

2017 OPERATING BUDGET

GENERAL GOVERNMENT

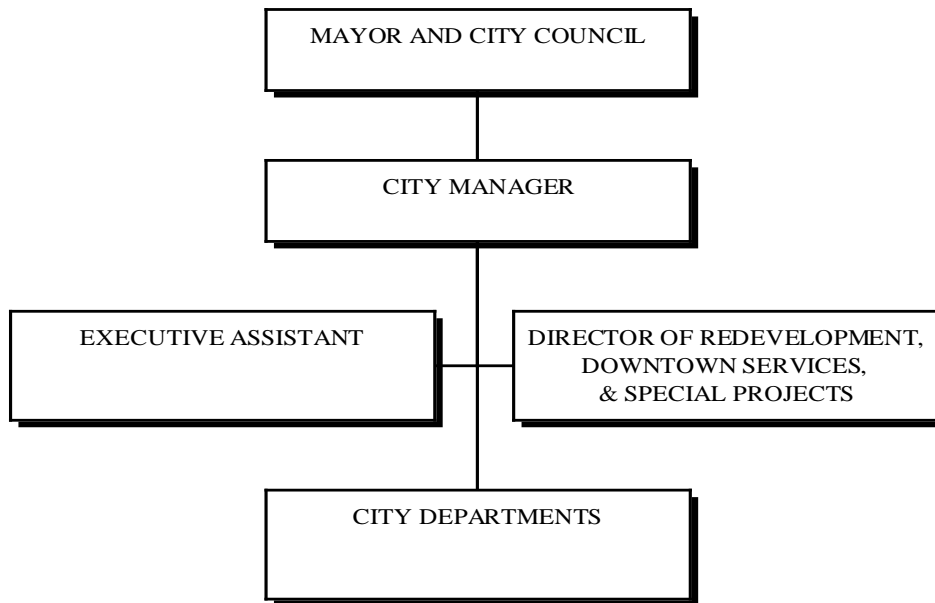
	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
City Manager	\$0	\$14,093	\$90,000	\$90,000	\$0
Legal	\$88,095	\$93,140	\$82,634	\$85,109	\$86,940
Assessing	\$885,451	\$735,526	\$752,315	\$768,874	\$703,179
Human Resources	\$101,664	\$103,119	\$130,000	\$130,030	\$35,000
Finance	\$40,271,247	\$45,208,389	\$47,107,621	\$46,728,784	\$47,715,719
City Clerk	\$108,523	\$98,473	\$79,300	\$81,590	\$81,800
General Overhead	\$4,600,799	\$4,458,199	\$4,626,324	\$5,080,185	\$4,229,849
Total Revenue	\$46,055,779	\$50,710,939	\$52,868,194	\$52,964,572	\$52,852,487
Expense					
City Manager	\$533,103	\$545,408	\$648,048	\$643,562	\$567,276
Legal	\$1,064,932	\$1,109,928	\$1,178,124	\$1,165,019	\$1,206,448
Assessing	\$626,959	\$699,209	\$645,224	\$660,521	\$638,027
Human Resources	\$389,139	\$397,024	\$494,114	\$488,815	\$507,397
Finance	\$1,848,063	\$1,931,997	\$2,081,219	\$2,112,172	\$2,150,641
Information Technology	\$617,025	\$633,284	\$842,093	\$801,450	\$914,308
City Council	\$26,443	\$26,003	\$42,904	\$41,440	\$42,664
City Clerk	\$329,796	\$356,948	\$431,687	\$425,705	\$445,337
General Overhead	\$9,483,343	\$10,548,050	\$11,366,162	\$10,885,472	\$10,280,489
Total Expense	\$14,918,802	\$16,247,851	\$17,729,575	\$17,224,156	\$16,752,587

CITY MANAGER

MISSION

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

CITY MANAGER ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

1. Build relationships with stakeholders.
2. Oversee all day-to-day City operations.
3. Ensure financial stability and foster sound financial management practices.
4. Facilitate strategic planning for future growth and development, as well as for operational efficiency.
5. Maintain the City's overall commitment to providing high quality services to the Concord community.
6. Oversee Community Development Block Grant (CDBG) funds for housing and economic development projects.

