, referred to as Stuff a Cruiser. Additionally, in December of 2021, the Department conducted a toy drive titled "Stuff a Cruiser with Toys" during the Christmas tree lighting ceremony. Citizens donated toys which then benefitted Friends of Forgotten Children.

This year, following a hiatus due to the COVID-19 pandemic, the Department was able to bring back the National Night Out event. The yearly event was held at Rollins Park and is one of Concord's largest community events. It is estimated that several thousand people attended the event.

The Police Department is committed to participating in these types of initiatives and continuing to foster the relationship between the Department and the community. The success of the Police Department in providing the safest community possible is dependent upon this cooperative effort between the Department and the community as a whole.

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

Status: The Police Department continues to take an aggressive stance in combatting illegal drug issues facing the City. The Department has initiated a new partnership with the New Hampshire State Police – Narcotics Investigations Unit (NIU) and will be assigning staff to work directly with the NIU. Investigators assigned to these positions will work collaboratively in illegal drug investigations and also 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.

During the fall of 2021, the Department was awarded \$55,000 in grant funding through the NH Department of Safety – Law Enforcement Opioid Abuse Reduction Initiative. These funds were designated to cover overtime costs associated with implementing enhanced strategies focused on addressing the illegal drug/opioid crisis facing the City. The Department will continue to seek out future grant funding opportunities focused on addressing illegal drug activity in the community as they become available. The Department also continuously assesses personnel assignments and initiatives to most effectively address illegal drug usage in the city. During FY22 the Department made arrested 214 individuals on illegal drug related charges.

The Department also maintains a prescription drug drop box in the lobby of the police department. This drug drop box allows people to drop off their unused or unwanted prescription medications that otherwise could be available for abuse or unauthorized

consumption. Unfortunately, due to the COVID-19 pandemic access to the Department lobby has been limited, however, during the first three quarters of FY22, over 200 pounds of prescription drugs have been turned in by members of the community. The Department also continues to participate in the United States Drug Enforcement Administration's National Drug Take Back Days.

The Concord Police Department also continues to utilize Riverbend's The Doorway at Concord program. The Doorway at Concord is a partnership between Concord Hospital and Riverbend Community Mental Health. It is one of nine partnerships throughout New Hampshire that has been established as part of the State's Hub and Spoke strategy to address the opioid crisis. The Department refers those wishing to seek help to The Doorway at Concord program.

3. Continue efforts to work collaboratively with other community stakeholders in developing strategies for dealing with individuals in mental and behavioral health crisis. Continue efforts to coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit and Crisis Treatment Center, 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 Concord Police Department continues to work closely with Riverbend in an attempt to help assist individuals suffering mental or behavioral health crises. The Department participates in monthly First Responders collaborative meetings with Riverbend. These meetings include representatives for the Concord Police Department, the Concord Fire Department, and Riverbend personnel. This group discusses ways to improve the services provided to those dealing with mental health issues.

The Department continues to effectively utilize the Mobile Crisis Unit in assisting those experiencing a mental health crisis. Prior to January 1, 2022 the Mobile Crisis Unit was dispatched and governed by Riverbend Community Mental Health. However, since that date the Mobile Crisis Unit is now being overseen and administered through Beacon Health Options. Beacon now handles all dispatching and oversight of the Mobile Crisis Unit responses. The Department is currently working with both Beacon Health Options and Riverbend Community Mental Health on ways to improve this new process.

Since the beginning of the fiscal year, the Concord Police Department responded to 226 mental health related calls for service. The Department continues to utilize Riverbend's 40 Pleasant St. location to help assist those dealing with a mental health crisis. The use of the 40 Pleasant St. facility lessens the impact on Concord Hospital in treating mental health crises and is a more effective and efficient option for those receiving services.

Concord Police Department personnel continue to participate in mental health training throughout the year. This training assists officers when dealing with individuals suffering a mental or behavioral health crisis. Currently the Department has three trained Crisis Intervention Officers (CIT) and four trained Critical Incident Stress Management (CISM) personnel.

The Concord Police Department also continues to utilize Riverbend's The Doorway at Concord program. The Doorway at Concord is a partnership between Concord Hospital and Riverbend Community Mental Health. It is one of nine partnerships throughout New Hampshire that has been established as part of the State's Hub and Spoke strategy to address the opioid crisis. The Department refers those wishing to seek help to The Doorway at Concord program.

4. Seek to fully staff all authorized sworn and civilian positions. Continue to implement strategies to increase police officer recruitment efforts, including the use of social media and other innovative methods of creating interest in the Department for prospective candidates. Provide training opportunities for continued employee development and succession planning. Particular attention should be given to provide training in employee wellness.

Status: Nationally there has been a steep decline in qualified candidates applying for positions in the field of law enforcement. New Hampshire and specifically Concord are also experiencing this trend. The Department has developed a "direct recruitment" strategy that has assisted us staying ahead of the curve and attracting these limited number of candidates. The Department has also been looking at ways to reach out to prospective candidates at an earlier stage. One way we have been achieving this has been through a partnership with the Concord Regional Technical Center (CRTC) program. The Department currently has three high school seniors who are conducting their "work base" learning with us. We also have a senior from Plymouth University conducting an internship with the Department. We plan to have this internship program year to year. Through these partnerships we will be able to hire more local candidates who we already know and have development relationships with. We continue to attend job fairs, recruitment at collages, and maintaining a presence on social media.

In FY22 the Police Department hired 7 new Police Officers. Since July 2021 eight officers have left the Concord Police Department. Three of these officers had regular retirements, four went to work for other agencies, (one out of state), and two left police work all together. There is a national hiring crisis for police officers with many agencies left searching for qualified candidates.

The Department also was able to fill several vacancies for non-sworn staff since the beginning of this fiscal year. The Department has hired a new Administrative Assistant, Records Supervisor, Fiscal Supervisor, two Parking Enforcement Technicians and two Dispatchers.

The Department has strived to continue to provide training opportunities for employee development of our current staff. Supervisors, Detectives and Patrol Officers have attended trainings on various specialized topics. Specialized training received by Department members include: The National Forensic Academy, FBI LEEDA series, Primex Supervisor's Academy, and Roger Williams courses for 1st Line Supervisor and Mid Management. Detectives in our Computer Crimes Unit have also attended highly specialized courses to better serve the City.

5. Develop and implement strategies to expand training opportunities for Department staff. Particular emphasis to be given to providing training focused on the recommendations made by the Governor’s Commission on Law Enforcement Accountability, Community and Transparency as well as training centered on Officer Wellness, Crisis Intervention and Stress Management (CISM), and Mental Health First Aid.

Status: As COVID restrictions have been lifted, more training opportunities have become available for Department staff. The Department strives to continue to offer ongoing training to our staff on numerous topics. All sworn staff have completed training on De-Escalation, Procedural Justice, and Anti Bias. These topics will continue to be offered on a yearly basis. The Department has also been seeking out more instructor-based trainings in order to better train a larger number of our current staff. Since July, 2021 we held department wide mental health training for all officers and dispatchers. We have continued to branch out on this topic and developed a Crisis Intervention and Stress Management team (CISM). This team has held several debriefings for our staff after they are involved in calls for service or incidents that deal in trauma. Selected Officers have been developing this program by providing mental health assistance to our staff. Members of the Department also participate in the NH Regional CISM team which provides services to other first responders in the area. This program continues to grow and has been well received by all employees of CPD. The Department will continue to seek out training and further develop programs in place designed to address employee wellness.

POLICE DEPARTMENT SERVICE INDICATORS:

<u>SERVICE INDICATORS (Fiscal Year)</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u>
Total Calls for Service	43,290	45,136	53,441
Total Crimes Against Persons	1,356	1,406	1,319
Total Property Crimes	1,729	1,691	1,601
Total Crimes Against Society	1,238	1,239	1,489
Total State Reportable Traffic Accidents	1,147	1,037	1,252
Total Traffic Fatalities	2	2	2
Total Traffic Summonses Issued	1,475	2,060	2,308
Total DWI Arrests	147	159	225
Drug Abuse Violations (Persons Arrested)	201	197	214
Total Drug Related Charges	332	336	297
Total Custodial Arrests			
Persons Arrested	2,502	2,496	2,888
Number of Charges	4165	4,402	5,046
Total (Part I) Violent Arrests	63	61	70
Total Sexual Assaults Reported	90	112	80
Total Domestic Violence Related Cases	676	692	532
Domestic Violence Related Arrests	313	354	305
Domestic Violence Protective Orders	357	332	322

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; July 13, 2021 Ward 4 special election and the November 2, 2021 Municipal election.

<u>SERVICE INDICATORS</u>	<u>FY2021</u>	<u>FY2022</u>
Birth Certificates Issued	2,692	2,958
Marriage Certificates Issued	1,071	1,403
Death Certificates Issued	4,651	5,346
Divorce Records Issued	267	263
Certified Records Issued	8,681	9,970
Marriage Licenses Issued	354	417
Marriage Ceremonies Performed	10	32
Dog Licenses Issued	5,127	5,223
Notice of Intent to Issue Dog Summons	0	31

Elections

- Staff held Election training sessions prior to the July 13, 2021 Ward 4 Special Election and the November 2, 2021 Municipal election.
- Staff held voter registration sessions at many local nursing home facilities, the Homeless Resource Center, and New Hampshire Technical Institute (NHTI) assisting residents with voter registration and absentee ballots requests.

<u>SERVICE INDICATORS</u>	<u>FY2021</u>	<u>FY2022</u>
Voter Registrations Processed	3,862	338
Absentee Voters Serviced	11,173	145
Number of Ballots Cast	34,693	4,021

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

- Worked with Friends of White Park on their fundraising efforts for new Money Around Playground, Friends of the Merrimack River Greenway Trail on Phase 2 of the trail system among others, worked with the SkiTheBeav group to raise money to help with the cost of buying a new xc snow groomer for Beaver Meadow Golf Course.
- Created six standalone Pickleball Courts at Rolfe Park, completed full renovations of the basketball and tennis courts at Rollins Park and Trolley Stop at White Park was repointed
- All programs and facilities return to normal operations with number of participants taking part in programs higher the pre Covid.
- Created our second annual Year in Review report highlighting department activities and operations
- The department was able to open four of the seven outdoor pools for the summer of 2022. Concord Housing + Redevelopment once again sponsored the summer Free Learn to Swim Program for Concord residents.

- The department was able to open four of the seven outdoor pools for the summer of 2022. 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: annual summer concert series, 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 15, 2022

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 for the Fiscal Year ending June 30, 2022.

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(s). 34, and is in accordance with Generally Accepted Accounting Principles. It also includes the auditor's opinion, management's discussion and analysis (MD&A) report, notes to financial statements, combining and individual financial statements, and schedules for the City's Funds.

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

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

This 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 44,006 as of July 1, 2021, a 0.07% increase over the last official census as of July 2020 number of 43,976, 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 2022 brought about a transition from the coronavirus pandemic that had enveloped our community and nation toward a post-pandemic era. While the City continued to take steps to aid in the mitigation of the health and economic impact of the virus to its employees and citizens, we were largely focused on returning operations to normal. The City applied for and recognized revenues from a variety of sources, including \$2,357,824 from the American Rescue Plan Act, \$3,398 from the State of New Hampshire Governor's Office for Emergency Relief and Recovery (GOFERR) as a reimbursement for Fire and Police services provided at state run vaccine clinics, \$36,588 from the United States Department of Justice, and \$107,507 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 2022 was 1.8%. This compares favorably to New Hampshire's rate of 2.0% and to the United States rate of 3.6%. Concord's rate also remains the lowest among the top three New Hampshire cities with Manchester at 2.0% and Nashua at 2.2%.

The assessed value of taxable property as of April 1, 2021 increased overall by 10.17% compared to April 1, 2020. The cumulative total residential, manufactured homes and condominiums increased 13.69% in assessed value. The average assessed value of a single-family home in Concord as of April 1, 2021 was \$324,005, up 12.48% from \$288,067 the year before.

Tax collections percentage as of June 30, 2022 for the 2021 Tax Year was 99.3%, slightly higher than the previous year. Total tax delinquencies for all years were stated at \$1.5 million, unchanged 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.

Economic Development successes that occurred during FY2022 included the following:

- 1) On June 9, 2022, the City sold real estate located at 32-34 South Main Street to the John Flatley Company. The property will be redeveloped into an 85,000SF, 64-unit market rate apartment building. The project will be completed in fall 2023. Upon completion, the project will generate upwards of \$275,000 in new property tax revenues annually.
- 2) On June 22, 2022, the City's Community Development Advisory Committee approved a loan application from the Caleb Group in the amount of \$600,000 to provide gap financing to support Phase 2 of the Penacook Landing affordable housing development. The loan is part of a \$5.85 million financing package, which will result in the development of 20 housing units at 35 Canal Street, of which 18 units will be affordable units reserved for low / moderate income households. Upon completion, the project will create \$1.6 million of net new assessed value for the community and generate approximately \$45,000 / year in property tax revenues.
- 3) 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. During FY2022, Phase I of the Developer's project, as well as the City's highway improvements, were under construction, and scheduled for completion in Q1 of FY2023.

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.

Long-Term Financial Planning

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

Also, as part of the annual budget process, the City reviews all General Fund revenues to determine budgetary needs. Enterprise and Special Revenue Funds are reviewed for competitiveness and support of operations. Most Enterprise and Special Revenue Funds are fully self-supporting and provide administrative overhead payments to the General Fund. The exceptions are the Project Inspection and Parking Funds, which received General Fund support for their

Fiscal Year 2022 operations, and Solid Waste Fund, which receives approximately \$1,100,000 annually.

Financial Position

The total General Fund Unassigned Fund Balance increased to \$13.2 million after City management assigned \$1,425,000, \$950,000 of which is anticipated to be transferred to trust fund reserve accounts in Fiscal Year 2023, and the remaining \$475,000 of which \$375,000 is assigned for use in the Fiscal Year 2023 budget and \$100,000 is assigned for overlay for the settlement of future abatements. The \$13.2 million Unassigned Fund Balance represents a \$1,150,000 increase over Fiscal Year 2021. The purposes of the Assigned Fund Balance to be transferred to Trust Fund reserves in Fiscal Year 2023 are for transfers to Highway Paving Reserve (\$500,000), Equipment Reserve (\$250,000), Recreation (\$100,000), and Economic Development Reserve (\$100,000).

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 2022, this amount was 10.5%.

In Fiscal Year 2013, the City adopted a new Fund Balance, Reserves and CIP Spending Priority Policy. The Policy was established following discussions with the City's outside auditors, receipt of their subsequent Management Letter recommendation and in conjunction with GASB Statement #54.

Section IV(A)(1)(a) of the Policy requires that the City achieve a General Fund Unassigned Fund Balance of 18.5% of expenditures by the end of Fiscal Year 2017. For Fiscal Year ending June 30, 2022 the Unassigned Fund Balance was 19.58%.

Credit Rating and Debt Limit

As of January 2022, Standard and Poor’s Rating Group affirmed the city’s bond rating of AA+ in conjunction with a \$12.785 million General Obligation bond offering and affirmed the AA+ rating on the City’s \$98.4 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 2022 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 North Pembroke Road and Birchdale Road bridges, vehicle and equipment replacement, LED street lighting, continuation of the Annual Neighborhood Paving Program, Capital Commons parking garage concrete repairs, New Hampshire Employment Security building asbestos abatement, intersection improvements at Hoit and Whitney Roads, water pump station #4 relocation and replacement, and Hall Street Wastewater Treatment Plant lighting upgrades and blower replacement.

Awards and Acknowledgements

The Government Finance Officers Association of the United States and Canada (GFOA) has awarded twenty-seven 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, 2021 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 auditor's report related specifically to the single audit section is included in a separately issued single audit report.

The City invites you to visit our web site at www.concordnh.gov, where this ACFR is expected to be prominently displayed by December 31, 2022. Also displayed are previous ACFR's and other summary financial information.

