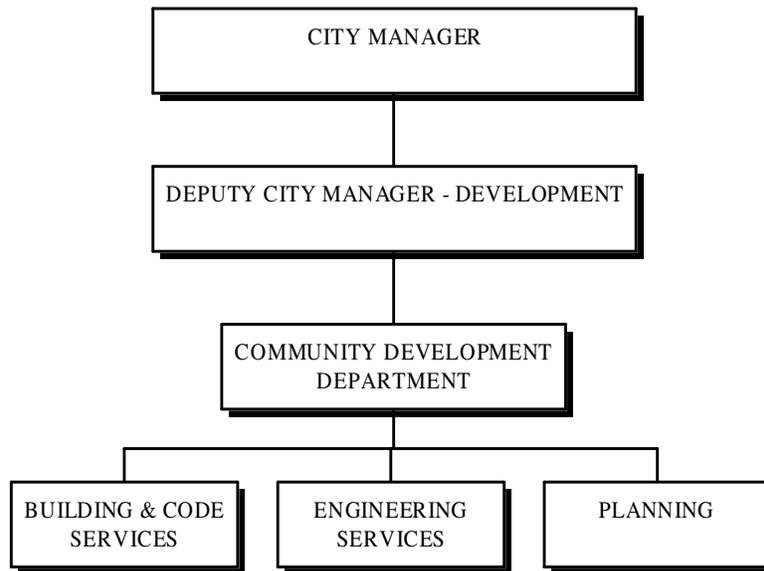


# COMMUNITY DEVELOPMENT

## MISSION

To enhance the quality of life and economic vitality of the City.

### COMMUNITY DEVELOPMENT DEPARTMENT ORGANIZATIONAL CHART



## CORE RESPONSIBILITIES

1. Administration: Coordinates the multiple divisions to ensure quality customer service is rendered and City Council priorities are met. Liaison to the Economic Development Advisory Council and business community in general. Manages key development projects. Oversees the Concord Municipal Airport.
2. Building & Code Services: Seeks project compliance with pertinent codes and regulations. Inspects applicable businesses to ensure safe and sanitary conditions for the general public. Administers and enforces the zoning code. Liaison to the Zoning Board of Adjustment.
3. Engineering Services: Designs roadway infrastructure improvements. Manages roadway, storm system, bridge network, and airport improvement projects. Provides review and oversight of private development projects. Liaison to the Transportation Policy Advisory Committee.
4. Planning: Reviews and coordinates development applications for the Planning Board. Manages community planning projects. Liaison to the Conservation and Heritage Commissions.