2017 OPERATING BUDGET

CITY MANAGER

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Miscellaneous	\$0	\$1	\$0	\$0	\$0
Transfer In-Trust/Capital Reserve	\$0	\$14,092	\$15,000	\$15,000	\$0
Transfer In-Trust/Economic Dev	\$0	\$0	\$75,000	\$75,000	\$0
Total Revenue	\$0	\$14,093	\$90,000	\$90,000	\$0
Expense					
Compensation	\$321,973	\$335,865	\$337,263	\$353,420	\$355,487
Fringe Benefits	\$132,437	\$131,183	\$137,185	\$135,220	\$129,809
Outside Services	\$73,219	\$71,624	\$90,710	\$72,542	\$75,620
Supplies	\$2,965	\$3,865	\$4,860	\$4,350	\$3,200
Insurance	\$2,510	\$2,870	\$3,030	\$3,030	\$3,160
Capital Outlay	\$0	\$0	\$75,000	\$75,000	\$0
Total Expense	\$533,103	\$545,408	\$648,048	\$643,562	\$567,276

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. CDBG Grant Applications	3	1	1	1
2. CDBG Grant Awards	3	1	1	1
3. Amount of CDBG Funding Requested	\$655,000	\$345,000	\$200,000	\$500,000
4. Amount of CDBG Funding Awarded	\$545,000	\$345,000*	\$200,000	\$500,000

*Project was subsequently cancelled by Independent Living Concord and the grant was returned.

2017 GOALS

1. Maintain or improve the City's financial position and bond ratings while managing a balanced budget.
2. Complete priority infrastructure projects including, but not limited to: the Sewall's Falls Bridge, the Downtown Complete Streets Project, the Horseshoe Pond Watershed Study, and the Exit 16 Roundabout.
3. Work with Community Development to implement new economic development initiatives.
4. Begin implementation of a new financial Enterprise Resource Planning system for the organization, if funded by City Council.
5. Enhance public information accessibility, increase marketing outreach and improve communications abilities throughout the organization.
6. Working with Fire Department staff, fully implement the planned reorganization, if approved by City Council.
7. Undertake the implementation of the Heights Community Center plan.
8. Implement the Strategic Parking Plan as approved by City Council.
9. Apply for the maximum funding possible for housing and economic development related projects under the Community Development Block Grant (CDBG) Program as administered by the NH Community Development Finance Authority.

CITY MANAGER

2016 GOALS STATUS

1. Maintain or improve the City's financial position and bond ratings.
9-Month Status: S&P has reaffirmed the AA+ rating with a stable outlook for the January 2016 bond sale and the SP-1+ rating for the bond anticipation note. The rating report cited the City's strong management conditions with strong budgetary performance and very strong budget flexibility and liquidity, supported by a strong local economy.

2. Advance the construction of the following major transportation projects in accordance with their respective program schedules: a) US Route 3 North (CIP #35); b) Main Street Downtown Complete Streets Improvement Project (CIP #460); and c) Sewalls Falls Road Bridge Replacement Project (CIP #22).
9-Month Status: The Sewall's Falls Bridge project is progressing on schedule. Construction is expected to be complete in the fall of 2016. The Loudon Road lane conversion has been delayed pending analysis of alternatives with the NH Department of Transportation. The North Main Street phase of the Downtown Complete Streets Project was successful and has generated significant interest from new merchants, developers and visitors. The South Main Street phase began on March 28th, and is expected to conclude in November.

3. Advance the design and construction of the Exit 16/Mountain Road/Shawmut Street Roundabout Project (CIP #24).
9-Month Status: The Community Development Department Engineering Services Division hosted a well-received public information meeting on March 24, 2016. The purpose of the meeting was to present the latest roundabout design features, as well as to get feedback from residents and City officials and outline a tentative construction schedule for the 2016 season.

4. Take a leadership role in the design and fundraising efforts for a new multi-generational community center located at the former Dame School.
9-Month Status: On February 8, 2016, the City Administration presented three new concepts for a new City-wide multi-generational community center at the site of the former Dame School, together with a recommendation that the City pursue Option 1A. Concepts included floor plans with financial pro formas and conceptual exterior renderings. On March 14, 2016, City Administration submitted a comprehensive staff report detailing the three project options, as well as additional information about other potential amenities requested by the City Council. A public hearing on a \$6.55 million appropriation resolution was set for April 11, 2016.

5. Complete a comprehensive strategic plan for the City parking system.
9-Month Status: As of March 31, 2016, the draft Strategic Parking Plan was completed and a comprehensive 10 year financial pro forma had been prepared by City staff. A report outlining the draft recommendations, together with a financial pro forma modeling the fiscal impacts of recommendations, were reviewed by the City Manager. The City Manager completed his review and as of March 31, 2016, a final staff report was being prepared, with the goal of presenting the findings of the plan to the Parking Committee in April. It is the City Administration's hope that the final report, together with financial pro forma, will be adopted by the City Council in early FY2017.

6. Implement an enhanced neighborhood street paving program.
9-Month Status: The paving project bids opened on February 26th, and the low bidder, Continental Paving, was within budget. Work started on March 28th and is expected to be completed in November 2016.

CITY MANAGER

7. Implement a new building permit tracking system to improve customer service and increase economic development.
9-Month Status: A Request for Proposals was issued in 2015 and the successful proposer was GovQA. The City entered into a contract with GovQA and began migrating data from the City's legacy Permit Tracker system to GovQA in late January 2016. Weekly conference calls have been held with the company to properly set up the new system, based on the City's development process. The City expects to go live with the new system in late FY 2016.