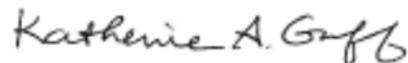
Sincerely,



Thomas J. Aspell, Jr.
City Manager

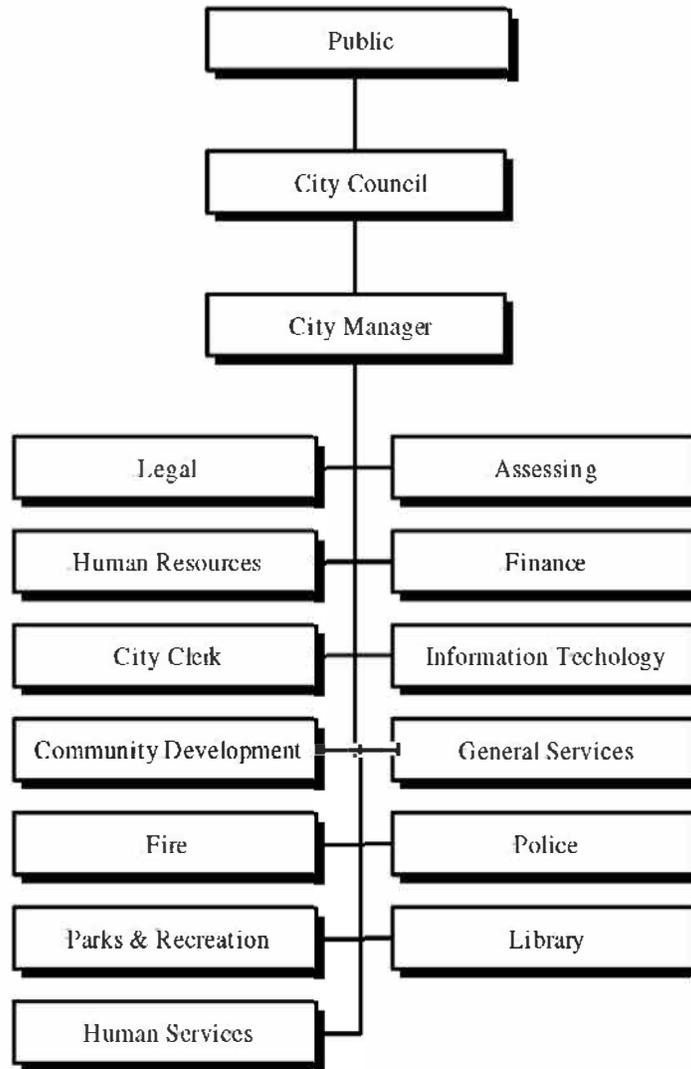


Brian G. LeBrun
Deputy City Manager – Finance



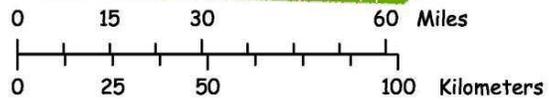
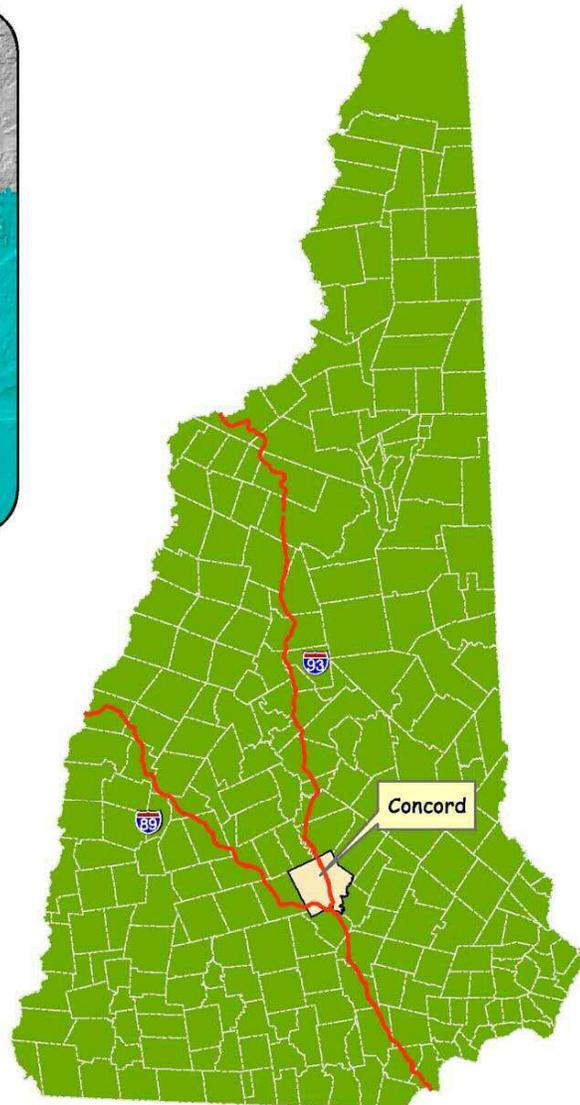
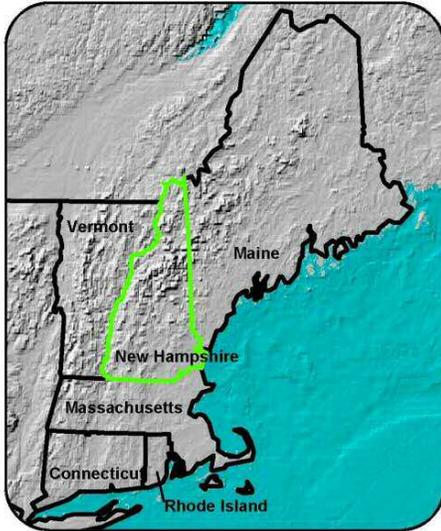
Katherine A. Graff
Assistant Finance Director

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, 2022

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	Karen D. McNamara
Councilor – Ward 5	Stacey Brown
Councilor – Ward 6	Paula McLaughlin
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 (Interim)	John A. Chisholm
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 Annual Comprehensive
Financial Report
For the Fiscal Year Ended

June 30, 2021

Christopher P. Morrill

Executive Director/CEO

INDEPENDENT AUDITOR'S REPORT

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

Report on the Audit of the Financial Statements

Opinions

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 (the City), as of and for the year ended June 30, 2022, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the table of contents.

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, 2022, 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.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the City and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Change in Accounting Principle

As discussed in the notes to the financial statements, in the year ending June 30, 2022, the City adopted GASB Statement No. 87, *Leases*. Our opinion is not modified with respect to this matter.



Responsibilities of Management for the Financial Statements

The City's management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the City's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit 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, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.



- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the City’s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control–related matters that we identified during the audit.

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.

Supplementary Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City’ basic financial statements. The accompanying supplementary statements and schedules are presented for purposes of additional analysis and are not a required part of the basic financial statements.

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



Other Information

Management is responsible for the other information included in the Annual Comprehensive Financial Report (ACFR). The other information comprises the introductory and statistical sections but does not include the financial statements and our auditor's report thereon. Our opinions on the financial statements do not cover the other information, and we do not express an opinion or any form of assurance thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated December 15, 2022 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".

Merrimack, New Hampshire
December 15, 2022



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, 2022. 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 and 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 city'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 city'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, general capital project fund, and 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 \$172,386,662 (i.e., net position), a change of \$(962,774) in comparison to the prior year.
- As of the close of the current fiscal year, governmental funds reported combined ending fund balances of \$59,735,502, a change of \$2,794,529 in comparison to the prior year.
- At the end of the current fiscal year, unassigned fund balance for the General Fund was \$13,219,990, a change of \$1,152,628 in comparison to the prior year. In addition, total General Fund balance decreased by \$393,856.

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	
	2022	2021	2022	2021	2022	2021
Current and other assets	\$ 140,612	\$ 132,289	\$ 20,313	\$ 21,474	\$ 160,925	\$ 153,763
Capital assets	192,896	193,320	118,600	124,018	311,496	317,338
Total assets	<u>333,508</u>	<u>325,609</u>	<u>138,913</u>	<u>145,492</u>	<u>472,421</u>	<u>471,101</u>
Deferred outflows of resources	<u>21,854</u>	<u>27,533</u>	<u>1,635</u>	<u>1,881</u>	<u>23,489</u>	<u>29,414</u>
Total assets and deferred outflows of resources	<u>\$ 355,362</u>	<u>\$ 353,142</u>	<u>\$ 140,548</u>	<u>\$ 147,373</u>	<u>\$ 495,910</u>	<u>\$ 500,515</u>
Long-term liabilities outstanding	\$ 166,028	\$ 192,079	\$ 44,775	\$ 46,518	\$ 210,803	\$ 238,597
Other liabilities	8,572	8,930	1,662	2,360	10,234	11,290
Total liabilities	<u>174,600</u>	<u>201,009</u>	<u>46,437</u>	<u>48,878</u>	<u>221,037</u>	<u>249,887</u>
Deferred inflows of resources	99,983	76,230	2,503	1,049	102,486	77,279
Net Position:						
Net investment in capital assets	130,356	132,253	85,937	93,327	216,293	225,580
Restricted	26,630	28,204	2,112	2,302	28,742	30,506
Unrestricted	<u>(76,207)</u>	<u>(84,554)</u>	<u>3,559</u>	<u>1,817</u>	<u>(72,648)</u>	<u>(82,737)</u>
Total net position	<u>80,779</u>	<u>75,903</u>	<u>91,608</u>	<u>97,446</u>	<u>172,387</u>	<u>173,349</u>
Total liabilities, deferred inflows of resources and net position	<u>\$ 355,362</u>	<u>\$ 353,142</u>	<u>\$ 140,548</u>	<u>\$ 147,373</u>	<u>\$ 495,910</u>	<u>\$ 500,515</u>

The largest portion of net position \$216,292,790 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, \$28,741,500 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 (\$72,647,628) primarily resulting from the City's unfunded net pension and total OPEB liabilities.

The City's overall net position changed by \$(962,774) from the prior year. The reasons for this overall decrease are discussed in the following sections for governmental activities and business-type activities.

Changes in Net Position

	Governmental		Business-Type		Total	
	Activities		Activities			
	2022	2021	2022	2021	2022	2021
Revenues:						
Program revenues:						
Charges for services	\$ 16,642	\$ 14,565	\$ 15,663	\$ 15,356	\$ 32,305	\$ 29,921
Operating grants and contributions	8,882	7,040	201	130	9,083	7,170
Capital grants and contributions	2,521	2,129	-	1,460	2,521	3,589
General revenues:						
Property taxes	47,100	45,607	-	-	47,100	45,607
Penalties and interest on taxes	322	567	-	-	322	567
Motor vehicle registrations	7,206	7,468	-	-	7,206	7,468
Investment income	(2,288)	4,376	19	13	(2,269)	4,389
Other	156	763	383	597	539	1,360
Total revenues	<u>80,541</u>	<u>82,515</u>	<u>16,266</u>	<u>17,556</u>	<u>96,807</u>	<u>100,071</u>
Expenses:						
General government	10,143	11,025	-	-	10,143	11,025
Public safety	28,574	34,026	-	-	28,574	34,026
General services	21,951	18,927	-	-	21,951	18,927
Community development	7,051	7,235	-	-	7,051	7,235
Leisure and information services	7,378	6,560	-	-	7,378	6,560
Human services	546	608	-	-	546	608
Interest on long-term debt	2,332	2,340	-	-	2,332	2,340
Water operations	-	-	6,913	6,393	6,913	6,393
Sewer operations	-	-	13,376	9,698	13,376	9,698
Total expenses	<u>77,975</u>	<u>80,721</u>	<u>20,289</u>	<u>16,091</u>	<u>98,264</u>	<u>96,812</u>
Change in net position before transfers, permanent fund contributions and special item	2,566	1,794	(4,023)	1,465	(1,457)	3,259
Transfers in (out)	1,815	2,056	(1,815)	(2,056)	-	-
Permanent fund contributions	495	470	-	-	495	470
Change in net position	<u>4,876</u>	<u>4,320</u>	<u>(5,838)</u>	<u>(591)</u>	<u>(962)</u>	<u>3,729</u>
Net position - beginning 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>
Net position - end of year	<u>\$ 80,779</u>	<u>\$ 75,903</u>	<u>\$ 91,608</u>	<u>\$ 97,446</u>	<u>\$ 172,387</u>	<u>\$ 173,349</u>

Governmental activities

Governmental activities for the year resulted in a positive change in net position of \$4,874,801. Key elements of this change are as follows:

- Investment income decreased by \$6,663,455 from the prior year as a result of unfavorable market performance.
- Charges for services increased \$2,076,488 from the prior year, primary due to ambulance charges, metered parking fees, and parking rental income exceeding last year's amounts.
- Property taxes increased by \$1,492,300 from the prior year, primarily due to the assessed value of taxable property increased overall by 10.17%, driven by increased local real estate market values.

- Total expenses decreased by \$2,746,247 from the previous year, driven by the \$5,451,609 decrease relating to public safety. The most significant reason for this change represents decrease in pension and OPEB expense primarily resulting from favorable investment returns (through June 30, 2021 measurement date) and the current period amortization of prior deferrals.

Business-type activities

Business-type activities for the year resulted in a change in net position of (\$5,837,575). The change primarily results from changing the estimated useful life of several of our enterprise fund capital assets.

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 \$59,735,502, an increase of \$2,794,529 comparison with the prior year. Of this amount, \$8,687,214, or 14.54%, 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 \$13,219,990, while total fund balance was \$20,324,190. 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>6/30/22</u>	<u>6/30/21</u>	<u>Change</u>	<u>% of Total General Fund Expenditures</u>
Unassigned fund balance	\$ 13,219,990	\$ 12,067,362	\$ 1,152,628	19.6%
Total fund balance ⁽¹⁾	\$ 20,324,190	\$ 20,718,046	\$ (393,856)	30.1%

⁽¹⁾ Includes capital reserve funds.

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

The total general fund balance decreased by \$393,856 during the fiscal year due to the favorable budgetary results, less the budgetary use of fund balance of \$2,930,643.

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>6/30/22</u>	<u>6/30/21</u>	<u>Change</u>
Highways	\$ 1,149,041	\$ 1,701,273	\$ (552,232)
Economic development	723,109	516,191	206,918
Equipment	680,082	414,486	265,596
OPEB	1,245,279	1,365,287	(120,008)
Community improvement	90,614	90,347	267
Recreation	601,930	750,202	(148,272)
Other	120,890	195,217	(74,327)
Total	<u>\$ 4,610,945</u>	<u>\$ 5,033,003</u>	<u>\$ (422,058)</u>

General Capital Project Fund

The general capital project fund, a major fund, had an increase in fund balance of \$692,443. The City had \$10,352,611 in capital outlay in the current year financed by grants and contributions, issuance of bonds and the related premiums and funding from our capital reserve funds.

Cemetery Permanent Fund

The cemetery permanent fund, the remaining major governmental fund, had a decrease in fund balance during the year of \$(1,843,502), bringing year end fund balance to \$14,873,248. This decrease was driven by investment losses. \$11,413,019 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 \$3,559,142, a change of \$1,742,640 in comparison to the prior year. Much of the increase resulted from the change in estimated useful lives of certain capital assets.

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

The positive overall results of the General Fund of \$28,200 are noteworthy considering the supplemental use of fund balance throughout the year and additional compensation and benefit costs in public safety to support additional overtime and retirement/resignation severance payments. ARPA funding to support wages and other operating costs; higher property tax collection rate; insurance distributions and credits; special duties services revenues and additional ambulance revenues were a significant help towards achieving this small positive result.

F. CAPITAL ASSET AND DEBT ADMINISTRATION

Capital assets

Total investment in capital assets for governmental and business-type activities at year-end amounted to \$311,495,791 (net of accumulated depreciation), a change of \$5,842,020 from the prior year. This investment in capital assets includes land, buildings, system improvements, and machinery and equipment, park facilities, roads, highways and bridges, and right to use assets.

Major capital asset events during the fiscal year included on going paving operations, as well as the continued work on the replacement of three bridges: Hooksett Turnpike, Birchdale Road, and North Pembroke Road. The on-going work of replacing Pump Station #4 at the Water Treatment Facility was the most significant enterprise fund capital asset event.

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 \$105,756,158, 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 15, 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 2022 adopted to the fiscal 2023 adopted City General Fund budget and tax rate:

	2022 COUNCIL ADOPTED	2023 COUNCIL ADOPTED
<u>Use of Funds</u>		
Budget Appropriations	\$ 69,668,734	\$ 74,652,107
War Credits	267,400	267,400
Overlay	200,000	200,000
Total Uses of Funds	<u>\$ 70,136,134</u>	<u>\$ 75,119,507</u>
<u>Sources of Funds</u>		
Miscellaneous Revenues	\$ 23,760,881	\$ 27,580,498
Amount to be raised by property taxes	44,625,253	47,164,009
Use of fund balance	* 1,750,000	375,000
Total Sources of Funds	<u>\$ 70,136,134</u>	<u>\$ 75,119,507</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.

	2022 COUNCIL ADOPTED	2023 COUNCIL ADOPTED
<u>Tax Rate Determination</u>		
Assessed Value (A.V.) in thousands of dollars*	\$ 4,672,801	\$ 5,148,909
Amount to be Raised	\$ 44,625,253	\$ 47,164,009
Current Year Recommended Tax Rate/\$ 1,000 A.V.	\$ 9.55	\$ 9.16 **
Prior Year Tax Rate/\$ 1,000 A.V.	9.55	8.74 *
Increase over Prior Year	\$ 0.00	\$ 0.42
% Change	0.00%	4.80%
* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$5,103,909,256 for municipal purposes and a tax rate of \$8.74 per \$1,000 of assessed value.		
** Portion of Recommended Tax Rate Allocated to Debt Service		1.45
Portion of Prior Year Tax Rate Allocated to Debt Service		1.49
Increase over Prior Year		-0.04
% Change		-2.68%
** Portion of Recommended Tax Rate Allocated to All Other Costs		7.71
Portion of Prior Year Tax Rate Allocated to All Other Costs		7.25
Increase over Prior Year		0.46
% Change		6.34%

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, 2022

	<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	\$ 72,489,057	\$ 16,624,513	\$ 89,113,570
Investments	21,214,139	-	21,214,139
Receivables, net of allowance for uncollectibles:			
Property taxes	37,680,527	-	37,680,527
Accounts	3,634,816	-	3,634,816
User fees	-	1,647,266	1,647,266
Intergovernmental	-	195,959	195,959
Loans	430,001	-	430,001
Leases	3,601,240	-	3,601,240
Internal balances	137,943	(137,943)	-
Other assets	1,423,214	66,897	1,490,111
	140,610,937	18,396,692	159,007,629
Total Current Assets			
Noncurrent:			
Receivables:			
Intergovernmental	-	1,915,961	1,915,961
Capital assets:			
Land and construction in progress	41,791,454	5,800,888	47,592,342
Right to use leased assets, net of accumulated amortization	669,926	-	669,926
Other capital assets, net of accumulated depreciation	150,434,422	112,799,101	263,233,523
	192,895,802	120,515,950	313,411,752
Total Noncurrent Assets			
Total Assets	333,506,739	138,912,642	472,419,381
Deferred Outflows of Resources			
Related to pension	16,960,362	995,047	17,955,409
Related to OPEB	4,894,134	529,664	5,423,798
Related to refunding	-	110,462	110,462
	21,854,496	1,635,173	23,489,669
Total Deferred Outflows of Resources			
Total Assets and Deferred Outflows of Resources	\$ 355,361,235	\$ 140,547,815	\$ 495,909,050

(continued)