## COMMUNITY DEVELOPMENT

BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
<b>Revenue</b>					
Building Permits	\$430,371	\$483,684	\$544,000	\$480,000	\$500,000
Electrical Permits	\$60,661	\$70,113	\$65,000	\$80,000	\$80,000
Mechanical Permits	\$92,712	\$139,163	\$110,000	\$95,000	\$95,000
Plumbing Permits	\$40,078	\$46,460	\$45,000	\$45,000	\$45,000
Sign Permits	\$12,841	\$13,043	\$12,000	\$12,000	\$12,000
Fire Protect Permits	\$2,480	\$2,500	\$1,500	\$1,600	\$1,500
Engineering Licenses	\$5,260	\$5,500	\$4,560	\$4,560	\$4,560
Engineering Pole License Recording Fees	\$120	\$90	\$100	\$100	\$100
Food Service Licenses	\$89,204	\$96,703	\$85,000	\$90,000	\$95,000
Amusement Center Licenses	\$636	\$326	\$650	\$330	\$330
Rooming House Licenses	\$4,222	\$4,222	\$4,200	\$4,200	\$4,200
Yard Sales Permits	\$1,105	\$1,290	\$1,200	\$1,200	\$1,200
Taxi Cab Licenses	\$1,979	\$1,937	\$1,890	\$3,500	\$3,500
Peddler Licenses	\$12,764	\$16,576	\$13,500	\$10,000	\$10,000
Amusement Device Licenses	\$5,830	\$6,200	\$5,500	\$6,000	\$6,000
Billiard and Bowling Licenses	\$270	\$270	\$270	\$270	\$270
Entertainment Licenses	\$10,387	\$9,419	\$9,000	\$9,200	\$9,500
Convalescent Home Licenses	\$1,335	\$1,335	\$1,300	\$1,400	\$1,400
Recycling Center Licenses	\$1,531	\$1,531	\$1,531	\$1,500	\$1,550
Solicitation Licenses	\$1,119	\$982	\$1,100	\$1,000	\$1,100
Taxi Drivers Licenses	\$2,223	\$3,041	\$5,600	\$5,600	\$5,500
Misc Licenses & Permits	\$1,880	\$2,249	\$1,300	\$1,300	\$1,300
Pawnbroker/Secondhand Dealer Licenses	\$1,375	\$2,125	\$2,000	\$2,000	\$2,000
Timber Sales	\$0	\$24,513	\$14,000	\$31,840	\$8,150
Application for Appeal	\$26,846	\$15,396	\$18,000	\$18,000	\$19,000
Review Fee-Site Plans	\$49,050	\$43,867	\$30,000	\$40,000	\$40,000
Review Fee-Subdivision	\$7,730	\$11,107	\$5,000	\$11,000	\$11,000
Reports, Prints and Copies	\$5,433	\$4,077	\$3,100	\$3,060	\$3,200
Miscellaneous Services	\$19,776	\$21,403	\$21,600	\$23,500	\$24,200
Miscellaneous	\$1,753	\$25,235	\$6,864	\$5,714	\$1,500
Transfer In-Impact Fee Fund	\$40,000	\$20,000	\$20,000	\$20,000	\$20,000
Transfer In-Water Fund	\$0	\$0	\$0	\$0	\$173,910
Transfer In-Wastewater Fund	\$0	\$0	\$0	\$0	\$132,350
Transfer In-Trust/Forest	\$24,895	\$0	\$51,000	\$0	\$54,000
<b>Total Revenue</b>	<b>\$955,865</b>	<b>\$1,074,356</b>	<b>\$1,085,765</b>	<b>\$1,008,874</b>	<b>\$1,368,320</b>

## COMMUNITY DEVELOPMENT

	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2015 Estimated</b>	<b>2016 Budget</b>
<b>Expense</b>					
Compensation	\$1,645,512	\$1,728,693	\$1,805,634	\$1,732,510	\$1,849,079
Fringe Benefits	\$805,956	\$720,767	\$763,315	\$717,280	\$797,466
Outside Services	\$153,418	\$174,784	\$212,133	\$165,419	\$191,340
Supplies	\$32,271	\$27,359	\$37,457	\$36,008	\$35,512
Insurance	\$15,802	\$13,650	\$15,990	\$15,990	\$16,740
Capital Outlay	\$0	\$16,389	\$0	\$0	\$0
Allocated Costs	(\$221,280)	(\$286,540)	(\$286,500)	(\$286,500)	\$0
Transfer Out	\$0	\$7,617	\$0	\$13,500	\$0
<b>Total Expense</b>	<b>\$2,431,677</b>	<b>\$2,402,719</b>	<b>\$2,548,029</b>	<b>\$2,394,207</b>	<b>\$2,890,137</b>

Note: New for FY 2016, Allocated account costs/expense credits in previous years are now shown as Transfer-in revenue from the respective Funds.

**COMMUNITY DEVELOPMENT**SUPPLEMENTAL BUDGET INFORMATION**Conservation Commission**

	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2015 Estimated</b>	<b>2016 Budget</b>
<b>Expense</b>					
Outside Services	\$1,727	\$2,040	\$2,550	\$2,550	\$3,500
Supplies	\$0	\$0	\$2,500	\$1,500	\$1,500
<b>Total Expense</b>	<b>\$1,727</b>	<b>\$2,040</b>	<b>\$5,050</b>	<b>\$4,050</b>	<b>\$5,000</b>

**Forestry Program**

	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2015 Estimated</b>	<b>2016 Budget</b>
<b>Revenue</b>					
Timber Sales	\$0	\$24,513	\$14,000	\$31,840	\$8,150
Reports, Prints and Copies	\$190	\$115	\$200	\$60	\$200
Transfer In-Trust/Forest	\$24,895	\$0	\$51,000	\$0	\$54,000
<b>Total Revenue</b>	<b>\$25,085</b>	<b>\$24,628</b>	<b>\$65,200</b>	<b>\$31,900</b>	<b>\$62,350</b>
<b>Expense</b>					
Compensation	\$3,000	\$0	\$0	\$0	\$0
Outside Services	\$22,085	\$17,011	\$62,200	\$18,400	\$62,350
Transfer Out	\$0	\$7,617	\$0	\$13,500	\$0
<b>Total Expense</b>	<b>\$25,085</b>	<b>\$24,628</b>	<b>\$62,200</b>	<b>\$31,900</b>	<b>\$62,350</b>