8. Focus on improving resources available for information technology to improve efficiency, enhance capacity and improve customer service throughout the organization.
9-Month Status: The new computers are being slowly phased in with a security focus in mind, as we are implementing encryption on all City desktops and notebooks. This, along with legacy applications being slow to upgrade compatibility with a new operating system, has restricted progress. The last switches to be installed and configured to support VOIP will be implemented during the summer of 2016. A new database server was installed in August 2016, and all databases were migrated and tested with departmental applications. The offices of the IT Department were relocated to the Green Street Community Center.

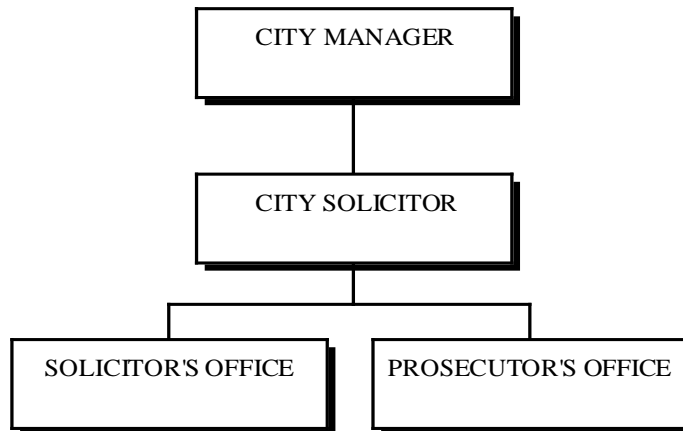
9. Apply for the maximum funding possible for housing and economic development related projects under the Community Development Block Grant (CDBG) Program as administered by the NH Community Development Finance Authority.
9-Month Status: As of March 31, 2016, the City had applied for and received a \$200,000 CDBG to support renovations to Merrimack Valley Daycare Services' North Fruit Street facility. The application was filed in July 2016 and awarded in October 2016.

LEGAL

MISSION

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

LEGAL DEPARTMENT ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

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

2017 OPERATING BUDGET

LEGAL

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Multiple Local Governments	\$62,118	\$62,118	\$64,634	\$64,634	\$65,940
Reports, Prints and Copies	\$241	\$30	\$0	\$50	\$0
Court Ordered Payments-Legal	\$5,135	\$1,862	\$3,000	\$400	\$1,000
Fines For Code Prosecution	\$20,601	\$29,130	\$15,000	\$20,000	\$20,000
Miscellaneous	\$0	\$0	\$0	\$25	\$0
Total Revenue	\$88,095	\$93,140	\$82,634	\$85,109	\$86,940
Expense					
Compensation	\$635,690	\$674,767	\$701,191	\$709,843	\$740,327
Fringe Benefits	\$257,141	\$277,990	\$302,892	\$283,630	\$289,906
Outside Services	\$163,457	\$147,186	\$164,031	\$161,536	\$165,675
Supplies	\$2,953	\$3,925	\$4,000	\$4,000	\$4,000
Insurance	\$5,690	\$6,060	\$6,010	\$6,010	\$6,540
Total Expense	\$1,064,932	\$1,109,928	\$1,178,124	\$1,165,019	\$1,206,448

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Civil Litigation Cases	*14	*21	*20	*20
2. Tax Abatement Cases	48	*28	35	30
3. Tax Lien Mortgages (Research at Registry)	609	558	550	500
4. Tax Deed Mortgages (Research at Registry)	125	90	92	100
5. Tax Title Searched for Properties to be Deeded	745	662	600	600
6. Ordinances, Reports and Resolutions	15	18	16	15
7. Negotiated Union Contracts (out of 6)	3	1	1	3
8. Licenses, Agreements and MOUs			**60	40
9. Bankruptcy Matters (Claims Filed)	12	11	14	15
10. City Department/Public Body Westlaw Legal Research			***1,022	900
11. Financial Guarantees for City Projects/Developments	****22	****37	30	30
12. Right-to-Know Requests	30	26	28	30
13. Criminal Dispositions and Hearings	18,816	21,313	21,000	18,500
14. Juvenile Dispositions and Hearings	1,305	595	706	700
15. Administrative License Suspensions	201	206	260	255
16. Concord Code Enforcement	35	15	30	50

* Includes pending cases from prior years.

** New service indicator.

*** First year reported.

**** Does not include currently active guarantees.

LEGAL

2017 GOALS

1. Organize and create a database for Legal research files.
2. Provide Right-to-Know law training to City Boards and Commissions.
3. Review and prepare recommendations for a citywide policy and fees when responding to electronic Right-to-Know requests.
4. Train the Concord Police Department and other represented police departments regarding methods for drafting and preparing criminal complaints, as well as writing reports and what is expected during courtroom testimony.
5. Provide training and assistance to the Evidence Technicians of the Concord Police Department and other represented police departments in an attempt to resolve overcrowding issues in the evidence rooms.
6. Work with Finance Department to determine the feasibility of self-insuring for property/liability and workers compensation insurances.