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Net Position
June 30, 2022

	<u>Governmental Activities</u>	<u>Business-Type Activities</u>	<u>Total</u>
Liabilities, Deferred Inflows of Resources, and Net Position			
Liabilities			
Current:			
Accounts payable	\$ 3,881,130	\$ 637,100	\$ 4,518,230
Retainage payable	589,038	328,612	917,650
Accrued liabilities	2,933,096	535,761	3,468,857
Other current liabilities	1,168,637	160,233	1,328,870
Current portion of long-term liabilities:			
Bonds and loans payable	7,904,254	3,788,639	11,692,893
Other liabilities	2,454,266	189,087	2,643,353
Total Current Liabilities	<u>18,930,421</u>	<u>5,639,432</u>	<u>24,569,853</u>
Noncurrent:			
Bonds and loans payable, net of current portion	60,546,907	33,516,358	94,063,265
Net pension liability	55,586,843	3,261,243	58,848,086
Total OPEB liability	38,057,388	4,020,139	42,077,527
Other liabilities, net of current portion	1,478,317	-	1,478,317
Total Noncurrent Liabilities	<u>155,669,455</u>	<u>40,797,740</u>	<u>196,467,195</u>
Total Liabilities	174,599,876	46,437,172	221,037,048
Deferred Inflows of Resources			
Related to pension	18,247,120	1,070,547	19,317,667
Related to OPEB	12,024,211	1,432,046	13,456,257
Related to taxes	66,110,176	-	66,110,176
Related to leases	3,601,240	-	3,601,240
Total Deferred Inflows of Resources	<u>99,982,747</u>	<u>2,502,593</u>	<u>102,485,340</u>
Net Position:			
Net investment in capital assets	130,355,802	85,936,988	216,292,790
Restricted for:			
Dedicated income library	3,459,943	-	3,459,943
Housing revolving loans	1,773,210	-	1,773,210
Other purposes	1,316,493	-	1,316,493
Permanent funds:			
Nonexpendable	12,810,249	-	12,810,249
Expendable	4,034,444	-	4,034,444
Debt service	3,235,241	2,111,920	5,347,161
Unrestricted	<u>(76,206,770)</u>	<u>3,559,142</u>	<u>(72,647,628)</u>
Total Net Position	<u>80,778,612</u>	<u>91,608,050</u>	<u>172,386,662</u>
Total Liabilities, Deferred Inflows of Resources and Net Position	<u>\$ 355,361,235</u>	<u>\$ 140,547,815</u>	<u>\$ 495,909,050</u>

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

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Activities
For the Year Ended June 30, 2022

	<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	\$ 10,142,931	\$ 1,531,952	\$ 7,684,215	\$ 1,713,700	\$ 786,936
Public safety	28,574,364	6,332,827	1,167,716	-	(21,073,821)
General services	21,951,133	4,501,677	10,523	386,305	(17,052,628)
Community development	7,051,598	2,025,338	6,415	420,942	(4,598,903)
Leisure and information services	7,378,344	2,249,916	6,209	-	(5,122,219)
Human services	545,687	-	7,121	-	(538,566)
Interest on long-term debt	2,331,565	-	-	-	(2,331,565)
Total Governmental Activities	<u>77,975,622</u>	<u>16,641,710</u>	<u>8,882,199</u>	<u>2,520,947</u>	<u>(49,930,766)</u>
Business-Type Activities:					
Water	6,913,129	6,371,149	62,963	-	(479,017)
Sewer	13,375,815	9,292,289	138,413	-	(3,945,113)
Total Business-Type Activities	<u>20,288,944</u>	<u>15,663,438</u>	<u>201,376</u>	<u>-</u>	<u>(4,424,130)</u>
Total	<u>\$ 98,264,566</u>	<u>\$ 32,305,148</u>	<u>\$ 9,083,575</u>	<u>\$ 2,520,947</u>	<u>\$ (54,354,896)</u>

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Activities
For the Year Ended June 30, 2022

(continued)

	Governmental <u>Activities</u>	Business-Type <u>Activities</u>	<u>Total</u>
Changes in Net Position:			
Net (expenses) revenues from previous page	\$ (49,930,766)	\$ (4,424,130)	\$ (54,354,896)
General Revenues:			
Property taxes	47,099,717	-	47,099,717
Penalties and Interest on taxes	321,916	-	321,916
Motor vehicle registrations	7,205,644	-	7,205,644
Investment income (loss)	(2,287,670)	19,172	(2,268,498)
Miscellaneous	155,664	382,293	537,957
Transfers, net	1,814,910	(1,814,910)	-
Permanent fund contributions	495,386	-	495,386
	<hr/>	<hr/>	<hr/>
Total general revenues, transfers, permanent fund and contributions	54,805,567	(1,413,445)	53,392,122
Change in Net Position	4,874,801	(5,837,575)	(962,774)
Net Position			
Beginning of year	<hr/> 75,903,811	<hr/> 97,445,625	<hr/> 173,349,436
End of year	\$ <hr/> <u>80,778,612</u>	\$ <hr/> <u>91,608,050</u>	\$ <hr/> <u>172,386,662</u>

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

CITY OF CONCORD, NEW HAMPSHIRE

Governmental Funds
Balance Sheet
June 30, 2022

	<u>General Fund</u>	<u>General Capital Project Fund</u>	<u>Cemetery Permanent Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Assets					
Cash and short-term investments	\$ 51,933,911	\$ 5,698,697	\$ 863,195	\$ 13,993,254	\$ 72,489,057
Investments	1,073,840	-	13,842,244	6,298,055	21,214,139
Receivables:					
Property taxes	37,680,527	-	-	-	37,680,527
Accounts	1,594,196	398,131	-	1,642,489	3,634,816
Loans	-	-	-	430,001	430,001
Lease	678,430	-	-	2,922,810	3,601,240
Due from other funds	23,393	-	167,809	-	191,202
Inventory	458,500	-	-	323,771	782,271
Prepaid items	609,755	-	-	31,189	640,944
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total Assets	<u>\$ 94,052,552</u>	<u>\$ 6,096,828</u>	<u>\$ 14,873,248</u>	<u>\$ 25,641,569</u>	<u>\$ 140,664,197</u>
Liabilities, Deferred Inflows of Resource, and Fund Balances					
Liabilities					
Accounts payable	\$ 1,631,849	\$ 830,167	\$ -	\$ 1,419,114	\$ 3,881,130
Retainage payable	-	387,862	-	201,176	589,038
Accrued liabilities	1,892,369	-	-	382,302	2,274,671
Due to other funds	-	-	-	53,259	53,259
Compensated absences	-	-	-	33,002	33,002
Other liabilities	828,534	54,228	-	8,431	891,193
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total Liabilities	4,352,752	1,272,257	-	2,097,284	7,722,293
Deferred Inflows of Resources:					
Taxes collected in advance	27,403,494	-	-	-	27,403,494
Unavailable revenues	41,293,686	-	-	907,982	42,201,668
Related to leases	678,430	-	-	2,922,810	3,601,240
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total Deferred Inflows of Resources	69,375,610	-	-	3,830,792	73,206,402
Fund Balances:					
Nonspendable	1,068,255	-	11,413,019	1,752,190	14,233,464
Restricted	-	9,161,772	3,460,229	13,488,268	26,110,269
Committed	4,610,945	-	-	4,668,610	9,279,555
Assigned	1,425,000	-	-	-	1,425,000
Unassigned	13,219,990	(4,337,201)	-	(195,575)	8,687,214
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total Fund Balances	<u>20,324,190</u>	<u>4,824,571</u>	<u>14,873,248</u>	<u>19,713,493</u>	<u>59,735,502</u>
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 94,052,552</u>	<u>\$ 6,096,828</u>	<u>\$ 14,873,248</u>	<u>\$ 25,641,569</u>	<u>\$ 140,664,197</u>

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

CITY OF CONCORD, NEW HAMPSHIRE

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

June 30, 2022

Total governmental fund balances	\$ 59,735,502
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the governmental funds.	192,225,876
Right to use leased assets used in governmental activities are not financial resources and, therefore, are not reported in the governmental funds.	669,926
Other assets are not available to pay for current-period expenditures and, therefore, are deferred in the governmental funds.	3,503,418
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	16,960,362
Deferred inflows	(18,247,120)
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	4,894,134
Deferred inflows	(12,024,211)
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 and loans payable	(68,451,161)
Net pension liability	(55,586,843)
Total OPEB liability	(38,057,388)
Other (compensated absences, landfill closure liability, and leases)	<u>(3,834,291)</u>
Net position of governmental activities	<u>\$ 80,778,612</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, 2022

	General Fund	General Capital Project Fund	Cemetery Permanent Fund	Nonmajor Governmental Funds	Total Governmental Funds
Revenues					
Taxes	\$ 52,342,295	\$ -	\$ -	\$ 1,695,338	\$ 54,037,633
Licenses and permits	1,339,096	-	-	-	1,339,096
Intergovernmental	7,828,769	386,305	-	2,322,598	10,537,672
Charges for services	5,942,547	-	-	9,453,814	15,396,361
Investment (loss)	(40,524)	-	(1,685,677)	(561,468)	(2,287,669)
Contributions	50,550	361,260	69,146	879,902	1,360,858
Miscellaneous	600,486	-	-	66,870	667,356
Total Revenues	68,063,219	747,565	(1,616,531)	13,857,054	81,051,307
Expenditures					
Current:					
General government	10,691,101	28,065	-	324,436	11,043,602
Public safety	30,442,365	-	-	899,902	31,342,267
General services	9,648,336	-	223	5,484,250	15,132,809
Community development	3,436,019	-	-	889,102	4,325,121
Leisure and information services	5,066,446	-	-	1,157,900	6,224,346
Human services	588,649	-	-	-	588,649
Debt service:					
Principal	5,731,176	-	-	1,584,975	7,316,151
Interest	1,919,848	-	-	481,004	2,400,852
Capital outlay	-	10,352,611	-	2,636,760	12,989,371
Total Expenditures	67,523,940	10,380,676	223	13,458,329	91,363,168
Excess (Deficiency) of Revenues Over (Under) Expenditures	539,279	(9,633,111)	(1,616,754)	398,725	(10,311,861)
Other Financing Sources (Uses)					
Issuance of bonds	-	6,171,350	-	3,848,100	10,019,450
Premium on issuance of bonds	-	880,130	-	391,900	1,272,030
Transfers in	3,426,555	3,274,074	-	1,384,759	8,085,388
Transfers out	(4,359,690)	-	(226,748)	(1,684,040)	(6,270,478)
Total Other Financing Sources (Uses)	(933,135)	10,325,554	(226,748)	3,940,719	13,106,390
Net Change in Fund Balance	(393,856)	692,443	(1,843,502)	4,339,444	2,794,529
Fund Balance, at Beginning of Year	20,718,046	4,132,128	16,716,750	15,374,049	56,940,973
Fund Balance, at End of Year	<u>\$ 20,324,190</u>	<u>\$ 4,824,571</u>	<u>\$ 14,873,248</u>	<u>\$ 19,713,493</u>	<u>\$ 59,735,502</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, 2022

Net changes in fund balances - total governmental funds	\$ 2,794,529
<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	9,352,588
Net effect from disposal of assets	(511,694)
Depreciation	(9,934,907)
Right to use leased assets	730,828
Amortization	(60,902)
<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>	
	501,948
<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	7,316,151
Issuance of debt	(10,019,450)
Bond premiums	(1,272,030)
Amortization of bond premiums	265,981
Amortization of refunding	(12,648)
<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	21,321,216
Pension related deferred outflows and inflows of resources	(17,752,623)
Other post employment benefits liability	8,744,830
OPEB related deferred outflows and inflows of resources	(6,278,889)
<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	342,290
Lease liability	(677,417)
Landfill post-closure liability	25,000
Change in net position of governmental activities	\$ <u>4,874,801</u>

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

CITY OF CONCORD, NEW HAMPSHIRE

Statement of Revenues, Expenditures, and Other Financing Sources and Uses -
Budget and Actual - General Fund - Budget Basis
For the Year Ended June 30, 2022

	Budgeted Amounts			Variance with Final Budget Positive (Negative)
	Original Budget	Final Budget	Actual Amounts	
Revenues				
Property Taxes	\$ 51,967,425	\$ 51,967,425	\$ 52,342,295	\$ 374,870
Licenses and permits	1,108,085	1,108,085	1,206,150	98,065
Intergovernmental	5,436,644	6,471,037	6,643,337	172,300
Charges for services	5,340,346	5,354,746	6,121,646	766,900
Investment income	45,000	45,000	82,142	37,142
Miscellaneous	119,440	119,440	554,945	435,505
Total Revenues	64,016,940	65,065,733	66,950,515	1,884,782
Expenditures				
General government	11,543,359	11,638,359	11,089,207	549,152
Public safety	29,394,175	29,660,616	30,451,365	(790,749)
General services	10,256,997	10,308,997	10,357,897	(48,900)
Community development	3,449,783	3,488,883	3,516,083	(27,200)
Leisure and information services	5,199,162	5,210,904	5,066,445	144,459
Human services	769,064	769,064	588,649	180,415
Debt service	7,590,250	7,590,250	7,596,360	(6,110)
Total Expenditures	68,202,790	68,667,073	68,666,006	1,067
Excess (deficiency) of revenue over expenditures	(4,185,850)	(3,601,340)	(1,715,491)	1,885,849
Other Financing Sources (Uses)				
Transfers in	3,901,793	4,103,940	5,177,161	1,073,221
Transfers out	(1,465,943)	(3,433,243)	(3,433,468)	(225)
Budgetary use of fund balance	1,750,000	2,930,643	-	(2,930,643)
Total Other Financing Sources (Uses)	4,185,850	3,601,340	1,743,693	(1,857,647)
Excess of revenues and other financing sources over expenditures and other financing uses	\$ -	\$ -	\$ 28,202	\$ 28,202

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

CITY OF CONCORD, NEW HAMPSHIRE

Proprietary Funds
Statement of Net Position
June 30, 2022

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Assets and Deferred			
Outflows of Resources			
Assets			
Current:			
Cash and short-term investments	\$ 7,315,517	\$ 9,308,996	\$ 16,624,513
Receivables:			
User fees	673,632	973,634	1,647,266
Intergovernmental	-	195,959	195,959
Prepays	29,266	28,843	58,109
Inventory	8,788	-	8,788
Total Current Assets	8,027,203	10,507,432	18,534,635
Noncurrent:			
Intergovernmental	-	1,915,961	1,915,961
Capital assets:			
Land and construction in progress	4,311,429	1,489,459	5,800,888
Other capital assets, net of accumulated depreciation	60,636,119	52,162,982	112,799,101
Total Noncurrent Assets	64,947,548	55,568,402	120,515,950
Total Assets	72,974,751	66,075,834	139,050,585
Deferred Outflows of Resources			
Related to pension	459,153	535,894	995,047
Related to OPEB	252,864	276,800	529,664
Related to refunding	70,057	40,405	110,462
Total Deferred Outflows of Resources	782,074	853,099	1,635,173
Total Assets and Deferred			
Outflows of Resources	\$ 73,756,825	\$ 66,928,933	\$ 140,685,758

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

Proprietary Funds
Statement of Net Position
June 30, 2022

(continued)

Liabilities, Deferred Inflows of Resources, and Net Position	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Liabilities:			
Current:			
Accounts payable	\$ 342,410	\$ 294,690	\$ 637,100
Retainage payable	307,674	20,938	328,612
Accrued liabilities	249,310	286,451	535,761
Due to other funds	73,412	64,531	137,943
Other current liabilities	137,265	22,968	160,233
Current portion of long-term liabilities:			
Bonds and loans payable	1,739,310	2,049,329	3,788,639
Other liabilities	103,710	85,377	189,087
Total Current Liabilities	2,953,091	2,824,284	5,777,375
Noncurrent:			
Bonds and loans payable, net of current portion	15,974,468	17,541,890	33,516,358
Net pension liability	1,504,863	1,756,380	3,261,243
Total OPEB liability	1,918,921	2,101,218	4,020,139
Total Noncurrent Liabilities	19,398,252	21,399,488	40,797,740
Total liabilities	22,351,343	24,223,772	46,575,115
Deferred Inflows of Resources			
Related to pension	493,992	576,555	1,070,547
Related to OPEB	684,088	747,958	1,432,046
Total Deferred Inflows of Resources	1,178,080	1,324,513	2,502,593
Net Position:			
Net investment in capital assets	49,005,231	36,931,757	85,936,988
Restricted for debt service	-	2,111,920	2,111,920
Unrestricted	1,222,171	2,336,971	3,559,142
Total Net Position	50,227,402	41,380,648	91,608,050
Total Liabilities, Deferred Inflows of Resources, and Net Position	\$ 73,756,825	\$ 66,928,933	\$ 140,685,758

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, 2022

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Operating Revenues			
Charges for services	\$ 6,371,149	\$ 9,292,289	\$ 15,663,438
Other	160,440	221,853	382,293
Total Operating Revenues	6,531,589	9,514,142	16,045,731
Operating Expenses			
Salaries and benefits	2,302,535	3,040,208	5,342,743
Other operating expenses	1,085,141	3,698,950	4,784,091
Depreciation	2,924,690	6,006,931	8,931,621
Total Operating Expenses	6,312,366	12,746,089	19,058,455
Operating Income (Loss)	219,223	(3,231,947)	(3,012,724)
Nonoperating Revenues (Expenses)			
Investment income	9,088	10,084	19,172
Intergovernmental	62,963	138,413	201,376
Interest expense	(600,763)	(629,726)	(1,230,489)
Total Nonoperating Revenues (Expenses), Net	(528,712)	(481,229)	(1,009,941)
Income (Loss) Before Contributions and Transfers	(309,489)	(3,713,176)	(4,022,665)
Capital contributions	-	-	-
Transfers in	436,912	307,108	744,020
Transfers out	(1,250,305)	(1,308,625)	(2,558,930)
Change in Net Position	(1,122,882)	(4,714,693)	(5,837,575)
Net Position at Beginning of Year	51,350,284	46,095,341	97,445,625
Net Position at End of Year	\$ 50,227,402	\$ 41,380,648	\$ 91,608,050