# COMMUNITY DEVELOPMENT

<u>SERVICE INDICATORS</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Projected</u>
1. Development and Design Review Applications	68	110	109	108
2. Total Building and Zoning Permits Issued	1,883	2,085	2,100	2,150
3. Capital Projects Designed/Managed by Engineering	28	26	25	24
4. Acres of Protected Open Space	6,316	6,598	6,698	6,716
5. Acres of Harvested Forest Land	10	30	50	30

## 2016 GOALS

1. Implement City Council priority infrastructure projects including, but not limited to, the Sewall's Falls Bridge replacement, the Loudon Road "diet," and the Downtown Complete Streets project.
2. Streamline and improve the Planning Board's submission and review process.
3. Implement a new permit tracking software package.

## 2015 GOALS STATUS

1. Continue open communication with the private sector through participation in and/or initiation of public meetings/forums, committees and service organizations.  
9-Month Status: Ongoing.
2. Continue the business visitation program.  
9-Month Status: Ongoing.
3. Seek opportunities for enhanced efficiency and improved service delivery within the Department.  
9-Month Status: Ongoing.
4. Work with the Director of Redevelopment, Downtown Services and Special Projects toward acquisition of necessary at-grade railroad crossing for the North Storrs Street extension.  
9-Month Status: Community Development staff assists when requested.
5. Working with the Economic Development Advisory Committee (EDAC), provide the City Council with direction and information as to Concord's economic situation and possible strategies for improvement.  
9-Month Status: An Overall Economic Development Program (OEDP) report was presented to EDAC in February 2015; to FPAC in March 2015; and to the City Council as a whole in March 2015.
6. Implement a new Fixed Base Operator contract at Concord Municipal Airport.  
9-Month Status: Contract terms have been approved by City Council. The contract with Concord Aviation Services is awaiting signature.
7. Serve as City liaison for key development projects.  
9-Month Status: Successfully coordinated the Siena Development project on Loudon Road across from the Steeplegate Mall.
8. Coordinate and participate on the City's Utility Appeals Board.  
9-Month Status: Ongoing as needed.
9. Assist the City Manager with operational issues, projects and initiatives as needed.  
9-Month Status: Ongoing.

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**COMMUNITY DEVELOPMENT**

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10. The Building & Code Services Division received approval to purchase field devices and will record the benefits of these purchases.  
9-Month Status: Code continues to evaluate versatility of the devices.
11. The State of New Hampshire is expected to move to adopt the 2015 edition of the International Code Council Codes. The Building & Code Services Division will make amendments as needed to local ordinances to work in harmony with State Building Codes.  
9-Month Status: There were no bills proposed in this legislative session to move the State from the 2009 edition of the building codes to the 2015 edition.
12. Continue to improve the process of reviewing and approving licenses. The Building & Code Services Division will review its procedures related to restaurant inspections for areas of improvement and will review and amend the food code once the Food and Drug Administration adopts the 2009 Food Code.  
9-Month Status: No action is planned this year.
13. The Building & Code Services Division will propose amendments to the Zoning Ordinance in areas that may need clarification or in conjunction with amendments proposed by the Planning Division.  
9-Month Status: As needed.
14. Continue to prepare and review proposed amendments to the Zoning Ordinance for consideration by the Planning Board, in accordance with recommendations of the Master Plan 2030, the Concord 20/20 zoning review study, and as needed to clarify inconsistencies within the ordinance that may require frequent interpretation or may be better located within the Site Plan Regulations.  
9-Month Status: As needed.
15. Continue to look at ways to address sustainability in our land use regulations to create long-term economic, social and environmental vitality within Concord and the region, including economic diversity, resiliency to the expected impacts associated with a changing climate, efficient use of resources, reduction of waste, and prevention of pollution and environmental impacts, food security, community health, and a continued high quality of life.  
9-Month Status: The Planning Division was severely understaffed during much of the past fiscal year. Once a full complement of staff is on board and familiar with the City, it is expected that this examination will continue.
16. With consultant assistance through grant funding from the NH Community Planning grant program, continue to work with Penacook residents to establish a mixed-use village center district for downtown Penacook, with new zoning standards.  
9-Month Status: The Penacook Vision Plan was completed by City Staff and the consultant in March. Staff is now working to draft zoning amendments for Planning Board and Council review stemming from the document.
17. With consultant assistance and in coordination with the Conservation Commission, prepare a new Open Space, Trails and Outdoor Recreation Plan for consideration and adoption by the Planning Board.  
9-Month Status: Due to the understaffing of the Planning Division, this goal has been deferred to FY 2016.
18. With consultant assistance and in coordination with the Planning Board and Design Review Committee, finalize the recommendations for the new city-wide Design Guidelines.  
9-Month Status: Due to the understaffing of the Planning Division, this project is expected to be completed in FY 2016.