2016 GOALS STATUS

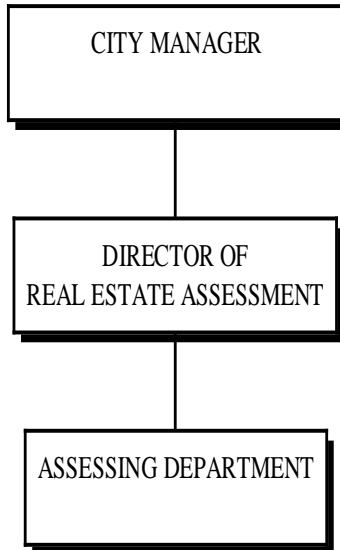
1. Conduct a City-wide update and training on New Hampshire's Right-to-Know law, as applicable, which pertains to responding to Right-to-Know Law requests and conducting public meetings.
9-Month Status: Ongoing. The Solicitor's Office has begun training of all City Departments.
2. Create a database which catalogues NH Supreme Court, Superior Court, and BTLA tax abatement cases by subject matter.
9-Month Status: The Solicitor's Office has updated its electronic filing system to allow easier access to various cases pending in the City and continues to work towards a more electronic-based filing system.
3. Continue to work with other City departments to collect past due accounts and, when necessary, file civil action.
9-Month Status: The Solicitor's Office has successfully completed this goal.
4. Train the Concord Police Department and other represented departments regarding the appropriate use of the new Domestic Violence law, RSA 631:2-b.
9-Month Status: The Prosecutor's Office has completed training of the police departments on the new domestic violence law. Training is ongoing regarding drafting legally correct complaints. In addition, the Prosecutor's Office is assisting the police departments with updating their computer systems with legally correct complaint wording and is working with officers on an individual basis to ensure they understand the elements necessary in domestic violence cases.
5. Train the Concord Police Department and other represented departments regarding the significant legal and procedural changes in New Hampshire's juvenile law.
9-Month Status: The police departments have received training on the new juvenile law and have successfully integrated its requirements into their procedures.

ASSESSING

MISSION

To discover, list, and value all property in the City of Concord and provide fair and equitable property assessments each year for all property owners.

ASSESSING DEPARTMENT ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

1. Administer the current use program; excavation and timber taxes; elderly and blind exemptions; veteran tax credits; and religious, educational, and charitable tax exemptions.
2. Conduct annual property valuation using the New Hampshire constitution and statutes governing property assessments and internationally accepted mass appraisal practices.
3. Warrant the annual tax levies to the City Tax Collector and review and make decisions for the abatement of taxes.

2017 OPERATING BUDGET

ASSESSING

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Timber Tax	\$20,516	\$29,574	\$15,000	\$15,000	\$15,000
Payment-In-Lieu of Tax	\$698,924	\$704,089	\$735,822	\$752,741	\$687,086
Excavation Activity Tax	\$39	\$804	\$200	\$290	\$200
Forest Loss Reimbursement	\$209	\$393	\$393	\$393	\$393
Miscellaneous	\$165,763	\$666	\$900	\$450	\$500
Total Revenue	\$885,451	\$735,526	\$752,315	\$768,874	\$703,179
Expense					
Compensation	\$359,629	\$383,950	\$375,257	\$360,770	\$380,170
Fringe Benefits	\$192,948	\$195,475	\$208,549	\$189,670	\$195,104
Outside Services	\$68,372	\$114,614	\$54,548	\$103,211	\$55,403
Supplies	\$2,860	\$1,740	\$3,540	\$3,540	\$3,700
Insurance	\$3,150	\$3,430	\$3,330	\$3,330	\$3,650
Total Expense	\$626,959	\$699,209	\$645,224	\$660,521	\$638,027

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Building Permits Processed	534	462	500	525
2. Building Permits Inspected	456	388	350	360
3. New Homes Added	48	28	15	20
4. New Parcels Added	18	16	20	15
5. Deed Changes Processed	378	536	600	625
6. Sales Reviews Conducted	616	643	600	620
7. Appeals: BTLA & Superior Court	48	25	20	25

2017 GOALS

1. Complete a statistical update for all property for market value as of April 1, 2016.
2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.

2016 GOALS STATUS

1. Complete a statistical update for all property for market value as of April 1, 2015.
9-Month Status: Completed.

ASSESSING

2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
9-Month Status: Cartographic Associates completed phase III of the mapping project and supplied the updated information to both the Assessing and GIS departments. The new parcel numbering has been provided to Vision Appraisal and the Assessing Department is working in conjunction with Vision to complete the upload of the new parcel numbers to the CAMA system.