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, 2022

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Cash Flows From Operating Activities			
Receipts from customers and users	\$ 6,368,053	\$ 9,359,371	\$ 15,727,424
Payments to employees for services	(2,296,342)	(2,657,050)	(4,953,392)
Payments to vendor for goods and services	(980,697)	(3,559,352)	(4,540,049)
Net Cash Provided By Operating Activities	3,091,014	3,142,969	6,233,983
Cash Flows From Noncapital Financing Activities			
Intergovernmental revenues	62,963	321,794	384,757
Transfers in	436,912	307,108	744,020
Transfers out	(1,250,305)	(1,308,625)	(2,558,930)
Net Cash Used For Noncapital Financing Activities	(750,430)	(679,723)	(1,430,153)
Cash Flows From Capital and Related Financing Activities			
Proceeds from issuance of bonds	535,700	2,229,850	2,765,550
Principal payments on bonds and loans	(1,608,502)	(1,802,849)	(3,411,351)
Bond premium	69,300	325,150	394,450
Acquisition and construction of capital assets, net disposals	(3,467,523)	(793,486)	(4,261,009)
Interest expense	(645,445)	(648,485)	(1,293,930)
Net Cash Used For Capital and Related Financing Activities	(5,116,470)	(689,820)	(5,806,290)
Cash Flow From Investing Activities			
Investment income	9,088	10,084	19,172
Net Cash Provided by Investing Activities	9,088	10,084	19,172
Net Change in Cash and Short-Term Investments	(2,766,798)	1,783,510	(983,288)
Cash and Short-Term Investments, Beginning of Year	10,082,315	7,525,486	17,607,801
Cash and Short-Term Investments, End of Year	\$ 7,315,517	\$ 9,308,996	\$ 16,624,513
Reconciliation of Operating Income (Loss) to Net Cash Provided by Operating Activities			
Operating income (loss)	\$ 219,223	\$ (3,231,947)	\$ (3,012,724)
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation	2,924,690	6,006,931	8,931,621
Bond premium amortization	(96,985)	(83,744)	(180,729)
Changes in assets, deferred outflows, liabilities, and deferred inflows:			
User fees	(66,551)	(71,027)	(137,578)
Other assets	(6,037)	-	(6,037)
Deferred outflows	161,355	84,537	245,892
Accounts payable	(27,711)	58,580	30,869
Compensated absences	2,504	1,520	4,024
Net pension liability	(424,785)	(276,297)	(701,082)
Total OPEB liability	(390,626)	(222,799)	(613,425)
Deferred inflows	657,745	796,197	1,453,942
Other liabilities	138,192	81,018	219,210
Net Cash Provided By Operating Activities	\$ 3,091,014	\$ 3,142,969	\$ 6,233,983

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, 2022

	<u>Custodial Fund</u>
Assets	
Cash and short-term investments	\$ <u>114,696</u>
Total Assets	\$ <u><u>114,696</u></u>
 Liabilities and Net Position	
Liabilities	
Due to State of New Hampshire	\$ 4,668
Due to Merrimack Valley School District	<u>110,028</u>
Total Liabilities	114,696
 Net Position	
Restricted for other governments	<u>-</u>
Total Liabilities and Net Position	\$ <u><u>114,696</u></u>

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

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2022

# 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.)	CUSIP	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 C	CITY OF CONCORD - #3053001194															
100,000	FEDERAL FARM CR BKS 2.4000% 9/21/2026	3133EHZC0	Bond	96,998.09	0.00	0.00	0.00	96,998.09	0.00	2,400.00	(2,400.00)	0.00	96,998.09	107,571.80	(10,226.20)	97,345.60
200,000	FEDERAL HOME LOAN BANK 0.5000% 4/14/2025	3130AJHU6	Bond	199,322.00	0.00	0.00	0.00	199,322.00	0.00	1,000.00	(1,000.00)	0.00	199,322.00	198,889.60	(12,204.20)	186,685.40
200,000	FED HOME LOAN MORTGAGE CORP (CALLABLE 5/21/2021 @100) 1.4%	3134GVXZ6	Bond	200,000.00	0.00	0.00	0.00	200,000.00	0.00	2,800.00	(2,800.00)	0.00	200,000.00	196,422.40	(21,232.40)	175,190.00
250,000	APPLE INC SR GLBL NT 3.0000% 11/13/2027	037833DK3	Bond	0.00	268,225.00	0.00	0.00	268,225.00	0.00	2,979.17	(2,979.17)	0.00	268,225.00	0.00	(25,687.00)	242,538.00
200,000	BURLINGTON NRTH SANTA FE 3.75% 4/1/2024 CALL 1/1/2024	12189LAR2	Bond	203,948.00	0.00	0.00	0.00	203,948.00	0.00	7,500.00	(7,500.00)	0.00	203,948.00	216,085.80	(14,749.00)	201,336.80
250,000	CISCO SYS INC SR GLBL NT 3.7500% 6/15/2028	17275RBH4	Bond	246,705.00	0.00	0.00	0.00	246,705.00	0.00	5,500.00	(5,500.00)	0.00	246,705.00	259,515.25	(11,541.00)	247,974.25
250,000	CME GROUP INC SR GLBL NT 3.7500% 4/6/2027	12572QAJ4	Bond	0.00	279,327.50	0.00	0.00	279,327.50	0.00	4,557.29	(4,557.29)	0.00	279,327.50	0.00	(32,474.00)	246,853.50
100,000	EATON VANCE CRP @100) 3.50% 4/6/2027	278265AE3	Bond	104,088.00	0.00	0.00	0.00	104,088.00	0.00	3,500.00	(3,500.00)	0.00	104,088.00	108,857.10	(13,415.60)	95,441.50
0	EXXON MOBIL CORP (CALLABLE 1/6/22 @ 100) 2.3970% 3/6/2022	30231GAJ1	Bond	99,980.00	0.00	20.00	100,000.00	0.00	1,997.50	(1,997.50)	0.00	0.00	0.00	101,124.90	(1,144.90)	0.00
150,000	GLAXOSMITHKLINE CAP 3/1/2029 @100) 3.375% 6/1/2029	377373AH8	Bond	159,942.00	0.00	0.00	0.00	159,942.00	0.00	5,062.50	(5,062.50)	0.00	159,942.00	166,761.30	(21,742.50)	145,018.80
150,000	HOME DEPOT INC @100) 3.0000% 4/1/2026	437076BM3	Bond	155,314.50	0.00	0.00	0.00	155,314.50	0.00	4,500.00	(4,500.00)	0.00	155,314.50	163,619.40	(16,397.40)	147,222.00
250,000	ILLINOIS TOOL WKS 2.6500% 11/15/2026	452308AX7	Bond	0.00	263,390.00	0.00	0.00	263,390.00	0.00	2,631.60	(2,631.60)	0.00	263,390.00	0.00	(23,982.25)	239,407.75
100,000	INTEL CORP 2.7000% 12/15/2022	458140AM2	Bond	102,055.00	0.00	0.00	0.00	102,055.00	0.00	2,700.00	(2,700.00)	0.00	102,055.00	103,496.20	(2,000.00)	99,963.60
250,000	INTERCONTINENTAL EX 3/15/2030 @100) 2.10% 6/15/2030	45866FAK0	Bond	261,635.00	0.00	0.00	0.00	261,635.00	0.00	5,250.00	(5,250.00)	0.00	261,635.00	247,752.25	(37,747.25)	210,005.00
250,000	ROYAL BK CDA 2.2500% 11/1/2024	78015K7C2	Bond	263,150.00	0.00	0.00	0.00	263,150.00	0.00	5,625.00	(5,625.00)	0.00	263,150.00	261,905.00	(20,364.50)	241,540.50
200,000	STATE STR CORP	857477A0T	Bond	217,064.00	0.00	0.00	0.00	217,064.00	0.00	7,100.00	(7,100.00)	0.00	217,064.00	221,393.80	(22,881.40)	198,512.40
100,000	TARGET CORP @100) 3.3750% 4/15/2029	87612EBH8	Bond	106,125.00	0.00	0.00	0.00	106,125.00	0.00	3,375.00	(3,375.00)	0.00	106,125.00	112,431.80	(16,490.90)	95,940.90
0	U S BANCORP 2.95% 7/15/2022	91159JAA4	Bond	100,349.00	0.00	(349.00)	100,000.00	0.00	4,179.17	(4,179.17)	0.00	0.00	0.00	102,596.60	(2,247.60)	0.00
250,000	UNITEDHEALTH GROUP INC 2.8750% 3/15/2023	91324PCC4	Bond	252,402.50	0.00	0.00	0.00	252,402.50	0.00	7,187.50	(7,187.50)	0.00	252,402.50	260,664.75	(11,057.75)	249,607.00
250,000	US TREAS NOTE 1.7500% 12/31/24	912828YY0	Treasury Bond/Not	260,156.25	0.00	0.00	0.00	260,156.25	0.00	4,375.00	(4,375.00)	0.00	260,156.25	260,195.25	(17,685.50)	242,509.75
200,000	UNITED STATES TREAS NT 0.125% 1/15/24	91282CBE0	Treasury Bond/Not	199,281.25	0.00	0.00	0.00	199,281.25	0.00	250.00	(250.00)	0.00	199,281.25	198,789.00	(7,187.40)	191,601.60
250,000	UNITED STATES TREAS NT 0.375% 4/15/24	91282CBV2	Treasury Bond/Not	250,283.20	0.00	0.00	0.00	250,283.20	0.00	937.50	(937.50)	0.00	250,283.20	249,687.50	(10,839.75)	238,847.75
250,000	US TREAS NOTE 0.625% 5/15/30	912828ZQ6	Treasury Bond/Not	249,628.91	0.00	0.00	0.00	249,628.91	0.00	1,562.50	(1,562.50)	0.00	249,628.91	233,877.00	(24,912.25)	208,964.75
0	US TREAS NOTE 2.0000% 12/31/21	912828U81	Treasury Bond/Not	194,937.50	0.00	5,062.50	200,000.00	0.00	2,000.00	(2,000.00)	0.00	0.00	0.00	201,914.00	(6,976.50)	0.00
0	US TREAS NOTE 1.5000% 1/31/22	912828H86	Treasury Bond/Not	254,296.88	0.00	(4,296.88)	250,000.00	0.00	3,750.00	(3,750.00)	0.00	0.00	0.00	252,089.75	2,207.13	0.00
100,000	US TREAS NOTE 2.5000% 5/15/24	912828WJ5	Treasury Bond/Not	99,437.50	0.00	0.00	0.00	99,437.50	0.00	2,500.00	(2,500.00)	0.00	99,437.50	105,933.60	(6,750.00)	99,183.60
0	US TREAS NOTE 1.25% 6/30/22	912828XG0	Treasury Bond/Not	146,273.44	0.00	3,726.56	150,000.00	0.00	3,187.50	(3,187.50)	0.00	0.00	0.00	153,023.40	(6,749.96)	0.00
100,000	US TREAS NOTE 2.0000% 10/31/22	9128283C2	Treasury Bond/Not	96,273.44	0.00	0.00	0.00	96,273.44	0.00	2,000.00	(2,000.00)	0.00	96,273.44	102,460.90	(2,000.00)	99,956.20
200,000	US TREAS NOTE 1.25% 12/31/22	912828N30	Treasury Bond/Not	194,054.69	0.00	0.00	0.00	194,054.69	0.00	4,250.00	(4,250.00)	0.00	194,054.69	205,828.20	(6,218.80)	199,609.40
150,000	US TREAS NOTE 1.7500% 5/15/23	912828VB3	Treasury Bond/Not	150,837.89	0.00	0.00	0.00	150,837.89	0.00	2,625.00	(2,625.00)	0.00	150,837.89	154,242.15	(5,707.05)	148,535.10
250,000	US TREAS NOTE 1.2500% 7/31/23	912828S92	Treasury Bond/Not	248,388.67	0.00	0.00	0.00	248,388.67	0.00	3,125.00	(3,125.00)	0.00	248,388.67	255,107.50	(9,511.75)	245,595.75
100,000	US TREAS NOTE 2.2500% 1/31/24	912828V80	Treasury Bond/Not	103,558.59	0.00	0.00	0.00	103,558.59	0.00	2,250.00	(2,250.00)	0.00	103,558.59	104,847.70	(5,910.20)	98,937.50
250,000	US TREAS NOTE 2.375% 8/15/24	912828D56	Treasury Bond/Not	262,148.44	0.00	0.00	0.00	262,148.44	0.00	5,937.50	(5,937.50)	0.00	262,148.44	264,707.00	(17,793.00)	246,914.00
150,000	US TREAS NOTE 2.2500% 11/15/24	912828G38	Treasury Bond/Not	156,750.00	0.00	0.00	0.00	156,750.00	0.00	3,375.00	(3,375.00)	0.00	156,750.00	158,584.05	(11,039.10)	147,544.95
250,000	US TREAS NOTE 2.0000% 2/15/25	912828J27	Treasury Bond/Not	254,453.13	0.00	0.00	0.00	254,453.13	0.00	5,000.00	(5,000.00)	0.00	254,453.13	262,548.75	(18,759.75)	243,789.00
250,000	US TREAS NOTE 2.0000% 8/15/25	912828K74	Treasury Bond/Not	248,339.84	0.00	0.00	0.00	248,339.84	0.00	5,000.00	(5,000.00)	0.00	248,339.84	263,144.50	(20,673.75)	242,470.75
250,000	US TREAS NOTE 2.375% 1/31/23	9128283U2	Treasury Bond/Not	248,906.25	0.00	0.00	0.00	248,906.25	0.00	5,937.50	(5,937.50)	0.00	248,906.25	258,632.75	(8,945.25)	249,687.50
250,000	US TREAS NOTE 2.375% 5/15/29	9128286T2	Treasury Bond/Not	257,617.18	0.00	0.00	0.00	257,617.18	0.00	5,937.50	(5,937.50)	0.00	257,617.18	269,961.00	(30,000.00)	239,961.00
250,000	US TREAS NOTES 1.5000% 11/30/28	91282CDL2	Treasury Bond/Not	0.00	251,289.06	0.00	0.00	251,289.06	0.00	1,771.98	(1,771.98)	0.00	251,289.06	0.00	(227,422.00)	227,422.00
247	ADOBE INC	00274F101	Stock	13,486.46	50,668.01	0.00	0.00	64,154.47	0.00	0.00	0.00	0.00	64,154.47	76,718.84	(36,970.03)	90,416.82
85	ALPHABET INC CL A	02079K305	Stock	35,114.73	0.00	0.00	0.00	35,114.73	0.00	0.00	0.00	0.00	35,114.73	207,552.15	(22,315.05)	185,237.10
61	ALPHABET INC CL C	02079K107	Stock	17,791.05	0.00	0.00	0.00	17,791.05	0.00	0.00	0.00	0.00	17,791.05	152,885.52	(19,451.07)	133,434.45
1,220	AMAZON COM INC	023135106	Stock	64,529.98	0.00	12,577.43	17,466.06	59,641.35	0.00	0.00	0.00	0.00	59,641.35	227,050.56	(92,585.73)	129,564.20
657	AMERICAN EXPRESS CO	025816109	Stock	70,329.61	0.00	0.00	0.00	70,329.61	0.00	1,189.17	(1,189.17)	0.00	70,329.61	108,556.11	(17,482.77)	91,073.34
3,256	APPLE INC	037833100	Stock	52,507.87	0.00	94,299.12	102,319.45	44,487.54	0.00	3,156.12	(3,156.12)	0.00	44,487.54	526,337.28	(73,156.63)	445,160.32
1,253	APPLIED MATERIALS INC	038222105	Stock	78,330.16	0.00	5,079.62	8,258.41	75,151.37	0.00	1,253.38	(1,253.38)	0.00	75,151.37	185,974.40	(68,797.67)	113,997.94
0	AUTODESK INC	052769106	Stock	84,968.24	0.00	1,084.52	86,052.76	0.00	0.00	0.00	0.00	0.00	0.00	106,543.50	(21,575.26)	0.00
2,149	BANK OF AMERICA CORPORATION	060505104	Stock	109,136.16	0.00	17,069.51	65,571.34	60,634.33	0.00	2,789.85	(2,789.85)	0.00	60,634.33	159,477.64	(44,077.44)	66,898.37
282	BERKSHIRE HATHAWAY INC DEL CL B NEW	084670702	Stock	0.00	99,505.79	0.00	0.00	99,505.79	0.00	0.00	0.00	0.00	99,505.79	0.00	(22,514.15)	76,991.64
0	BIOGEN INC	09062X103	Stock	62,315.12	0.00	(12,744.78)	49,570.34	0.00	0.00	0.00	0.00	0.00	0.00	73,409.24	(11,094.12)	0.00
0	BORG WARNER AUTOMOTIVE INC	0997														