## COMMUNITY DEVELOPMENT

19. Within the limits of staff capacity, continue to provide support and assistance on a regular basis, and improve upon the delivery of said support and assistance, to the Planning Board, Conservation Commission, Heritage Commission, Design Review Committee, and Recreation and Parks Advisory Committee.  
9-Month Status: Ongoing.
20. Continue to assist the Legal Department in the preparation of legal records and defense strategies for actions brought against the Planning Board in State and Federal courts.  
9-Month Status: As needed.
21. Continue to assist the Conservation Commission with its land protection initiatives in accordance with the recommendations of Master Plan 2030 and with its open space management program.  
9-Month Status: Ongoing.
22. Continue to assist the Heritage Commission with its historic surveys in accordance with the recommendations of Master Plan 2030 and with its preservation program.  
9-Month Status: As needed.
23. Continue to assist the Recreation and Parks Advisory Committee with park planning and design in accordance with the recommendations of Master Plan 2030.  
9-Month Status: As needed.
24. Implement the recommendations of the LEAN process for improving development review procedures for Site Plan and Subdivision applications.  
9-Month Status: Significant staff turnover in the Planning Division has delayed the full implementation of the LEAN recommendations. It is expected that this will be improved with full staff in FY 2016.
25. Continue to provide staff support to the Transportation Policy Advisory Committee and Traffic Operations Committee, and assist with the update of the Regional Transportation Model as part of the I-93 Part B Bow-Concord Study.  
9-Month Status: Ongoing as needed.
26. Continue to assist with the planning and design efforts for the proposed Merrimack River Greenway Trail.  
9-Month Status: As needed.
27. Continue to assist City Council with their efforts to study opportunities and obstacles with respect to the redevelopment of the second and third floors within downtown Concord and Penacook.  
9-Month Status: Staff provided support to the Council's Upper Floor Redevelopment Committee.
28. Continue to assist the City Council with their efforts to review the administration and cost of impact fees for new development and redevelopment within Concord.  
9-Month Status: Staff provided support to the Council's Impact Fee Committee, which led to significant changes to the impact fee ordinance in 2014.
29. Develop and/or continue an implementation strategy for City Council's consideration of improvement options on the City's priority transportation corridor - Loudon Road (CIP #19).  
9-Month Status: The preliminary design was completed in February and is under review by NHDOT. Environmental permitting has been completed and approved by NHDOT. Informational meetings are underway with abutting property owners. Notice to proceed with final design is expected in late March. The current schedule for construction bid advertisement is late spring 2015.

## COMMUNITY DEVELOPMENT

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30. Advance and/or complete the design and/or construction of the following major transportation corridor projects in accordance with their respective program schedules: a) US Route 3 North (North State Street, Fisherville Road, Village Street from Penacook Street to the Boscawen Town Line) (CIP #35); and b) Main Street Downtown Complete Streets Improvement Project (CIP# 460).