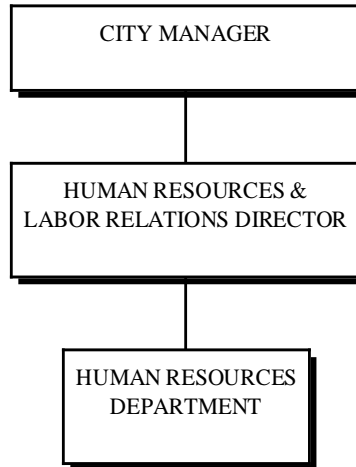
3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.
9-Month Status: A review of the property exemption application from the Brain Injury Association of NH for tax year 2015 was denied. The application requesting a charitable property tax exemption was received after the statutory deadline. Presently, two new applicants have filed for property tax exemption and will be reviewed for tax year 2016.

HUMAN RESOURCES

MISSION

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

HUMAN RESOURCES DEPARTMENT ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

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

2017 OPERATING BUDGET

HUMAN RESOURCES

BUDGET DETAIL

	2014	2015	2016	2016	2017
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Medicare D Reimbursement	\$101,664	\$103,119	\$100,000	\$100,000	\$0
Donations	\$0	\$0	\$30,000	\$30,000	\$35,000
Miscellaneous	\$0	\$0	\$0	\$30	\$0
Total Revenue	\$101,664	\$103,119	\$130,000	\$130,030	\$35,000
Expense					
Compensation	\$238,935	\$243,209	\$274,744	\$278,950	\$287,058
Fringe Benefits	\$100,505	\$99,041	\$118,679	\$117,540	\$119,281
Outside Services	\$46,375	\$49,825	\$94,121	\$85,685	\$94,998
Supplies	\$1,274	\$2,770	\$4,330	\$4,400	\$3,700
Insurance	\$2,050	\$2,180	\$2,240	\$2,240	\$2,360
Total Expense	\$389,139	\$397,024	\$494,114	\$488,815	\$507,397

Note: Beginning in FY 2016, revenue and expenses related to operation of the City's Wellness Program are reflected here. Additionally, in FY 2017 the City is no longer eligible for the Medicare D Reimbursement revenue as a result of a change in carrier for the Group D plan.

<u>SERVICE INDICATORS</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Recruitments Conducted	49	48	60	66
2. Grievances/Appeals Resolved	2	2	3	5
3. Wellflex Enrollments	450	412	431	440
4. Wellflex Completions	90	67	78	80
5. Training Programs Conducted	47	44	45	45

2017 GOALS

1. Have 90% of employees attend training related to safety or policy compliance.
2. Have 80% of supervisory staff participate in development activities.
3. Maintain employee retention rate of 97% excluding retirements and reduction in force.
4. Implement cost saving initiatives for workers compensation based on type and frequency of claims.
5. Implement a new ERP system for Human Resources to include a self service module for use by employees to make personal information updates, print paystubs, and enroll in benefits.
6. Increase utilization of online business oriented networking sites like Linked In for all job postings.

HUMAN RESOURCES

2016 GOALS STATUS

1. Track Worker’s Compensation cost per claim, as well as frequency of claims, and compare to a five-year trend. Implement cost saving initiatives based on this data.

9-Month Status:

Fiscal Year	Total Claims	Includes Lost Time	Total Incurred	Average Cost Per Claim
FY 2011	90	12	\$359,317	\$3,992
FY 2012	106	15	\$230,684	\$2,176
FY 2013	125	4	\$103,010	\$824
FY 2014	85	6	\$276,286	\$3,250
FY 2015	90	6	\$156,465	\$1,738
Total	496	43	\$969,297	\$1,954
FY2016	68	9	\$461,487	\$6,787

Cost saving measures which have been implemented include:

- The Department submitted a Prime Program Annual Self-Assessment to ensure recertification of Prime Designation. The City receives a 2.5% discount on both Workers’ Compensation and Property and Liability contributions/premiums based on maintaining Prime status. This equates to a \$13,000 discount on Workers’ Compensation and an overall \$30,000 discount on all lines.
- The Department actively promoted, collected, and provided required employer data to the NH Secondary Injury Fund. This fund provides reimbursement benefits for claims that cost over \$10,000.
- The Department promoted medical alternatives to the emergency room for non-emergency injuries.
- The Department continued its work with the Joint Loss Management Committee to reduce injuries through safety initiatives.
- Through close tracking of currently open workers’ compensation claims, and strong support of the City’s temporary alternate duty program, the estimated cost per claim for FY 2016 will likely decrease.

2. Implement an onboarding program that requires Department contact with new hires at the three month, six month, and nine month marks.