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2022

HOW INVESTED				PRINCIPAL					INCOME				TOTAL	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)			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			
	Investment Name	CUSIP	Type													
5,670	REGIONS FINL CORP NEW	7591EP100	Stock	103,808.70	0.00	2,298.21	9,520.87	96,586.04	0.00	3,980.43	(3,980.43)	0.00	96,586.04	122,976.92	(9,441.76)	106,312.50
2,160	SCHLUMBERGER LTD	806857108	Stock	0.00	85,288.03	0.00	0.00	85,288.03	0.00	270.00	(270.00)	0.00	85,288.03	0.00	(8,046.43)	77,241.60
348	STRYKER CORP.	863667101	Stock	71,328.15	0.00	0.00	0.00	71,328.15	0.00	922.20	(922.20)	0.00	71,328.15	90,386.04	(21,158.40)	69,227.64
639	TARGET CORP	87612E106	Stock	55,970.58	0.00	0.00	0.00	55,970.58	0.00	2,300.40	(2,300.40)	0.00	55,970.58	154,471.86	(64,225.89)	90,245.97
665	TEXAS INSTRUMENTS INC	882508104	Stock	32,523.34	0.00	0.00	0.00	32,523.34	0.00	2,972.55	(2,972.55)	0.00	32,523.34	127,879.50	(25,702.25)	102,177.25
190	THERMO FISHER SCIENTIFIC INC	883556102	Stock	39,765.90	0.00	70,646.88	89,009.03	21,403.75	0.00	291.26	(291.26)	0.00	21,403.75	178,077.91	(56,492.56)	103,223.20
376	TRAVELERS COMPANIES INC	89417E109	Stock	0.00	64,666.06	0.00	0.00	64,666.06	0.00	349.68	(349.68)	0.00	64,666.06	0.00	(1,073.18)	63,592.88
1,088	TYSON FOODS INC. CLA+	902494103	Stock	55,453.62	29,314.91	2,552.84	10,216.65	77,104.72	0.00	1,658.75	(1,658.75)	0.00	77,104.72	65,646.40	6,335.78	93,633.28
336	UNION PACIFIC CORP	907818108	Stock	50,563.18	0.00	0.00	0.00	50,563.18	0.00	1,589.28	(1,589.28)	0.00	50,563.18	73,896.48	(2,234.40)	71,662.08
270	UNITEDHEALTH GROUP INC	91324P102	Stock	40,935.79	0.00	8,281.38	11,750.51	37,466.66	0.00	1,692.50	(1,692.50)	0.00	37,466.66	118,129.80	24,019.43	138,680.10
453	UNITED PARCEL SERVICE	911312106	Stock	73,458.52	0.00	13,918.20	35,136.99	52,239.73	0.00	2,956.28	(2,956.28)	0.00	52,239.73	132,476.89	(28,567.48)	82,690.62
0	VERIZON COMMUNICATIONS	92343V104	Stock	76,334.75	0.00	4,640.93	80,975.68	0.00	0.00	2,047.01	(2,047.01)	0.00	0.00	90,488.45	(14,153.70)	0.00
491	VERTEX PHARMACEUTICALS INC COM	92532F100	Stock	0.00	101,572.34	0.00	0.00	101,572.34	0.00	0.00	0.00	0.00	101,572.34	0.00	36,786.55	138,358.89
453	VISA INC	92826C839	Stock	11,704.22	0.00	14,844.77	16,582.80	9,966.19	0.00	709.50	(709.50)	0.00	9,966.19	124,392.24	(33,463.04)	89,191.17
0	VULCAN MATLS CO COM	929160109	Stock	61,520.84	0.00	14,394.83	75,915.67	0.00	0.00	494.76	(494.76)	0.00	0.00	75,546.38	(14,025.54)	0.00
0	WALMART INC	931142103	Stock	57,424.58	0.00	29,197.30	86,621.88	0.00	0.00	1,325.54	(1,325.54)	0.00	0.00	98,572.98	(41,148.40)	0.00
524	ZOETIS INC CL A	98978V103	Stock	47,874.66	0.00	6,353.71	10,062.31	44,166.06	0.00	624.40	(624.40)	0.00	44,166.06	105,852.48	(12,073.52)	90,070.36
20,448	ISHARES MSCI EAFE ETF	464287465	Stock	1,367,708.42	0.00	0.00	0.00	1,367,708.42	0.00	61,608.66	(61,608.66)	0.00	1,367,708.42	1,612,938.24	(335,142.72)	1,277,795.52
2,225	SPDR S&P MIDCAP 400 ETF TR UTSER1 S&PDCRP	78467Y107	Stock	315,363.29	0.00	0.00	0.00	315,363.29	0.00	11,645.15	(11,645.15)	0.00	315,363.29	1,092,497.25	(172,482.00)	920,015.25
6,833	VANGUARD VALUE ETF	922908744	Stock	926,547.28	0.00	0.00	0.00	926,547.28	0.00	22,796.25	(22,796.25)	0.00	926,547.28	939,264.18	(38,128.14)	901,136.04
	CITIZENS BANK NA CASH SWEEP ACCT	990110702	Money Market	513,718.08	658,621.23	0.00	0.00	1,172,339.31	52,014.34	793.95	9,919.26	62,727.55	1,235,066.86	565,732.42	0.00	1,235,066.86
	TOTAL CITY OF CONCORD TRUST FUND #3053001194			13,786,025.18	3,296,097.90	825,678.55	3,167,763.58	14,740,038.05	52,014.34	334,647.96	(323,934.75)	62,727.55	14,802,765.60	19,047,962.50	(2,996,928.64)	17,015,759.94

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2022

# 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.)	CUSIP	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															
	CITIZENS BANK NA CASH SWEEP ACCT	990110702	Money Market	71,464.31	306,203.65	0.00	0.00	377,667.96	8,615.73	141.44	1,565.75	10,322.92	387,990.88	80,080.04	0.00	387,990.88
50,000	APPLE INC SR GLBL NT 3.000% 11/13/2027	037833DK3	Bond	0.00	53,645.00	0.00	0.00	53,645.00	0.00	595.83	(595.83)	0.00	53,645.00	0.00	(5,137.40)	48,507.60
75,000	CISCO SYS INC 2.2000% 9/20/2023	17275RBH4	Bond	74,011.50	0.00	0.00	0.00	74,011.50	0.00	1,650.00	(1,650.00)	0.00	74,011.50	77,854.58	(3,462.30)	74,392.28
50,000	CME GROUP INC SR GLBL NT 3.750% 6/15/2028	12572QAJ4	Bond	0.00	55,865.50	0.00	0.00	55,865.50	0.00	911.46	(911.46)	0.00	55,865.50	0.00	(6,494.80)	49,370.70
50,000	FEDERAL HOME LOAN BANK 0.500% 8/26/2024	3130AMCNO	Bond	50,000.00	0.00	0.00	0.00	50,000.00	0.00	250.00	(250.00)	0.00	50,000.00	49,824.20	(2,198.25)	47,625.95
50,000	FED HOME LOAN MORTGAGE CORP (CALLABLE 5/21/2021 @100) 1.4%	3134GVXZ6	Bond	50,000.00	0.00	0.00	0.00	50,000.00	0.00	700.00	(700.00)	0.00	50,000.00	49,105.60	(5,308.10)	43,797.50
50,000	GOLDMAN SACHS GROUP INC 3.6250% 1/22/2023	38141GRD8	Bond	50,974.50	0.00	0.00	0.00	50,974.50	0.00	1,812.50	(1,812.50)	0.00	50,974.50	52,485.70	(3,226.65)	50,159.05
50,000	INTERCONTINENTAL EX 3/15/2030 @100 2.10% 6/15/2030	45866FAK0	Bond	52,327.00	0.00	0.00	0.00	52,327.00	0.00	1,050.00	(1,050.00)	0.00	52,327.00	49,550.45	(7,549.45)	42,001.00
50,000	ORACLE 2.95% 5/15/2025 2/15/2025 @ 100	68389XBC8	Bond	49,664.50	0.00	0.00	0.00	49,664.50	0.00	1,475.00	(1,475.00)	0.00	49,664.50	53,460.00	(5,556.80)	47,903.20
0	PEPSICO INC 3.1000% 7/17/2022	713448CX4	Bond	49,850.00	0.00	150.00	50,000.00	0.00	0.00	2,066.67	(2,066.67)	0.00	0.00	51,253.50	(1,403.50)	0.00
50,000	PNW ARIZONA PUBLIC SERVICE (CALLABLE 3/15/2024 @100) 3.35%	040555CQ5	Bond	51,912.50	0.00	0.00	0.00	51,912.50	0.00	1,675.00	(1,675.00)	0.00	51,912.50	53,414.95	(3,993.10)	49,421.85
50,000	QUALCOMM INC 100) 3.2500% 5/20/2027	747525AU7	Bond	49,099.50	0.00	0.00	0.00	49,099.50	0.00	1,625.00	(1,625.00)	0.00	49,099.50	55,252.95	(6,287.40)	48,965.55
50,000	US TREAS NOTE 1.375% 1/31/25	912828Z52	Treasury Bond/Not	51,617.19	0.00	0.00	0.00	51,617.19	0.00	687.50	(687.50)	0.00	51,617.19	51,380.85	(3,380.85)	48,000.00
50,000	UNITED STATES TREAS NT 0.375% 4/15/24	91282CBV2	Treasury Bond/Not	50,052.73	0.00	0.00	0.00	50,052.73	0.00	187.50	(187.50)	0.00	50,052.73	49,937.50	(2,167.95)	47,769.55
75,000	US TREAS NOTE 0.625% 5/15/30	912828ZQ6	Treasury Bond/Not	74,900.39	0.00	0.00	0.00	74,900.39	0.00	468.76	(468.76)	0.00	74,900.39	70,163.10	(7,473.67)	62,689.43
0	US TREAS NOTE 1.500% 1/31/22	912828H86	Treasury Bond/Not	50,859.38	0.00	(859.38)	50,000.00	0.00	0.00	750.00	(750.00)	0.00	0.00	50,417.95	441.43	0.00
0	US TREAS NOTE 1.750% 2/28/22	912828J43	Treasury Bond/Not	50,835.94	0.00	(835.94)	50,000.00	0.00	0.00	875.00	(875.00)	0.00	0.00	50,554.70	281.24	0.00
0	US TREAS NOTE 2.125% 6/30/22	912828XG0	Treasury Bond/Not	48,843.75	0.00	1,156.25	50,000.00	0.00	0.00	1,062.50	(1,062.50)	0.00	0.00	51,007.80	(2,164.05)	0.00
75,000	US TREAS NOTE 2.125% 12/31/22	912828N30	Treasury Bond/Not	73,256.84	0.00	0.00	0.00	73,256.84	0.00	1,593.76	(1,593.76)	0.00	73,256.84	77,185.58	(2,332.05)	74,853.53
50,000	US TREAS NOTE 1.750% 1/31/23	912828P38	Treasury Bond/Not	49,119.14	0.00	0.00	0.00	49,119.14	0.00	875.00	(875.00)	0.00	49,119.14	51,236.35	(1,482.45)	49,753.90
50,000	US TREAS NOTE 1.250% 7/31/23	912828S92	Treasury Bond/Not	49,677.73	0.00	0.00	0.00	49,677.73	0.00	625.00	(625.00)	0.00	49,677.73	51,021.50	(1,902.35)	49,119.15
50,000	US TREAS NOTE 2.375% 8/15/24	912828D56	Treasury Bond/Not	50,451.17	0.00	0.00	0.00	50,451.17	0.00	1,187.50	(1,187.50)	0.00	50,451.17	52,941.40	(3,558.60)	49,382.80
50,000	US TREAS NOTE 2.250% 11/15/24	912828G38	Treasury Bond/Not	52,250.00	0.00	0.00	0.00	52,250.00	0.00	1,125.00	(1,125.00)	0.00	52,250.00	52,861.35	(3,679.70)	49,181.65
75,000	US TREAS NOTE 2.000% 8/15/25	912828K74	Treasury Bond/Not	74,501.95	0.00	0.00	0.00	74,501.95	0.00	1,500.00	(1,500.00)	0.00	74,501.95	78,943.35	(6,202.12)	72,741.23
50,000	US TREAS NOTE 2.000% 11/15/26	912828U24	Treasury Bond/Not	46,890.63	0.00	0.00	0.00	46,890.63	0.00	1,000.00	(1,000.00)	0.00	46,890.63	52,789.05	(4,917.95)	47,871.10
50,000	US TREAS NOTE 2.375% 5/15/29	9128286T2	Treasury Bond/Not	51,523.44	0.00	0.00	0.00	51,523.44	0.00	1,187.50	(1,187.50)	0.00	51,523.44	53,992.20	(6,000.00)	47,992.20
50,000	WESTPAC BKG CORP 2.8500% 5/13/2026	96124CX9	Bond	52,122.50	0.00	0.00	0.00	52,122.50	0.00	1,425.00	(1,425.00)	0.00	52,122.50	54,006.75	(6,044.95)	47,961.80
29	ADOBE INC	00724F101	Stock	2,177.80	5,678.31	518.93	647.04	7,728.00	0.00	0.00	0.00	0.00	7,728.00	9,955.88	(4,890.34)	10,615.74
10	ALPHABET INC CL A	02079K305	Stock	4,588.29	0.00	4,805.44	5,570.16	3,823.57	0.00	0.00	0.00	0.00	3,823.57	29,301.48	(6,744.16)	21,792.60
7	ALPHABET INC CL C	02079K107	Stock	2,035.48	0.00	0.00	0.00	2,035.48	0.00	0.00	0.00	0.00	2,035.48	17,544.24	(2,232.09)	15,312.15
140	AMAZON COM INC	023135106	Stock	7,480.10	0.00	2,558.20	3,493.21	6,545.09	0.00	0.00	0.00	0.00	6,545.09	27,521.28	(11,716.87)	14,869.40
85	AMERICAN EXPRESS CO	025816109	Stock	9,120.44	0.00	0.00	0.00	9,120.44	0.00	153.85	(153.85)	0.00	9,120.44	14,044.55	(2,261.85)	11,782.70
386	APPLE INC	037833100	Stock	7,678.73	0.00	10,799.48	12,048.73	6,429.48	0.00	361.14	(361.14)	0.00	6,429.48	63,138.56	(9,115.39)	52,773.92
148	APPLIED MATERIALS INC	038222105	Stock	10,310.13	0.00	2,301.04	3,739.66	8,871.51	0.00	156.56	(156.56)	0.00	8,871.51	24,492.80	(9,589.14)	13,465.04
0	AUTODESK INC	052769106	Stock	10,941.11	0.00	265.69	11,206.80	0.00	0.00	0.00	0.00	0.00	0.00	13,719.30	(2,778.19)	0.00
251	BANK OF AMERICA CORPORATION	060505104	Stock	13,110.24	0.00	1,807.01	7,840.54	7,076.71	0.00	292.11	(292.11)	0.00	7,076.71	19,171.95	(5,324.79)	7,813.63
33	BERKSHIRE HATHAWAY INC DEL CL B NEW	084670702	Stock	0.00	11,644.29	0.00	0.00	11,644.29	0.00	0.00	0.00	0.00	11,644.29	0.00	(2,634.63)	9,009.66
0	BIOGEN INC	09062X103	Stock	11,437.89	0.00	(1,924.19)	9,513.70	0.00	0.00	0.00	0.00	0.00	0.00	13,504.53	(2,066.64)	0.00
0	BORG WARNER AUTOMOTIVE INC	099724106	Stock	15,142.41	0.00	(3,468.06)	11,674.35	0.00	0.00	131.58	(131.58)	0.00	0.00	14,513.46	628.95	0.00
117	CHARLES SCHWAB CORP NEW	808513105	Stock	9,982.80	0.00	2,612.00	7,403.74	5,191.06	0.00	136.12	(136.12)	0.00	5,191.06	16,382.25	(4,198.45)	7,392.06
165	COCA-COLA CO	191216100	Stock	0.00	10,007.20	(23.26)	602.19	9,381.75	0.00	220.44	(220.44)	0.00	9,381.75	0.00	998.40	10,380.15
170	COMCAST CORP NEW CL A	20030N101	Stock	6,520.70	0.00	744.34	1,722.44	5,542.60	0.00	181.65	(181.65)	0.00	5,542.60	11,404.00	(3,755.10)	6,670.80
18	COSTCO WHSL CORP NEW	22160K105	Stock	4,447.71	0.00	2,461.57	3,706.93	3,202.35	0.00	75.45	(75.45)	0.00	3,202.35	9,891.75	(19,355.00)	8,627.04
58	CUMMINS, INC.	231021106	Stock	15,086.48	0.00	(25.73)	947.59	14,113.16	0.00	336.40	(336.40)	0.00	14,113.16	15,116.22	(2,918.16)	11,224.74
102	CVS HEALTH CORPORATION	128650100	Stock	15,590.67	0.00	4,977.38	13,942.01	6,626.04	0.00	401.70	(401.70)	0.00	6,626.04	20,025.60	(1,609.65)	9,451.32
0	D R HORTON INC	23331A109	Stock	10,910.81	0.00	1,546.14	12,456.95	0.00	0.00	113.76	(113.76)	0.00	0.00	15,814.75	(4,903.94)	0.00
107	DARDEN RESTAURANTS INC	237194105	Stock	0.00	16,017.41	0.00	0.00	16,017.41	0.00	202.40	(202.40)	0.00	16,017.41	0.00	(3,913.57)	12,103.84
26	DEERE & CO.	244199105	Stock	0.00	9,380.37	0.00	0.00	9,380.37	0.00	54.60	(54.60)	0.00	9,380.37	0.00	(1,594.15)	7,786.22
59	DIGITAL RLTY TR INC	253868103	Stock	8,528.37	0.00	204.80	992.03	7,741.14	0.00	287.80	(287.80)	0.00	7,741.14	9,779.90	(1,332.70)	7,659.97
0	DOLLAR GEN CORP NEW COM	256677105	Stock	6,220.59	0.00	8,387.18	14,607.77	0.00	0.00	47.46	(47.46)	0.00	0.00	14,065.35	(7,844.76)	0.00
71	ELECTRONIC ARTS INC	285512109	Stock	12,081.60	0.00	(223.26)	1,766.65	10,091.69	0.00	54.46	(54.46)	0.00	10,091.69	12,225.55	(1,598.49)	8,637.15
65	ELI LILLY & CO	532457108	Stock	7,115.60	0.00	2,288.60	3,622.78	5,781.42	0.00	243.00	(243.00)	0.00	5,781.42	18,361.60	(4,047.53)	21,074.95
129	EMERSON ELECTRIC CO.	291011104	Stock	14,290.10	0.00	90.17	2,563.46	11,816.81	0.00	278.75	(278.75)	0.00	11,816.81	15,013.44	(2,279.49)	10,260.66
244	EXXON MOBIL CORP	30231G102	Stock													