9-Month Status:

- a) Construction of the Phase 5 project (Penacook Village area from the Boscawen Town Line to Stark Street) began in April 2014 and continued through November. A special ribbon cutting ceremony was held in mid-November celebrating the transformation of Penacook Village. Minor work is expected in early 2015 within the Phase 5 work area. Final design for Phase 6 (Stark Street to Borough Road), the last phase of the project, is underway. Project advertising is expected in late February for an April 2015 start up.
- b) Final approval for the Main Street project was granted by City Council on July 30, 2014, and construction on the first phase of the project began in September. Work was suspended on November 14th for the planned winter season shutdown. Work resumed in late March 2015 and will continue through the 2015 construction season. The 2015 work plan will focus on completing the improvements to North Main Street from Centre Street/Loudon Road to Pleasant Street.
31. Advance and/or complete the design and/or construction of the following major airport projects in accordance with their respective program schedules: a) Construction of the Parallel Taxiway to Runway 12/30 (CIP #73); b) Design the Reconstruction of Taxiway A (CIP #468); c) Design and Construct Addition to the Snow Removal Equipment Building (CIP #77); and d) Removal of Obstructions to Runway 17 and 12 Approaches (CIP #492).

9-Month Status:

- a) The new Parallel Taxiway to Runway 12/30 is complete and open for use. Minor punch list items will be completed in spring 2015. The clearing of the 3.7 acres required as project mitigation for impacts to the Karner Blue Butterfly and its habitat adjacent to Grant Street has been endorsed by the local residents. This clearing and wooden fence extension to Canterbury Road will be completed this spring. Obstructions to the Runway 12 approach identified by FAA and located between Lawrence and Quincy Streets have been surveyed and will be removed this spring.

With the exception of the work associated with CIP 492, the remaining items in this goal are recommended to be postponed due to the deteriorating financial situation of the Airport Fund.

32. Advance and/or complete the design and/or construction of the following major utility projects in accordance with their respective program schedules: a) Hopkinton Road/Saw Mill Road Water Main Cleaning and Lining Project (CIP #84); b) Water Main Cleaning and Lining of various streets including Fernald, Kearsarge, Lawrence, Mill, Ormond, Winthrop, Fifield, Hullbakers, Welch, and Elliott (CIP #84); c) Sewalls Falls Road Water Main Extension Project (in conjunction with the design of the Sewalls Falls Road Bridge Replacement) (CIP #86); d) Construction management of the relocation of the water and sewer mains associated with the new on line bridge replacement at Exit 12 (NHDOT project); e) Water Main Replacement at Walnut, Cross, and a portion of Community Drive – Design (CIP #85) and f) I-393/Horseshoe Pond Flood Mitigation Project (CIP #571).

9-Month Status:

- a) The lining of 4,500 feet of water main on Hopkinton and Sawmill Roads is complete. Staff is working to relinquish ownership of 2,500 feet of water main located on the St. Paul's School campus and turn maintenance obligations over to the school.
- b) The design of the 2016 programmed lining of various water mains between Sewalls Falls Road and the Heights has been suspended, pending approval of the FY 2016 budget. Staff is designing the main replacements on portions of Cross, Rolfe, and Mill Streets, and Rockland Road. The main replacements on these streets have taken priority to remove the bleeders currently on these mains.