9-Month Status: The Department’s three month follow up included a survey to gauge level of job satisfaction at that point in time. The six and nine month follow-up consisted of one-on-one conversations with the Human Resources Director. Information gathered from these sources was used to update the Department’s orientation program, as well as the process that each department uses for onboarding. The Department has met with various departments that do the bulk of hiring (General Services, Parks and Recreation, Library, and Police) to gain ideas for successful onboarding of candidates.

3. Increase our goal to 78% participation in at least one unit of the Wellness Program. Benchmark and strive to increase the number of participants who participate in City-offered education sessions and screenings.

9-Month Status: City employees and spouses are actively engaged in the program.

HUMAN RESOURCES

These percentages represent employee participation only:

- 71% of eligible employees have pledged to participate by signing a registration form (down 4% from last year at this time).
- 40% of employees have attended a Beneflex Education session.
- 48% of employees have participated in a screening (up 19% from last year at this).
- 38% of employees have attended a Wellness Education program (up 3% from last year).
- 23% of employees have completed the 3-month exercise requirement (up 2% from last year).

These numbers represent all eligible employees and their city-insured spouses:

- 185 participants attended a Wellness Education program.
- 238 participants obtained a screening offered by the program.
- 249 participants have completed this year's major component – an online Health Questionnaire.
- 124 participants have completed the 3-month exercise requirement.

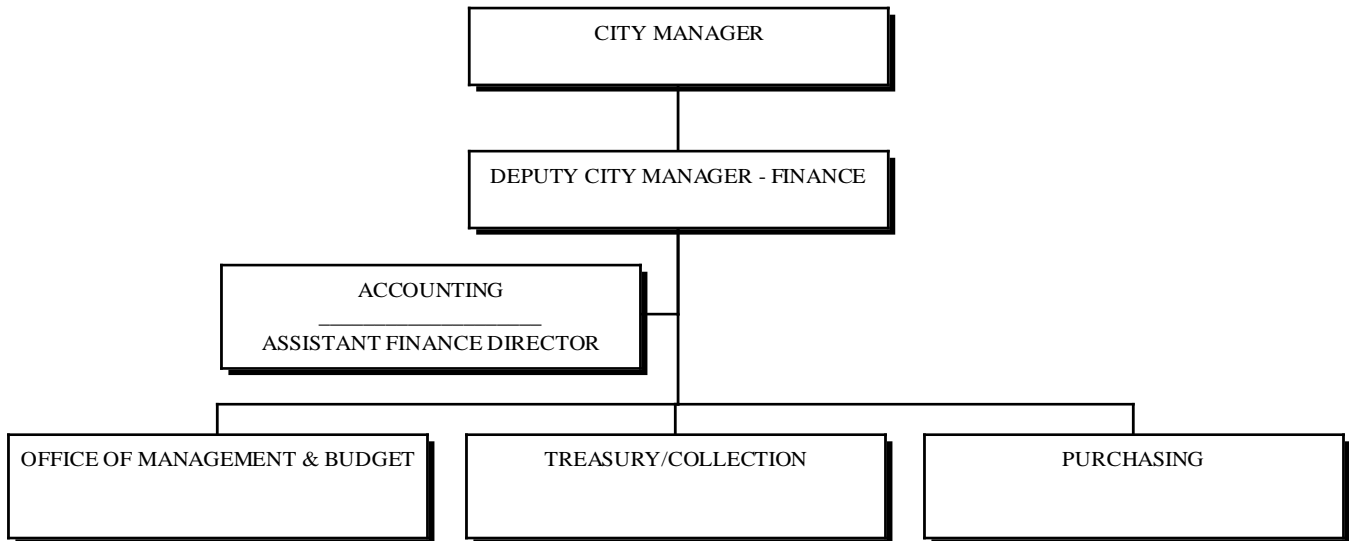
4. Implement the New World Systems e-suite module for Human Resources, which can be utilized by employees to make personal information updates, print paystubs, and enroll in benefits.
9-Month Status: New World Systems determined it was not cost effective to develop the cafeteria module to integrate with e-suite. As a result, the e-suite module would not have allowed employees to enroll in benefits, check on medical enrollments, and other information that was initially marketed as part of the software package. As a result, the City discontinued testing and made a decision to not implement the module.
5. Identify and report to the City Manager on key Human Resources Strategic Initiatives.
9-Month Status: Ongoing. Key strategic initiatives include completion of the Primex Prime Program; the City's application for the FY 2016 Retiree Drug Subsidy; the increased use of social media to attract talent to the City workforce; and premium holidays for Workers Compensation and Property Liability insurance; to name just a few.