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2022

HOW INVESTED			PRINCIPAL				INCOME				TOTAL	
# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)		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
	Investment Name	CUSIP Type										
58	VERTEX PHARMACEUTICALS INC COM	92532F100 Stock	0.00	11,998.36	0.00	0.00	11,998.36	0.00	0.00	0.00	0.00	11,998.36
54	VISA INC	92826C839 Stock	2,604.71	0.00	998.99	1,259.46	2,344.24	0.00	82.20	(82.20)	0.00	2,344.24
0	VULCAN MATLS CO COM	929160109 Stock	8,505.18	0.00	2,255.86	10,761.04	0.00	0.00	64.40	(64.40)	0.00	0.00
0	WALMART INC	931142103 Stock	6,687.28	0.00	3,189.74	9,877.02	0.00	0.00	154.08	(154.08)	0.00	0.00
62	ZOETIS INC CL A	98978V103 Stock	6,389.93	0.00	1,865.36	2,972.95	5,282.34	0.00	77.80	(77.80)	0.00	5,282.34
528	ISHARES CORE S&P MID-CAP ETF	464287507 Stock	108,716.64	0.00	3,126.90	10,066.26	101,777.28	0.00	1,925.76	(1,925.76)	0.00	101,777.28
2,795	ISHARES MSCI EAFE ETF	464287465 Stock	197,246.47	0.00	2,968.43	17,361.21	182,853.69	0.00	8,421.18	(8,421.18)	0.00	182,853.69
1,034	VANGUARD VALUE ETF	922908744 Stock	140,209.26	0.00	0.00	0.00	140,209.26	0.00	3,449.63	(3,449.63)	0.00	140,209.26
	TOTAL CITY OF CONCORD FUND B		2,349,722.78	601,647.33	128,002.36	577,846.42	2,501,526.05	8,615.73	53,357.54	(51,650.35)	10,322.92	2,511,848.97

Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
0.00	4,345.46	16,343.82
14,029.20	(3,136.67)	10,632.06
10,444.20	(1,939.02)	0.00
11,281.60	(4,594.32)	0.00
13,977.00	(2,212.23)	10,657.18
151,563.72	(25,174.92)	119,449.44
237,823.20	(48,770.87)	174,659.55
142,133.64	(5,769.72)	136,363.92
2,966,008.66	(429,500.01)	2,690,019.11

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2022

# 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	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year				Principal & Income	
	Investment Name	CUSIP Type														
FUND A	CITY OF CONCORD - #3053001210															
	CITIZENS BANK NA CASH SWEEP ACCT	990110702	Money Market	94,758.01	211,758.13	0.00	0.00	306,516.14	5,369.39	243.65	2,424.00	8,037.04	314,553.18	100,127.40	0.00	314,553.18
100,000	AMAZON COM INC @100) 3.8000% 12/5/2024	023135AN6	Bond	109,991.00	0.00	0.00	0.00	109,991.00	0.00	3,800.00	(3,800.00)	0.00	109,991.00	109,949.90	(8,801.50)	101,148.40
100,000	APPLE INC SENIOR GLOBAL NOTE 4500% 5/6/2024	037833AS9	Bond	103,216.00	0.00	0.00	0.00	103,216.00	0.00	3,450.00	(3,450.00)	0.00	103,216.00	108,313.30	(7,897.90)	100,415.40
50,000	BANK OF AMERICA 3.3% 1/11/2023	06051GEU9	Bond	49,626.50	0.00	0.00	0.00	49,626.50	0.00	1,650.00	(1,650.00)	0.00	49,626.50	52,177.90	(2,094.95)	50,082.95
50,000	CME GROUP INC SR GLBL NT 3.750% 6/15/2028	12572QAJ4	Bond	0.00	55,865.50	0.00	0.00	55,865.50	0.00	911.46	(911.46)	0.00	55,865.50	0.00	(6,494.80)	49,370.70
100,000	ENTERGY ARKANSAS LLC 1ST MTG (CALLABLE 3/1/2023 @100) 3.050%	29364DAR1	Bond	102,213.00	0.00	0.00	0.00	102,213.00	0.00	3,050.00	(3,050.00)	0.00	102,213.00	104,121.90	(4,406.00)	99,715.90
0	EXXON MOBIL CORP (CALLABLE 1/6/22 @ 100) 2.3970% 3/6/2022	30231GAJ1	Bond	74,985.00	0.00	15.00	75,000.00	0.00	0.00	1,498.12	(1,498.12)	0.00	0.00	75,843.68	(858.68)	0.00
50,000	FEDERAL HOME LOAN BANK 2.50% 12/10/2027	313381FD2	Bond	48,581.90	0.00	0.00	0.00	48,581.90	0.00	1,250.00	(1,250.00)	0.00	48,581.90	54,141.10	(5,788.55)	48,352.55
150,000	FEDERAL HOME LOAN BANKS CONS BD 0.600% 7/28/2026	3130AKS80	Bond	149,887.50	0.00	0.00	0.00	149,887.50	0.00	900.00	(900.00)	0.00	149,887.50	147,390.45	(10,493.85)	136,896.60
75,000	GILEAD SCIENCES INC 7/1/2022 @100) 3.250% 9/1/2022	375558BC6	Bond	74,888.25	0.00	0.00	0.00	74,888.25	0.00	2,437.50	(2,437.50)	0.00	74,888.25	77,138.18	(2,138.18)	75,000.00
50,000	IBM CORP 3.375% 8/1/2023	459200HP9	Bond	52,180.50	0.00	0.00	0.00	52,180.50	0.00	1,687.50	(1,687.50)	0.00	52,180.50	53,090.35	(2,981.60)	50,108.75
50,000	INTEL CORP 3.10% 7/29/2022	458140AR1	Bond	49,670.00	0.00	0.00	0.00	49,670.00	0.00	1,550.00	(1,550.00)	0.00	49,670.00	51,570.60	(1,523.10)	50,047.50
0	MITSUBISHI UFJ FINL GROUP IN 3.2180% 2180%3/7/2022	606822BG8	Bond	51,145.00	0.00	(1,145.00)	50,000.00	0.00	0.00	1,609.00	(1,609.00)	0.00	0.00	51,019.65	125.35	0.00
0	ORACLE 2.80% 7/8/2021	68389XBA2	Bond	77,142.75	0.00	(2,142.75)	75,000.00	0.00	0.00	1,050.00	(1,050.00)	0.00	0.00	75,032.85	2,109.90	0.00
50,000	ORACLE 2.95% 5/15/2025 2/15/2025 @ 100)	68389XBC8	Bond	49,664.50	0.00	0.00	0.00	49,664.50	0.00	1,475.00	(1,475.00)	0.00	49,664.50	53,460.00	(5,556.80)	47,903.20
0	PEPSICO INC 3.1000% 7/17/2022	713448CX4	Bond	49,850.00	0.00	150.00	50,000.00	0.00	0.00	2,066.67	(2,066.67)	0.00	0.00	51,253.50	(1,403.50)	0.00
50,000	PUBLIC STORAGE @100) 3.094% 9/15/2027	74460DAC3	Bond	0.00	53,563.00	0.00	0.00	53,563.00	0.00	318.00	(318.00)	0.00	53,563.00	0.00	(6,006.95)	47,556.05
100,000	SIMON PPTY GROUP LP 3.375% 10/1/2024 10/1/2024	828807CS4	Bond	106,524.00	0.00	0.00	0.00	106,524.00	0.00	3,375.00	(3,375.00)	0.00	106,524.00	107,596.70	(8,882.10)	98,714.60
150,000	UNITED STATES TREAS NT 0.375% 4/15/24	91282CBV2	Treasury Bond/Not	150,251.95	0.00	0.00	0.00	150,251.95	0.00	562.50	(562.50)	0.00	150,251.95	149,812.50	(6,503.85)	143,308.65
100,000	UNITED STATES TREAS NT 1.500% 1/31/27	912828Z78	Treasury Bond/Not	0.00	99,199.22	0.00	0.00	99,199.22	0.00	(16.57)	16.57	0.00	99,199.22	0.00	(5,695.32)	93,503.90
75,000	US TREAS NOTE 0.625% 5/15/30	912828ZQ6	Treasury Bond/Not	75,187.50	0.00	0.00	0.00	75,187.50	0.00	468.76	(468.76)	0.00	75,187.50	70,163.10	(7,473.67)	62,689.43
75,000	US TREAS NOTE 1.500% 1/15/21	912828Z94	Treasury Bond/Not	81,331.05	0.00	0.00	0.00	81,331.05	0.00	1,125.00	(1,125.00)	0.00	81,331.05	75,796.88	(8,299.80)	67,497.08
0	US TREAS NOTES 2.000% 11/15/21	912828RR3	Treasury Bond/Not	49,246.09	0.00	753.91	50,000.00	0.00	0.00	500.00	(500.00)	0.00	0.00	50,355.45	(1,109.36)	0.00
0	US TREAS NOTE 1.500% 1/31/22	912828H86	Treasury Bond/Not	50,859.37	0.00	(859.37)	50,000.00	0.00	0.00	750.00	(750.00)	0.00	0.00	50,417.95	441.42	0.00
100,000	US TREAS NOTE 1.25% 12/31/22	912828N30	Treasury Bond/Not	97,027.34	0.00	0.00	0.00	97,027.34	0.00	2,125.00	(2,125.00)	0.00	97,027.34	102,914.10	(3,109.40)	99,804.70
50,000	US TREAS NOTE 1.750% 1/31/23	912828P38	Treasury Bond/Not	49,119.14	0.00	0.00	0.00	49,119.14	0.00	875.00	(875.00)	0.00	49,119.14	51,236.35	(1,482.45)	49,753.90
50,000	US TREAS NOTE 2.000% 2/15/23	912828U88	Treasury Bond/Not	48,894.53	0.00	0.00	0.00	48,894.53	0.00	1,000.00	(1,000.00)	0.00	48,894.53	51,459.00	(1,662.10)	49,796.90
50,000	US TREAS NOTE 1.250% 7/31/23	912828S92	Treasury Bond/Not	49,677.74	0.00	0.00	0.00	49,677.74	0.00	625.00	(625.00)	0.00	49,677.74	51,021.50	(1,902.35)	49,119.15
50,000	US TREAS NTS 2.750% 11/15/23	912828W66	Treasury Bond/Not	49,816.41	0.00	0.00	0.00	49,816.41	0.00	1,375.00	(1,375.00)	0.00	49,816.41	52,867.20	(2,990.25)	49,876.95
100,000	US TREAS NOTE 2.250% 1/31/24	912828V80	Treasury Bond/Not	97,242.19	0.00	0.00	0.00	97,242.19	0.00	2,250.00	(2,250.00)	0.00	97,242.19	104,847.70	(5,910.20)	98,937.50
50,000	US TREAS NOTE 2.000% 4/30/24	912828X70	Treasury Bond/Not	50,058.59	0.00	0.00	0.00	50,058.59	0.00	1,000.00	(1,000.00)	0.00	50,058.59	52,224.60	(3,058.60)	49,166.00
50,000	US TREAS NOTE 2.375% 8/15/24	912828D56	Treasury Bond/Not	50,451.17	0.00	0.00	0.00	50,451.17	0.00	1,187.50	(1,187.50)	0.00	50,451.17	52,941.40	(3,558.60)	49,382.80
50,000	US TREAS NOTE 2.000% 8/15/25	912828K74	Treasury Bond/Not	49,667.98	0.00	0.00	0.00	49,667.98	0.00	1,000.00	(1,000.00)	0.00	49,667.98	52,628.90	(4,134.75)	48,494.15
50,000	US TREAS NOTE 2.250% 11/15/25	912828M56	Treasury Bond/Not	48,656.25	0.00	0.00	0.00	48,656.25	0.00	1,125.00	(1,125.00)	0.00	48,656.25	53,210.95	(4,457.05)	48,753.90
50,000	US TREAS NOTE 1.625% 2/15/26	912828P46	Treasury Bond/Not	48,066.41	0.00	0.00	0.00	48,066.41	0.00	812.50	(812.50)	0.00	48,066.41	51,845.70	(4,265.60)	47,580.10
50,000	US TREAS NOTE 2.000% 11/15/26	912828U24	Treasury Bond/Not	46,486.33	0.00	0.00	0.00	46,486.33	0.00	1,000.00	(1,000.00)	0.00	46,486.33	52,789.05	(4,917.95)	47,871.10
100,000	US TREAS NOTE 2.750% 2/15/28	9128283W8	Treasury Bond/Not	106,031.25	0.00	0.00	0.00	106,031.25	0.00	2,750.00	(2,750.00)	0.00	106,031.25	110,250.00	(11,832.00)	98,418.00
100,000	US TREAS NOTE 2.375% 5/15/29	9128286T2	Treasury Bond/Not	103,046.88	0.00	0.00	0.00	103,046.88	0.00	2,375.00	(2,375.00)	0.00	103,046.88	107,984.40	(12,000.00)	95,984.40
50,000	US TREAS NOTE 2.250% 11/15/27	9128283F5	Treasury Bond/Not	52,126.95	0.00	0.00	0.00	52,126.95	0.00	1,125.00	(1,125.00)	0.00	52,126.95	53,515.60	(5,500.00)	48,015.60
100,000	US TREAS NOTE 2.625% 2/15/29	9128286B1	Treasury Bond/Not	106,980.47	0.00	0.00	0.00	106,980.47	0.00	2,625.00	(2,625.00)	0.00	106,980.47	109,734.40	(12,187.50)	97,546.90
100,000	US TREAS NOTE 1.375% 1/31/25	912828Z52	Treasury Bond/Not	99,523.44	0.00	0.00	0.00	99,523.44	0.00	1,375.00	(1,375.00)	0.00	99,523.44	102,761.70	(6,761.70)	96,000.00
100,000	US TREAS NOTE 1.250% 12/31/26	912828CDQ1	Treasury Bond/Not	0.00	98,050.78	0.00	0.00	98,050.78	0.00	504.14	(504.14)	0.00	98,050.78	0.00	(5,484.38)	92,566.40
13	ADOBE INC	00724F101	Stock	1,192.57	3,268.20	0.00	0.00	4,460.77	0.00	0.00	0.00	0.00	4,460.77	3,513.84	(2,023.26)	4,758.78
4	ALPHABET INC CL A	02079K305	Stock	1,717.25	0.00	0.00	0.00	1,717.25	0.00	0.00	0.00	0.00	1,717.25	9,767.16	(1,050.12)	8,717.04
3	ALPHABET INC CL C	02079K107	Stock	1,558.18	0.00	0.00	0.00	1,558.18	0.00	0.00	0.00	0.00	1,558.18	7,518.96	(956.61)	6,562.35
60	AMAZON COM INC	023135106	Stock	3,742.90	0.00	0.00	0.00	3,742.90	0.00	0.00	0.00	0.00	3,742.90	10,320.48	(3,947.88)	6,372.60
44	AMERICAN EXPRESS CO	025816109	Stock	3,236.25	2,351.79	0.00	0.00	5,588.04	0.00	67.60	(67.60)	0.00	5,588.04	4,956.90	(1,209.41)	6,099.28
166	APPLE INC	037833100	Stock	3,900.29	871.55	0.00	0.00	4,771.84	0.00	145.54	(145.54)	0.00	4,771.84	22,050.56	(226.59)	22,695.52
64	APPLIED MATERIALS INC	038222105	Stock	3,529.33	779.30	0.00	0.00	4,308.63	0.00	60.32	(60.32)	0.00	4,308.63	8,401.60	(3,358.18)	5,822.72
0	AUTODESK INC	052769106	Stock	3,957.42	272.17	(25.49)	4,204.10	0.00	0.00	0.00	0.00	0.00	0.00	4,962.30	(1,004.88)	0.00
113	BANK OF AMERICA CORPORATION	060505104	Stock	4,479.63	574.99	399.75	2,152.80	3,301.57	0.00	127.26	(127.26)	0.00	3,301.57	6,596.80	(1,901.05)	3,517.69
0	BERKSHIRE HATHAWAY INC DEL CL B NEW	084670702	Stock	0.00	5,292.86	0.00	0.00	5,292.								