## COMMUNITY DEVELOPMENT

- c) Staff has completed the design of the 16-inch water main extension from Manor Road to Monitor Drive in conjunction with the Sewalls Falls Bridge Replacement Project.
- d) Staff and a representative of McFarland-Johnson, Inc. will coordinate with the contractor on the inspection of the suspension of the new water main on the new Bridge at Exit 12. This work is scheduled for April 2015.
- e) Staff completed the field work for the design of the replacement of water mains on Walnut Street, Cross Street and Community Drive. Design is on hold pending results from the Penacook water model analysis, currently underway by our Water Engineering Consultant, and approval of the FY 2016 budget.
- f) Staff is coordinating with representatives of the NHDOT Bureau of Highway Design to review drainage alternatives recommended by the Horseshoe Pond stakeholders and ones that do not impact discharging into the pond. A summary of alternatives and cost estimates is anticipated by mid-March.
33. Advance and/or complete the design and/or construction of the following major streetscape, sidewalk, traffic operation, and targeted neighborhood improvement projects in accordance with their respective program schedules: a) Downtown pedestrian signal update; McKee Square signal controller replacement; and Bouton/North Main Signal Coordination Improvements (CIP #283).  
9-Month Status:
- a) The design plan and contract bid package for select signal hardware replacement at the Pleasant/Warren/Fruit Street intersection has been completed. Construction bids were advertised in January, and the contract awarded in March.
- b) Design of signal improvements for the North Main/Bouton/I-393 intersection was initiated by staff in the second quarter. Advertising for construction was deferred to FY 2016 so that funds were made available for interim improvements to the Pleasant/Warren/Fruit Street intersection.
- c) Traffic analysis and corridor modeling for updating Water Street traffic signal timings and coordination is underway. Updated signal timings will be implemented by staff in spring 2015.
34. Advance and/or complete the design and/or construction of the following major bridge improvement projects in accordance with their respective program schedules: a) Design/Permitting/Construction of the Sewalls Falls Road Bridge Replacement Project (CIP #22).  
9-Month Status: Final plans, specifications, and estimate were completed in February and submitted to NHDOT for final review. ROW plans and valuations were completed in early March and are under review by NHDOT. Final documentation approval is expected in late March with an early April authorization to bid. The current project schedule indicates a mid-May contract award and start of construction. Opening of the new bridge is expected in October 2016.
35. Advance and implement the following major technology improvements in accordance with their respective program schedules: a) Digital Tax Map Development Project – Phase 3 (CIP #297).  
9-Month Status: Pilot area data was delivered to the City in November 2014. Review comments were sent back to CAI in December 2014. CAI and City staff also collaboratively worked out map and data standards to ensure all future products will be using the same data layer templates and map styles. This phase is on track to be completed by the end of June 2015.
36. Develop strategies for evaluating and implementing mechanisms for a City-wide Stormwater Enterprise for funding the stormwater management program (CIP #479).  
9-Month Status: Nothing new to report.

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37. Continue to support the comprehensive citywide traffic and transportation engineering program with staff and the Transportation Policy Advisory Committee (TPAC), including review of the City's Transportation Master Plan and the Traffic Management Policy.  
9-Month Status: This is an ongoing effort. Engineering staff supports the full TPAC committee, as well as the Bike, Pedestrian and Public Transit subcommittees.
38. Continue to protect priority open space through acquisition of fee ownership or easements.  
9-Month Status: Planning staff continues to provide support for and take direction from the Conservation Commission on this matter.
39. Continue to identify, evaluate, and utilize, as practicable, innovative financing techniques to leverage acquisition of open space and conservation easements.  
9-Month Status: It is anticipated that once a full complement of Planning staff is available, this goal can be revisited.
40. Continue to monitor and provide stewardship for City-owned land and conservation easements and work with landowners to resolve identified issues.  
9-Month Status: The City is coordinating with the Central NH Regional Planning Commission to utilize interns to conduct monitoring of conservation properties this summer.
41. Continue to use the City's GIS system, together with the wetlands mapping and regional conservation data, to evaluate properties that are of interest to the Commission for land acquisition.  
9-Month Status: Ongoing as needed.
42. Continue efforts to improve trail development and maintenance.  
9-Month Status: Ongoing.
43. Continue to review proposed open space land within cluster subdivisions, and make recommendations to the Planning Board regarding the configuration of the open space areas and review the terms of the conservation easements.  
9-Month Status: A draft ordinance amendment was proposed quite some time ago. However, with dramatic staff turnover, the Planning Division has only recently been able to re-visit this matter. It is anticipated that a proposed zoning amendment will be presented to the City Council within the next six months.
44. Continue to work with the Planning Board to establish trails and trail linkages within new subdivisions.  
9-Month Status: Ongoing.
45. Continue to conduct site walks and provide comments to the Planning Board, the NH Department of Environmental Services Wetlands Bureau, and developers on projects with proposed wetlands or other environmental impacts; especially those projects that involve applications for Dredge and Fill Permits and for Conditional Use Permits for disturbance of wetland buffers.  
9-Month Status: As needed.
46. Continue to develop innovative mechanisms to expand the City's street tree planting program, with the intent of planting street trees annually in urban neighborhoods and achieving a maximum survival rate for trees planted in previous fiscal years.  
9-Month Status: The Mayor has appointed a Street Tree Committee.
47. Continue to improve the management of and public access to the City-owned conservation land.  
9-Month Status: New Planning Division staff, in coordination with the Conservation Commission and the City Forester, will continue this effort.
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## COMMUNITY DEVELOPMENT