FINANCE

MISSION

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

FINANCE DEPARTMENT ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

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

2017 OPERATING BUDGET

FINANCE

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Property Taxes-2014	\$30,943,887	\$0	\$0	\$0	\$0
Property Taxes-2015	\$0	\$34,767,887	\$0	\$0	\$0
Property Taxes-2016 on	\$0	\$0	\$36,394,497	\$36,625,000	\$37,493,038
Railroad Tax	\$2,416	\$1,609	\$1,286	\$2,000	\$2,000
Motor Vehicle Registrations	\$5,662,857	\$6,123,498	\$5,957,500	\$6,248,970	\$6,275,000
Interest Costs and Penalties	\$544,524	\$614,213	\$453,244	\$500,515	\$425,000
Rooms and Meals Tax	\$1,896,673	\$2,053,492	\$2,042,723	\$2,042,723	\$2,202,800
Highway Block Grant	\$752,607	\$764,379	\$843,681	\$843,681	\$843,681
Share of Debt Service	\$38,728	\$36,499	\$0	\$0	\$0
MV State Agent Admin	\$120,561	\$122,667	\$118,000	\$120,990	\$120,000
MV Transportation Admin	\$19,126	\$19,401	\$19,000	\$19,250	\$19,000
MV Transportation Surcharge	\$172,134	\$174,605	\$172,000	\$172,780	\$172,000
MV Waste Disposal	\$19,377	\$19,662	\$19,000	\$19,225	\$19,000
Investment Income	\$22,835	\$56,135	\$68,690	\$66,190	\$111,200
Finance Charges	(\$448)	\$1,296	\$2,500	\$2,500	\$2,500
Sale of Surplus Property	\$36,978	\$92,888	\$30,000	\$39,250	\$30,000
Miscellaneous	\$1,412	\$346,959	\$500	\$5,710	\$500
Advertising Revenue	\$25,080	\$13,200	\$5,000	\$0	\$0
Budgetary Use of Fund Balance	\$0	\$0	\$960,000	\$0	\$0
Transfer In-Trust/Capital Reserve	\$12,500	\$0	\$20,000	\$20,000	\$0
Total Revenue	\$40,271,247	\$45,208,389	\$47,107,621	\$46,728,784	\$47,715,719
Expense					
Compensation	\$1,125,770	\$1,193,169	\$1,247,284	\$1,256,640	\$1,291,940
Fringe Benefits	\$449,682	\$482,711	\$530,204	\$542,430	\$564,551
Outside Services	\$211,180	\$211,593	\$227,648	\$238,722	\$235,577
Supplies	\$51,615	\$33,893	\$45,293	\$43,590	\$46,983
Insurance	\$9,810	\$10,630	\$10,790	\$10,790	\$11,590
Capital Outlay	\$0	\$0	\$20,000	\$20,000	\$0
Miscellaneous	\$5	\$0	\$0	\$0	\$0
Total Expense	\$1,848,063	\$1,931,997	\$2,081,219	\$2,112,172	\$2,150,641

2017 OPERATING BUDGET

FINANCE

<u>SERVICE INDICATORS</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Estimated</u>	<u>2017 Projected</u>
1. Collection Rate as a % of Current Levy	97.4%	98.5%	98.5%	98.5%
2. Total Number of Motor Vehicle Registrations	43,569	44,680	45,000	45,200
3. Bond Rating – Moody’s/S&P	Aa1/AA+	Aa1/AA+	Aa1/AA+	Aa1/AA+
4. Number of Purchasing Transactions	7,523	7,409	7,500	7,600
5. Dollar Value of All Purchasing Transactions	\$37,456,699	\$41,711,105	\$42,000,000	\$42,500,000
6. Direct Deposit Participation Rate	79%	82%	85%	85%

2017 GOALS

1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
2. Continue to maintain or improve the City’s current bond ratings.
3. Apply for and achieve the GFOA Budget award.
4. Provide data and analysis that will help make informed decisions in the preparation of a balanced budget.
5. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.
6. Develop and implement a closeout process for the City’s Grants and Donations Fund.
7. Evaluate, select and begin implementation of new financial Enterprise Resource Planning (ERP) software, pending funding approval by City Council.
8. Work with the Legal Department to determine the feasibility of self-insuring for property/liability and workers compensation insurances.

2016 GOALS STATUS

1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
9-Month Status: The collection rate for the year ending June 30, 2015 was 98.7%. The collection rate for the year ending June 30, 2016 is anticipated to be 98% or greater.
2. Continue to maintain or improve the City’s current bond ratings.
9-Month Status: S&P has reaffirmed the AA+ rating with a stable outlook for the January 2016 bond sale and the SP-1+ rating for the bond anticipation note. The rating report cited the City’s strong management conditions with strong budgetary performance and very strong budget flexibility and liquidity, supported by a strong local economy.
3. Apply for and achieve the Government Finance Officers Association (GFOA) Budget award.
9-Month Status: The application for the award was prepared during the first quarter of FY 2016. The GFOA conducted a peer review of the City’s FY 2016 budget during the second quarter. The City was awarded the Distinguish Budget Presentation Award from GFOA in December 2015. A report to City Council was provided in January 2016.