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2022

# Shares or Units	HOW INVESTED		PRINCIPAL				INCOME				TOTAL	
	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)		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
	Investment Name	CUSIP Type										
0	QORVO INC COM USD0.0001	74736K101 Stock	3,629.98	1,764.84	(2,091.50)	3,303.32	0.00	0.00	0.00	0.00	0.00	0.00
56	RAYMOND JAMES FINANCIAL INC	754730109 Stock	0.00	6,067.88	0.00	0.00	6,067.88	0.00	19.04	(19.04)	0.00	6,067.88
7	REGENERON PHARMACEUTICALS	75886F107 Stock	3,269.18	660.06	0.00	0.00	3,929.24	0.00	0.00	0.00	0.00	3,929.24
289	REGIONS FINL CORP NEW	7591EP100 Stock	4,756.20	112.43	0.00	0.00	4,868.63	0.00	189.71	(189.71)	0.00	4,868.63
115	SCHLUMBERGER LTD	806857108 Stock	0.00	4,540.80	0.00	0.00	4,540.80	0.00	14.38	(14.38)	0.00	4,540.80
100,000	STATE STR CORP	857477A0 Bond	0.00	104,557.00	0.00	0.00	104,557.00	0.00	(39.44)	39.44	0.00	104,557.00
18	STRYKER CORP.	863667101 Stock	3,799.47	0.00	0.00	0.00	3,799.47	0.00	47.70	(47.70)	0.00	3,799.47
34	TARGET CORP	87612E106 Stock	2,595.05	952.88	0.00	0.00	3,547.93	0.00	115.20	(115.20)	0.00	3,547.93
35	TEXAS INSTRUMENTS INC	882508104 Stock	2,396.95	0.00	0.00	0.00	2,396.95	0.00	156.45	(156.45)	0.00	2,396.95
10	THERMO FISHER SCIENTIFIC INC	883556102 Stock	3,412.79	0.00	2,803.96	4,320.76	1,895.99	0.00	14.96	(14.96)	0.00	1,895.99
20	TRAVELERS COMPANIES INC	89417E109 Stock	0.00	3,439.68	0.00	0.00	3,439.68	0.00	18.60	(18.60)	0.00	3,439.68
57	TYSON FOODS INC. CLA+	902494103 Stock	2,492.30	1,552.50	0.00	0.00	4,044.80	0.00	80.82	(80.82)	0.00	4,044.80
20	UNION PACIFIC CORP	907818108 Stock	3,002.40	0.00	0.00	0.00	3,002.40	0.00	94.60	(94.60)	0.00	3,002.40
14	UNITEDHEALTH GROUP INC	91324P102 Stock	2,342.06	470.33	0.00	0.00	2,812.39	0.00	81.10	(81.10)	0.00	2,812.39
24	UNITED PARCEL SERVICE	911312106 Stock	3,237.52	1,434.58	632.21	2,100.58	3,203.73	0.00	146.80	(146.80)	0.00	3,203.73
0	VERIZON COMMUNICATIONS	92343V104 Stock	3,879.54	0.00	(119.06)	3,760.48	0.00	0.00	95.06	(95.06)	0.00	0.00
28	VERTEX PHARMACEUTICALS INC COM	92532F100 Stock	0.00	5,792.31	0.00	0.00	5,792.31	0.00	0.00	0.00	0.00	5,792.31
24	VISA INC	92826C839 Stock	1,688.38	0.00	0.00	0.00	1,688.38	0.00	34.68	(34.68)	0.00	1,688.38
0	VULCAN MATLS CO COM	929160109 Stock	2,835.06	201.76	636.52	3,673.34	0.00	0.00	23.20	(23.20)	0.00	0.00
0	WALMART INC	931142103 Stock	2,221.74	0.00	750.87	2,972.61	0.00	0.00	55.50	(55.50)	0.00	0.00
27	ZOETIS INC CL A	98978V103 Stock	2,298.97	457.68	0.00	0.00	2,756.65	0.00	30.06	(30.06)	0.00	2,756.65
73	ISHARES CORE S&P MID-CAP ETF	464287507 Stock	14,975.95	0.00	0.00	0.00	14,975.95	0.00	261.38	(261.38)	0.00	14,975.95
1,245	ISHARES MSCI EAFE ETF	464287465 Stock	79,880.04	0.00	0.00	0.00	79,880.04	0.00	3,751.12	(3,751.12)	0.00	79,880.04
100	SPDR S&P MIDCAP 400 ETF TR UTSER1 S&PDCRP	78467Y107 Stock	15,740.92	0.00	0.00	0.00	15,740.92	0.00	523.37	(523.37)	0.00	15,740.92
491	VANGUARD VALUE ETF	922908744 Stock	175,329.38	0.00	5,934.53	114,684.85	66,579.06	0.00	2,284.08	(2,284.08)	0.00	66,579.06
	TOTAL CITY OF CONCORD FUND A		3,290,571.79	737,277.02	16,356.42	551,811.82	3,492,393.41	5,369.39	72,189.12	(69,521.47)	8,037.04	3,500,430.45

Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
4,108.65	(478.67)	0.00
0.00	(1,060.92)	5,006.96
3,351.24	126.61	4,137.91
5,731.12	(424.80)	5,418.75
0.00	(428.40)	4,112.40
0.00	(5,300.80)	99,256.20
4,675.14	(1,094.40)	3,580.74
7,252.20	(3,403.26)	4,801.82
6,730.50	(1,352.75)	5,377.75
9,080.46	(2,130.86)	5,432.80
0.00	(57.08)	3,382.60
2,950.40	402.52	4,905.42
4,398.60	(133.00)	4,265.60
5,205.72	1,514.77	7,190.82
5,823.16	(1,408.41)	4,380.96
4,202.25	(322.71)	0.00
0.00	2,097.81	7,890.12
5,611.68	(886.32)	4,725.36
3,481.40	(646.34)	0.00
3,525.50	(1,303.76)	0.00
4,659.00	(475.65)	4,641.03
19,617.29	(3,102.50)	16,514.79
98,205.60	(20,405.55)	77,800.05
49,101.00	(7,752.00)	41,349.00
177,735.78	(4,232.38)	64,753.08
3,593,677.38	(315,734.52)	3,482,432.13

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2022

# Shares or Units	HOW INVESTED		PRINCIPAL					INCOME			TOTAL	
	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)		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
	Investment Name	CUSIP Type										
	CAPITAL RESERVE FUNDS (Cash & Cash Equivalents)											
	Landfill Closure 8469	Money Market	(2,114.85)				(2,114.85)	12,428.23	30.46		12,458.69	10,343.84
	TOTAL LANDFILL CLOSURE		(2,114.85)	0.00	0.00	0.00	(2,114.85)	12,428.23	30.46	0.00	12,458.69	10,343.84
	CAPITAL RESERVE FUNDS (Cash & Cash Equivalents)											
	Self Insurance 8468	Money Market	40,855.72			13,377.00	27,478.72	(26,498.32)	4.11		(26,494.21)	984.51
	TOTAL SELF-INSURANCE		40,855.72	0.00	0.00	13,377.00	27,478.72	(26,498.32)	4.11	0.00	(26,494.21)	984.51
	CAPITAL RESERVE FUNDS (Cash & Cash Equivalents)											
	Durgin Block 8470	Money Market	42,000.00			54,000.00	(12,000.00)	12,342.78	25.49		12,368.27	368.27
	Highway 8471	Money Market	3,660,306.16	2,371,615.06		5,198,825.00	833,096.22	178,178.97	3,902.11		182,081.08	1,015,177.30
	Economic Development 8472	Money Market	472,509.51	170,595.50		165,000.00	478,105.01	43,681.89	1,322.14		45,004.03	523,109.04
	Revaluation	Money Market	0.00				0.00	0.00	0.00		0.00	0.00
	53rd Week	Money Market	0.00				0.00	0.00	0.00		0.00	0.00
	Equipment 8473	Money Market	540,102.28	530,149.92		416,059.00	654,193.20	24,083.31	1,805.31		25,888.62	680,081.82
	Mountain Green 8474	Money Market	92,988.14	7,423.00		105,000.00	(4,588.86)	51,586.69	164.41		51,751.10	47,162.24
	Fire Apparatus Replacement 8475	Money Market	2,972.31				2,972.31	5,303.38	24.42		5,327.80	8,300.11
	Downtown Economic Dev. 8476	Money Market	0.00				0.00	11,814.80	34.91		11,849.71	11,849.71
	SVMS Project 8477	Money Market	0.00				0.00	0.00	0.00		0.00	0.00
	Education & Training 8478	Money Market	44,856.79	10,000.00		11,665.00	43,191.79	(7,278.90)	104.54		(7,174.36)	36,017.43
	Building Improvements 8479	Money Market	36,574.44				36,574.44	2,011.23	113.98		2,125.21	38,699.65
	Parks and Grounds 8480	Money Market	20,000.00				20,000.00	1,431.99	63.33		1,495.32	21,495.32
	Water Fund Fuel Reserve 8481	Money Market	100,000.01				100,000.01	6,960.84	315.99		7,276.83	107,276.84
	Water Investment Fee 8482	Money Market	320,399.50	280,087.00			600,486.50	16,922.20	1,688.14		18,610.34	619,096.84
	Wastewater Investment Fee 8483	Money Market	671,058.66	205,148.08			876,206.74	24,283.65	2,568.75		26,852.40	903,059.14
	ERIP 8484	Money Market	0.00				0.00	135.16	0.38		135.54	135.54
	Recreation Reserve 7450	Money Market	700,485.00	250,000.00		400,000.00	550,485.00	49,717.26	1,728.12		51,445.38	601,930.38
	Community Improvement 8425	Money Market	80,276.84				80,276.84	10,070.26	266.92		10,337.18	90,614.02
	Opioid Reserve	Money Market	0.00	13,425.24			13,425.24	0.00	36.69		36.69	13,461.93
	TOTAL CAPITAL RESERVE FUND		6,784,529.64	3,838,443.80	0.00	6,350,549.00	4,272,424.44	431,245.51	14,165.63	0.00	445,411.14	4,717,835.59
	TOTAL CAPITAL RESERVE FUNDS		6,823,270.51	283,447.99	0.00	64,742.00	4,297,788.31	417,175.42	2,607.58	0.00	431,375.62	4,729,163.93
	TOTAL ALL FUNDS		26,249,590.26	618,244.95	160,144.12	529,610.22	25,031,745.82	483,174.88	90,504.85	(445,106.57)	512,463.13	25,544,208.95

Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
10,313.38	(0.00)	10,343.84
10,313.38	(0.00)	10,343.84
14,357.40	0.00	984.51
14,357.40	0.00	984.51
54,342.78	0.00	368.27
3,838,485.13	0.00	1,015,177.30
516,191.40	0.00	523,109.04
0.00	0.00	0.00
0.00	0.00	0.00
564,185.59	0.00	680,081.82
144,574.83	0.00	47,162.24
8,275.69	0.00	8,300.11
11,814.80	0.00	11,849.71
0.00	0.00	0.00
37,577.89	0.00	36,017.43
38,585.67	0.00	38,699.65
21,431.99	0.00	21,495.32
106,960.85	0.00	107,276.84
337,321.70	0.00	619,096.84
695,342.31	0.00	903,059.14
135.16	0.00	135.54
750,202.26	0.00	601,930.38
90,347.10	0.00	90,614.02
0.00	0.00	13,461.93
7,215,775.16	0.00	4,717,835.59
7,240,445.94	(0.00)	4,729,163.93
32,848,094.48	(3,742,163.17)	27,917,375.11

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2022

*Date of Creation	NAME OF TRUST FUND	Upload Type	Upload Purpose	Upload How Invested	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL					INCOME					TOTAL		
							%	Balance Beginning Year	Additions/ New Funds Created	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%	Earned During Year	Fees	Expended During Year	Balance End Year	Principal & Income
1/10/2005	Account 3053001210 Fund A <u>Expendable - Cemetery</u> 8 CEM-E Columbarium	Expendable	Cemetery Trust (Other)	Common Investment		Stocks & Bonds	0.69%	20,245.58	918.00		113.36	21,276.95	1,932.16	0.69%	500.36	(77.30)	(650.00)	1,705.22	22,982.17
	<u>Expendable - Library</u>																		
5/5/1997	9 L-E Library	Expendable	Library	Common Investment	Moulton	Stocks & Bonds	2.30%	67,314.00			376.92	67,690.92	13,345.42	2.30%	1,663.63	(257.02)		14,752.03	82,442.96
7/18/2005	10 L-E Dane Trust	Expendable	Library	Common Investment		Stocks & Bonds	9.51%	277,816.82			1,555.63	279,372.44	19,632.51	9.51%	6,866.11	(1,060.76)	(6,000.00)	19,437.87	298,810.31
9/24/2009	11 L-E Ann Soderstrom (Penacook)	Expendable	Library	Common Investment	Penacook Library	Stocks & Bonds	3.81%	111,399.12			623.78	112,022.90	18,980.73	3.81%	2,753.18	(425.34)		21,308.57	133,331.46
5/13/2010	12 L-E Elizabeth Hoyt	Expendable	Library	Common Investment	Concord Library	Stocks & Bonds	2.79%	81,387.03			455.72	81,842.75	17,305.62	2.79%	2,011.44	(310.75)		19,006.31	100,849.07
6/28/2013	13 L-E Eugene & Irene Pantzer Family TR	Expendable	Library	Common Investment		Stocks & Bonds	0.81%	23,621.10			132.27	23,753.37	2,973.64	0.81%	583.78	(90.19)		3,467.23	27,220.60
1/1/1900	14 L-E J.Heath	Expendable	Library	Common Investment		Stocks & Bonds	1.23%	35,898.99			201.02	36,100.00	21,268.00	1.23%	887.23	(137.07)		22,018.16	58,118.16
2/9/2015	Estate of Lucinda Biese	Expendable	Library	Common Investment		Stocks & Bonds	4.37%	127,568.14			714.31	128,282.45	11,859.43	4.37%	3,152.79	(487.08)		14,525.14	142,807.60
1/25/2016	Catherine L. Pappas	Expendable	Library	Common Investment		Stocks & Bonds	0.00%	0.00			0.00	0.00	0.00	0.00%	0.00	0.00		0.00	0.00
	<u>Nelson Legacy</u>																		
11/1/1989	62 NL Nelson legacy	Expendable	Library	Common Investment		Stocks & Bonds	0.00%	0.00			0.00	0.00	292.38	0.00%	0.00	(0.00)		292.38	292.38
	DEDICATED INCOME																		
1/9/1928	61 DI Henry Kimball	Expendable	Library	Common Investment		Stocks & Bonds	4.87%	142,326.65	14,056.94		796.95	157,180.54	17,742.12	4.87%	3,517.54	(543.43)		20,716.23	177,896.77
5/18/1994	62 DI B.A. Kimball	Expendable	Library	Common Investment		Stocks & Bonds	23.52%	687,020.98	93,175.98		3,846.95	784,043.91	88,523.15	23.52%	16,979.40	(2,623.17)	(80,000.00)	22,879.38	806,923.29
5/18/1994	63 DI Chester Larson	Expendable	Library	Common Investment		Stocks & Bonds	7.64%	223,301.31	15,354.00		1,250.37	239,905.68	27,549.81	7.64%	5,518.79	(852.61)	(6,300.00)	25,915.99	265,821.68
6/2/1926	64 DI William Thayer	Expendable	Library	Common Investment		Stocks & Bonds	38.45%	1,123,018.35	194,885.30		6,288.31	1,324,191.96	135,543.15	38.45%	27,754.87	(4,287.89)	(100,000.00)	59,010.13	1,383,202.09
	Total Fund A						100.00%	2,920,918.07	318,390.22	0.00	16,355.59	3,255,663.88	376,948.12	100.00%	72,189.12	(11,152.60)	(192,950.00)	245,034.64	3,500,698.53
	Account 3053001201 Fund B <u>Expendable - Conservation</u>																		
1/1/1900	1 C-E Conservation Fund	Expendable	Capital Reserve (Other)	Common Investment	Purchase of Land	Stocks & Bonds	19.27%	340,539.93	150,559.00		24,666.07	515,765.01	198,995.58	19.27%	10,282.01	(1,802.29)	(12,669.61)	194,805.70	710,570.71
6/8/1981	2 C-E Conservation Fund	Expendable	Capital Reserve (Other)	Common Investment	Forest Fund	Stocks & Bonds	25.39%	448,709.28			32,501.02	481,210.31	94,981.48	25.39%	13,548.00	(2,374.77)	(774.61)	105,380.10	586,590.40
12/28/1979	3 C-E Conservation Fund	Expendable	Capital Reserve (Other)	Common Investment	Stevens Recreation	Stocks & Bonds	1.24%	21,926.55			1,588.19	23,514.74	15,698.71	1.24%	662.03	(116.04)		16,244.70	39,759.44
3/15/1999	4 C-E Conservation Fund	Expendable	Capital Reserve (Other)	Common Investment	Urban Tree	Stocks & Bonds	0.97%	17,063.72	6,750.00		1,235.96	25,049.68	9,378.61	0.97%	515.21	(90.31)		9,803.51	34,853.19
11/17/2001	5 C-E Conservation Fund	Expendable	Capital Reserve (Other)	Common Investment	Heritage	Stocks & Bonds	1.04%	18,355.84	225.00		1,329.55	19,910.39	3,284.11	1.04%	554.22	(97.15)		3,741.18	23,651.58
9/1/2009	OPEB Trust	Expendable	Capital Reserve (Other)	Common Investment	Employment Benef	Stocks & Bonds	51.31%	906,811.80			65,682.42	972,494.21	158,779.15	51.31%	27,379.60	(4,799.25)		181,359.50	1,153,853.72
4/10/2018	Stewardship of Land	Expendable	Capital Reserve (Other)	Common Investment		Stocks & Bonds	0.78%	13,793.21			999.07	14,792.28	684.59	0.78%	416.46	(73.00)		1,028.05	15,820.34
	Total Fund B						100.00%	1,767,200.33	157,534.00	0.00	128,002.29	2,052,736.62	481,802.22	100.00%	53,357.54	(9,352.80)	(13,444.22)	512,362.74	2,565,099.37