48. Update the City of Concord's Open Space Plan.  
9-Month Status: Deferred due to staffing issues. Expected to be addressed in FY 2016.
49. Forestry Administration:
- a) Prepare monthly reports to inform the Conservation Commission and Planning Division of the status of all forestry projects and programs.  
9-Month Status: Ongoing.
  - b) Provide assistance to the Conservation Commission when conservation projects involve City Forest lots and review proposed land acquisitions for future forestry management potential.  
9-Month Status: Ongoing.
  - c) Provide written descriptions of the conservation values of proposed land acquisitions, such information to be included in the baseline documentation of newly acquired conservation land.  
9-Month Status: As needed.
50. Boundary Line Identification - The goal of the boundary lines program is to insure that all of the City Forest boundaries are well identified to limit any forestry activities to the intended parcel and to help prevent accidental trespass on the part of abutters. This includes establishing all corner bounds and maintaining the boundaries with periodic blazing and painting.
- a) Identify and blaze boundary lines in preparation of a proposed timber sale at Spear Park and the Warren Richards Community Forest, and blaze the boundary of the Whispering Heights/Broken Ground property.  
9-Month Status: The Spears Park timber sale is complete. Blazing of the Broken Ground property is still in process.
51. Trail Work - The goal of the trails program is to allow residents to enjoy the City forest land and to provide them with a safe hiking experience while limiting their impact to the environment.
- a) Continue to coordinate and perform routine maintenance of City trails and construct new trail improvements as needed.  
9-Month Status: Ongoing. The Trails Committee has discussed updating trail map signs located in kiosks this summer to reflect new trails.
  - b) Continue to update the Trails Guidebook as new trails are added to the City's trail system.  
9-Month Status: A seasonal employee has been arranged to assist with mapping new trails this summer, and updating the Trails Guidebook.
  - c) Review opportunities for improving public access to the Whispering Heights/Broken Ground property including hosting a public workshop to discuss recreational uses, trails and possible parking area locations with East Concord residents.  
9-Month Status: Coordination with the utility companies to maintain and improve access to the Broken Ground property is currently underway, including discussions regarding parking, trail access, and signage.
  - d) Work with members of the Trails Committee to identify new trail connections and seek the necessary landowner agreements or easements for the trails that cross over privately-owned land.  
9-Month Status: Trail connections have been discussed with landowners for the Rossview property trails and District Five Road trail connections.

- e) Increase public awareness of the Concord trail system.  
9-Month Status: The Trails Committee has discussed methods of increasing public awareness, including hosting guided trail walks, creating a “trail-of-the-month” spot in the local media (newspaper, City website), and giving talks on trails. A presentation to the Concord Area Senior Wellness Team has been scheduled for August.
- f) Continue to coordinate with volunteer groups to maintain and improve Concord’s trail system.  
9-Month Status: Ongoing.
52. Forest Management - The goal of forest management is to maintain a forest that will provide for a sustainable timber harvest program that, in turn, provides a dependable and continuous source of income to the forest management program, while incorporating the concerns and needs of wildlife, watershed protection, recreation and education.
- a) A timber sale is proposed at Spear Park and the Warren Richards Community Forest. A timber cruise, along with the necessary bid documents to set up the timber sale, will need to be completed.  
9-Month Status: This has been completed. The next lot proposed for a timber sale is the quarry lot.
- b) Continue to update the Forest Management Plan as new lands are added to the City’s forest inventory.  
9-Month Status: The City’s forester will be conducting an inventory on new lands this spring and updating the Forest Management Plan accordingly.
53. Wildlife Management - The goal of the wildlife management program is to ensure that critical wildlife habitats on City properties are protected and that other habitats are maintained to provide diversity and to support self-sustaining wildlife populations, especially in areas adjacent to land that has been converted to development. The program also includes the monitoring and control of invasive plants on City Forest land.
- a) Investigate the potential of having the Fire Department perform prescribed burning to enhance wildlife habitat.  
9-Month Status: Nothing to report this quarter.
- b) The Riley lot, Morono Park, Langley Parkway field and Healy Park areas need to be brush hogged to control the occurrence of invasive plant species and maintain the open field areas.  
9-Month Status: This will be investigated once the snow clears and performed on an as needed basis.
54. Assist with the preparation of the City’s Open Space, Trails and Outdoor Recreation Plan.  
9-Month Status: New Planning Division staff anticipates initiating this project in the fall of 2016. Staff is currently developing strategies for project management, as well as goals for the process.