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2022

*Date of Creation	NAME OF TRUST FUND	Upl oad Type	Upload Purpose	Upload How Invested	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL					INCOME					TOTAL			
							%	Balance Beginning Year	Additions/ New Funds Created	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%	Earned During Year	Fees	Expended During Year	Balance End Year	Principal & Income	
	<u>Account 3053001194 Fund C</u>																			
	<u>Non-Expendable Cemetery</u>																			
9/7/1962	11 C-NE Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Milville	Stocks & Bonds	0.05%	5,997.81				386.59	6,384.40	662.01	0.05%	156.68	(25.96)		792.73	7,177.13
3/9/1925	12 C-NE Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Suncook	Stocks & Bonds	0.02%	3,051.97				196.71	3,248.68	344.05	0.02%	79.73	(13.21)		410.56	3,659.24
5/16/1983	13 C-NE Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Maple Grove	Stocks & Bonds	0.06%	7,883.01				508.09	8,391.10	934.50	0.06%	205.93	(34.12)		1,106.31	9,497.41
3/9/1925	14 C-NE Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Pine Grove	Stocks & Bonds	0.15%	18,697.27				1,205.12	19,902.39	2,304.37	0.15%	488.44	(80.93)		2,711.88	22,614.27
3/9/1925	15 C-NE Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Horse Hill	Stocks & Bonds	0.01%	1,482.97				95.58	1,578.56	195.42	0.01%	38.74	(6.42)		227.74	1,806.30
3/9/1925	16 C-NE Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Old Fort	Stocks & Bonds	0.00%	201.27				12.97	214.24	31.26	0.00%	5.26	(0.87)		35.65	249.89
10/11/1972	17 C-NE Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Old North	Stocks & Bonds	0.32%	40,448.75				2,607.10	43,055.85	5,083.19	0.32%	1,056.66	(175.07)		5,964.78	49,020.62
6/29/1954	18 C-NE Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Woodlawn	Stocks & Bonds	0.33%	42,555.68				2,742.90	45,298.58	5,900.48	0.33%	1,111.70	(184.19)		6,827.99	52,126.57
6/29/1954	19 C-NE Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Blossom Hill	Stocks & Bonds	29.47%	3,775,011.60				243,316.28	4,018,327.88	221,939.39	29.47%	98,616.33	(16,338.97)	(100,000.00)	204,216.75	4,222,544.63
1/1/1900	20 C-NE Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Concord Calvary	Stocks & Bonds	8.06%	1,032,243.81				66,532.70	1,098,776.52	46,103.81	8.06%	26,965.77	(4,467.75)	(22,500.00)	46,101.83	1,144,878.35
1/1/1900	21 C-NE Individual Care	Trust	Cemetery Trust (Other)	Common Investment	Penacook Calvary	Stocks & Bonds	0.08%	10,177.62				655.99	10,833.62	0.00	0.08%	265.87	(44.05)	(221.83)	(0.00)	10,833.61
1/1/1900	22 C-NE Cemetery-General Care	Trust	Cemetery Trust (Other)	Common Investment	General	Stocks & Bonds	43.49%	5,570,907.96	69,146.00			359,069.79	5,999,123.75	184,215.51	43.49%	145,531.35	(24,111.95)	(105,000.00)	200,634.90	6,199,758.66
1/1/1900	23 C-NE Cemetery-Flowers	Trust	Cemetery Trust (Other)	Common Investment	Flowers	Stocks & Bonds	3.83%	490,392.83				31,608.00	522,000.82	10,446.54	3.83%	12,810.75	(2,122.51)	(522.78)	21,857.56	543,658.38
1/1/1900	24 C-NE Single Grave Annex	Trust	Cemetery Trust (Other)	Common Investment	General	Stocks & Bonds	1.04%	133,519.82				8,605.95	142,125.77	26,964.82	1.04%	3,488.00	(577.90)		29,874.92	172,000.69
04/07/1878	25 C-NE Seth K. Jones	Trust	Cemetery Trust (Other)	Common Investment	Monument Fund	Stocks & Bonds	0.02%	2,860.36				184.36	3,044.72	11,996.85	0.02%	74.72	(12.38)	35.00	12,094.20	15,138.92
1/1/1900	26 C-NE Shrub-Cemetery	Trust	Cemetery Trust (Other)	Common Investment	Shrub	Stocks & Bonds	0.65%	83,382.70				5,374.39	88,757.08	3,135.45	0.65%	2,178.24	(360.90)	(159.00)	4,793.80	93,550.88
10/25/1965	27 C-NE Gladys Quimby	Trust	Cemetery Trust (Other)	Common Investment	Flower	Stocks & Bonds	0.00%	406.67				26.21	432.88	16.66	0.00%	10.62	(1.76)	38.50	64.02	496.90
12/22/1948	28 C-NE Florence Wilson	Trust	Cemetery Trust (Other)	Common Investment	Flower	Stocks & Bonds	0.00%	203.32				13.10	216.42	39.03	0.00%	5.31	(0.88)		43.46	259.89
6/16/1916	29 C-NE J. Eastman Pecker	Trust	Cemetery Trust (Other)	Common Investment	Pine Grove	Stocks & Bonds	0.30%	38,585.59				2,487.01	41,072.60	61,897.07	0.30%	1,007.99	(167.01)	45.00	62,783.05	103,855.66
3/11/1941	30 C-NE Edith & Emily	Trust	Cemetery Trust (Other)	Common Investment	Landscape	Stocks & Bonds	0.01%	1,704.89				109.89	1,814.78	4,861.40	0.01%	44.54	(7.38)		4,898.55	6,713.33
1/1/1940	31 C-NE A.C. Camoli	Trust	Cemetery Trust (Other)	Common Investment	Flowers/Care	Stocks & Bonds	0.01%	1,458.16				93.98	1,552.14	131.30	0.01%	38.09	(6.31)	38.00	201.08	1,753.22
5/8/1958	32 C-NE Mrs. H.A. Kimball	Trust	Cemetery Trust (Other)	Common Investment	Cemetery Care	Stocks & Bonds	0.03%	4,240.01				273.29	4,513.29	2,796.20	0.03%	110.76	(18.35)		2,888.61	7,401.90
6/8/1938	33 C-NE Sen. Styles Bridges	Trust	Cemetery Trust (Other)	Common Investment	Care & Preservation	Stocks & Bonds	0.03%	3,937.82				253.81	4,191.63	2,973.04	0.03%	102.87	(17.04)		3,058.86	7,250.49
10/4/1974	34 C-NE Judge Elwin Page	Trust	Cemetery Trust (Other)	Common Investment	Cemetery Care	Stocks & Bonds	0.01%	1,254.66				80.87	1,335.53	767.73	0.01%	32.78	(5.43)	10.00	805.08	2,140.61
3/30/1976	35 C-NE Alvin P. Dunbar	Trust	Cemetery Trust (Other)	Common Investment	Monument Care	Stocks & Bonds	0.00%	406.67				26.21	432.88	347.18	0.00%	10.62	(1.76)		356.04	788.92
9/25/1936	36 C-NE Caroline DeFaugi	Trust	Cemetery Trust (Other)	Common Investment	Mausoleum	Stocks & Bonds	0.36%	45,748.32				2,948.68	48,697.00	27,187.94	0.36%	1,195.10	(198.01)	255.00	28,440.04	77,137.04
1/1/1900	37 C-NE Thompson Monument	Trust	Cemetery Trust (Other)	Common Investment	Monument Fund	Stocks & Bonds	0.33%	42,738.61				2,754.69	45,493.31	11,851.56	0.33%	1,116.48	(184.98)	(232.88)	12,550.18	58,043.48
7/1/1905	Alvin P. Dunbar	Trust	Cemetery Trust (Other)	Common Investment	Flowers	Stocks & Bonds	0.06%	7,803.25				502.95	8,306.20	994.91	0.06%	203.85	(33.77)	199.50	1,364.49	9,670.69
10/14/1902	38 C-NE Minot Enclosure	Trust	Cemetery Trust (Other)	Common Investment	Cemetery Care	Stocks & Bonds	0.18%	23,497.38				1,514.51	25,011.89	21,626.86	0.18%	613.83	(101.70)		22,138.99	47,150.88
3/9/1925	39 C-NE Imp. & Ornamentation	Trust	Cemetery Trust (Other)	Common Investment	Cemetery	Stocks & Bonds	0.14%	17,566.30				1,132.23	18,698.53	8,443.76	0.14%	458.89	(76.03)		8,826.63	27,525.15
7/5/1905	40 C-NE Frank J. Sulloway	Trust	Cemetery Trust (Other)	Common Investment	Cemetery	Stocks & Bonds	0.04%	4,653.17				299.92	4,953.09	2,305.92	0.04%	121.56	(20.14)		2,407.34	7,360.43
	<u>Non-Expendable Library</u>																			
02/09/1892	38 L-NE Abigail Walker	Trust	Library	Common Investment	Schools	Stocks & Bonds	0.03%	3,443.83				221.97	3,665.80	0.00	0.03%	89.96	(14.91)	(75.06)	0.00	3,665.80
1/1/1900	39 L-NE Library-Books	Trust	Library	Common Investment	David Osgood	Stocks & Bonds	0.01%	848.00				54.66	902.65	140.82	0.01%	22.15	(3.67)		159.30	1,061.96
1/1/1900	40 L-NE Library-Books	Trust	Library	Common Investment	Stephen Abbot	Stocks & Bonds	0.03%	4,240.01				273.29	4,513.29	704.10	0.03%	110.76	(18.35)		796.51	5,309.81
4/19/1909	41 L-NE Library-Books	Trust	Library	Common Investment	William Chase	Stocks & Bonds	0.03%	4,341.62				279.84	4,621.46	721.61	0.03%	113.42	(18.79)		816.23	5,437.69
1/1/1900	42 L-NE Library-Books	Trust	Library	Common Investment	Cogswell Coll.	Stocks & Bonds	0.08%	9,708.82				625.78	10,334.60	1,612.13	0.08%	253.63	(42.02)		1,823.74	12,158.34
7/2/1942	43 L-NE Library-Books	Trust	Library	Common Investment	C.R. Covey	Stocks & Bonds	0.66%	84,340.35				5,436.11	89,776.46	5,459.66	0.66%	2,203.26	(365.04)		7,297.88	97,074.34
12/4/1923	44 L-NE Library-Books	Trust	Library	Common Investment	Joe Hazeltine	Stocks & Bonds	0.11%	13,991.21				901.80	14,893.00	2,023.36	0.11%	365.50	(60.56)		2,328.31	17,221.31
01/03/1865	45 L-NE Library-Books	Trust	Library	Common Investment	G.P. Lynn	Stocks & Bonds	0.03%	4,240.01				273.29	4,513.29	704.10	0.03%	110.76	(18.35)		796.51	5,309.80
1/1/1900	46 L-NE Library-Books	Trust	Library	Common Investment	Franklin Pierce	Stocks & Bonds	0.03%	4,240.01				273.29	4,513.29	704.10	0.03%	110.76	(18.35)		796.51	5,309.80
01/10/1890	47 L-NE Library-Books	Trust	Library	Common Investment	Thomas Valpey	Stocks & Bonds	0.02%	2,102.60				135.52	2,238.12	349.70	0.02%	54.93	(9.10)		395.53	2,633.65
1/9/1934	48 L-NE Library-Books	Trust	Library	Common Investment	Seth Jones	Stocks & Bonds	0.00%	314.76				20.29	335.04	52.43	0.00%	8.22	(1.36)		59.29	394.33
9/10/1918	49 L-NE Samuel Eastman	Trust	Library	Common Investment	Books	Stocks & Bonds	0.05%	6,437.58				414.93	6,852.51	1,069.04	0.05%	168.17	(27.86)		1,209.34	8,061.86
1/9/1934	50 L-NE Seth K. Jones	Trust	Library	Common Investment	Cem, Books, Lib	Stocks & Bonds	0.03%	4,240.01				273.29	4,513.29	637.78	0.03%	110.76	(18.35)		730.19	5,243.48
1/10/1949	51 L-NE Charles Parker Bancroft	Trust	Library	Common Investment	Building fund	Stocks & Bonds	0.24%	30,289.72				1,952.31	32,242.02	5,815.74	0.24%	791.27	(131.10)		6,475.91	38,717.93
1/9/1945	52 L-NE Library-General Purpose	Trust	Library	Common Investment	G. Blanchard	Stocks & Bonds	2.03%	259,961.24				16,755.66	276,716.90	43,603.50	2.03%	6,791.08	(1,125.16)		49,269.43	325,986.32
12/4/1923	53 L-NE Charles Corning	Trust	Library	Common Investment	New Library Fund	Stocks & Bonds	0.62%	79,740.74				5,139.65	84,880.39	15,284.50	0.62%	2,083.10	(345.13)		17,022.47	101,902.85
9/10/1918	54 L-NE Library-General Purpose	Trust	Library	Common Investment	S.G. Eastman	Stocks & Bonds	1.45%	185,951.53				11,985.40	197,936.94	31,203.37	1.45%	4,857.70	(804.83)		35,256.23	233,193.17
3/1/1987	55 L-NE Library-General Purpose	Trust	Library	Common Investment	Dr. M. Atchison Es	Stocks & Bonds	0.03%	3,822.13				246.35	4,068.49	708.87	0.03%	99.85	(16.54)		792.17	4,860.66
1/27/1940	56 L-NE Arthur Carpenter	Trust	Library	Common Investment	Books & Periodical	Stocks & Bonds	2.85%	365,310.29				23,545.87	388,856.16	35,655.53	2.85%	9,543.17	(1,581.13)		43,617.56	432,473.72
2/26/1997	57 L-NE Marie Colbert	Trust	Library	Common Investment		Stocks & Bonds	2.44%	312,930.68												

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2022

*Date of Creation	NAME OF TRUST FUND	Upload Type	Upload Purpose	Upload How Invested	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL					INCOME					TOTAL		
							%	Balance Beginning Year	Additions/ New Funds Created	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%	Earned During Year	Fees	Expended During Year	Balance End Year	Principal & Income
CAPITAL RESERVE FUNDS																			
10/2/1985	68 Self-Insurance 8468	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	-0.19%	(8,751.67)		8,751.67	0.00	(0.00)	9,732.07	-0.19%	5.48		(9,737.55)	0.00	(0.00)
5/18/1992	69 Landfill Closure 8469	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	0.00%	0.00			0.00	0.00	10,313.38	0.00%	30.46			10,343.84	10,343.84
1/1/1900	70 Durgin Block 8470	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	0.91%	42,000.00		(42,000.00)	0.00	0.00	12,342.78	0.91%	25.49		(12,000.00)	368.27	368.27
7/10/1995	71 Highway 8471	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	31.83%	1,472,943.91	2,292,591.06	(2,798,575.00)	0.00	966,959.97	178,178.97	31.83%	3,902.11			182,081.08	1,149,041.05
7/10/1995	72 Economic Development 8472	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	10.21%	472,509.51	370,595.50	(165,000.00)	0.00	678,105.01	43,681.89	10.21%	1,322.14			45,004.03	723,109.04
7/10/1995	73 Revaluation	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	0.00%	0.00			0.00	0.00	0.00	0.00%	0.00			0.00	0.00
1/1/1900	74 53rd Week	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	0.00%	0.00			0.00	0.00	0.00	0.00%	0.00			0.00	0.00
12/14/1998	75 Equipment 8473	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	9.98%	461,993.21	530,000.00	(316,359.00)	0.00	675,634.21	2,642.30	9.98%	1,805.31			4,447.61	680,081.82
1/1/1900	76 Mountain Green 8474	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	1.39%	64,542.26	7,423.00	(71,965.26)	0.00	0.00	50,032.57	1.39%	164.41		(3,034.74)	47,162.24	47,162.24
12/14/1998	77 Fire Apparatus Replacemnt 8475	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	0.06%	2,972.31			0.00	2,972.31	5,303.38	0.06%	24.42			5,327.80	8,300.11
12/14/1998	78 Downtown Economic Dev 8476	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	0.00%	0.00			0.00	0.00	11,814.80	0.00%	34.91			11,849.71	11,849.71
3/13/2006	83 SVMS Project 8477	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	0.00%	0.00			0.00	0.00	0.00	0.00%	0.00			0.00	0.00
12/13/2010	79 Education & Training 8478	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	0.92%	42,452.98	10,000.00	(24,095.52)	0.00	28,357.46	(6,540.09)	0.92%	104.54		6,435.55	0.00	28,357.46
12/13/2010	80 Building Improvements 8479	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	0.79%	36,574.44			0.00	36,574.44	2,011.23	0.79%	113.98			2,125.21	38,699.65
12/13/2010	81 Parks and Grounds 8480	Capital Rese	Parks/Recreation	Checking Account		Cash Equivalents	0.43%	20,000.00			0.00	20,000.00	1,431.99	0.43%	63.33			1,495.32	21,495.32
12/12/2011	82 Water Fund Fuel Reserve 8481	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	2.16%	100,000.01			0.00	100,000.01	6,960.84	2.16%	315.99			7,276.83	107,276.84
6/11/2012	84 Water Investment Fee 8482	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	8.33%	385,486.50	288,412.00		0.00	673,898.50	16,922.20	8.33%	1,688.14			18,610.34	692,508.84
6/11/2012	85 Wastewater Investment Fee 8483	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	16.02%	741,206.74	199,531.15		0.00	940,737.89	24,283.65	16.02%	2,568.75			26,852.40	967,590.29
1/14/2013	86 ERIP 8484	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	0.00%	0.00			0.00	0.00	135.16	0.00%	0.38			135.54	135.54
7/11/2016	87 Recreation Reserve 7450	Capital Rese	Parks/Recreation	Checking Account		Cash Equivalents	15.14%	700,485.00	250,000.00	(400,000.00)	0.00	550,485.00	49,717.26	15.14%	1,728.12			51,445.38	601,930.38
12/14/2016	88 Community Improvement 8425	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	1.73%	80,276.84			0.00	80,276.84	10,070.26	1.73%	266.92			10,337.18	90,614.02
6/30/2021	Opioid Reserve	Capital Rese	Capital Reserve (Other)	Checking Account		Cash Equivalents	0.29%	13,425.24			0.00	13,425.24	0.00	0.29%	36.69			36.69	13,461.93
TOTAL CAPITAL RESERVE FUNDS							100.00%	4,628,117.28	3,948,552.71	(3,809,243.11)	0.00	4,767,426.88	429,034.64	100.00%	14,201.57	0.00	(18,336.74)	424,899.47	5,192,326.35
TOTAL OF ALL FUNDS								22,126,486.11	4,493,622.93	(3,809,243.11)	970,035.48	23,780,901.41	2,162,435.04		474,396.19	(75,950.60)	(451,960.01)	2,108,920.62	25,889,822.02

ORDINANCES

Ordinances passed in FY2022:

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.

Ordinance amending the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance, Article 28-9, Administration and Enforcement.

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.

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.

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

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

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 at Schedules I and Ia.

Ordinance amending the Code of Ordinances, Title V, Administrative Code; Chapter 34, Personnel Rules and Regulations, Article 34-10, Attendance.

Ordinance amending the Code of Ordinances, Title I, General Code; Chapter 13, Public Health, Article 13-6-9, Construction Noise.

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 1, Government Organization, Article 1-3, Miscellaneous Regulations.

Ordinance amending the Code of Ordinances; Title II, Traffic Code, Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-6, Parking Prohibited at all times in Designated places, Schedule I.

Ordinance amending the Code of Ordinances; Title II, Traffic Code, Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-7(a), Parking Prohibited Certain Hours in Designated Places, Schedule II.

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.

Ordinance amending the Code of Ordinances; Title II, Traffic Code, Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-8, Parking Time Limited in Designated Places, Schedule III.

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

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.

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.

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.

Ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, concerning parking modifications on Kennedy Lane.

Ordinance amending the Code of Ordinances; Title I, General Code; Chapter 9, Water, Article 9-4, Water and Sewer Investment Fee.

Ordinance amending the Code of Ordinances; Title IV, Zoning Code; Chapter 28, Zoning Ordinance, Article 28-9, Administration and Enforcement.

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.

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.

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

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.

Ordinance amending the Code of Ordinances, Title III, Building and Housing Codes; Chapter 26, Building Regulations, Article 26-9, Demolition Review.

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.

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 15, Licensing and Regulation of Businesses, Trades and Occupations, Article 15-8, Peddlers.

Ordinance amending the Code of Ordinances, Title V, Administrative Code; Chapter 34, Personnel Rules and Regulations, Article 34-11-6, Military Leave.

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

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