FINANCE

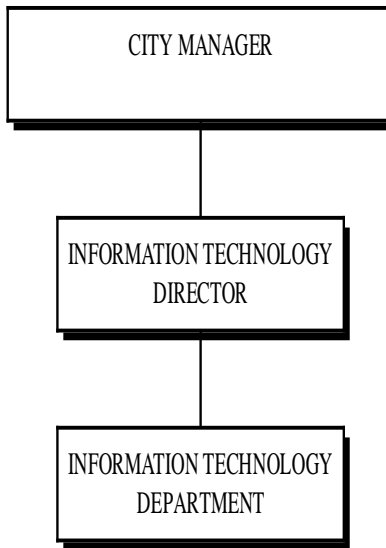
4. Develop and prototype improved financial pro formas for all funds.
9-Month Status: A prototype was developed and tested in the first and second quarters of FY 2016. The model is being used to prepare all the current fiscal year pro formas. The most significant improvement is the automatic updating of the current fiscal year's estimates and the next fiscal year's request amounts. This was a time consuming effort to ensure that the changes made to the next fiscal year's request were accurately reflected in the financial pro forma for the fund being reviewed.
5. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.
9-Month Status: The Purchasing Division continues to actively pursue cooperative purchasing opportunities with other NH municipalities, the State of NH, and several purchasing consortiums. Specifically, in cooperation with the Cities of Dover, Laconia, Keene, Rochester and Somersworth, the Division issued a competitive solicitation and entered into a contract with Morton Salt, Inc. for road salt for the 2015-2016 winter season. The Division is currently discussing the award of a contract for janitorial supplies to W.B. Mason with the State of NH. The Division continues to contract for most of the City's water and wastewater chemicals through its membership in the New England/ Merrimack Valley Chemical Consortium.
6. Develop internal monthly financial statements for all Capital Project and Special Revenue Funds.
9-Month Status: The City's current ERP system does not provide budgetary performance reporting in the Project Accounting module, where Capital Project and Special Revenue Fund transactions are recorded, that is consistent with the format available for the City's operating funds. Work has begun on developing a monthly report using Business Analytics with an anticipated completion date of June 30, 2016.
7. Work with the IT Department to research and coordinate departmental reviews of time management recording software, with a goal of building a comprehensive and standardized time keeping system for the City which will integrate with our ERP system.
9-Month Status: With the City's issuance of a Request for Proposals (RFP) for an ERP software solution, and work underway to issue an RFP for new ERP software and implementation services, a decision was made to not move forward on a search for time management software that would work with the City's current ERP system. The hope is that the new ERP system will have built-in time and attendance capabilities that will meet the City's needs.

INFORMATION TECHNOLOGY

MISSION

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

INFORMATION TECHNOLOGY DEPARTMENT ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

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

2017 OPERATING BUDGET

INFORMATION TECHNOLOGY

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Expense					
Compensation	\$420,649	\$437,674	\$472,289	\$451,980	\$517,549
Fringe Benefits	\$191,079	\$190,335	\$219,974	\$204,240	\$238,649
Outside Services	\$357	\$226	\$144,300	\$139,400	\$152,080
Supplies	\$1,500	\$1,370	\$1,500	\$1,800	\$1,800
Insurance	\$3,440	\$3,680	\$4,030	\$4,030	\$4,230
Total Expense	\$617,025	\$633,284	\$842,093	\$801,450	\$914,308

Note: Beginning in FY 2016, Outside Services reflects the full cost of Information Technology maintenance charges. Previously, this line was reduced for costs charged out to departments.

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Number of support calls	4,000	3,800	3,600	4,100
2. Network availability - estimated percentage	99.2%	99.0%	99.6%	99.4%
3. Average website visitors per month	8,200	21,000	23,000	26,000
4. Number of employee systems supported	451	458	478	472
5. Average age of hardware systems	2.20	3.40	4.40	2.10

2017 GOALS

1. Support the planning, acquisition, and implementation of a replacement Enterprise Resource Planning (ERP) system.
2. Replace legacy infrastructure data storage with new Storage Area Network for hosting Virtual Server environment.
3. Replace Fire Apparatus mobile units.
4. Upgrade 90% of City desktop phones to Voice Over Internet Protocol (VOIP) technology.
5. Replace end of life Internet firewall with current technology.

2016 GOALS STATUS

1. Support the implementation of a time and attendance system and integration with the City's payroll system.
9-Month Status: Delayed. The time and attendance system has been postponed until the implementation of a new ERP system.
2. Replace 225 computers with new hardware and updated operating systems.
9-Month Status: 20% completed. The new computers are being slowly phased in with a security focus in mind, as we are implementing encryption on all City desktops and notebooks. This, along with legacy applications being slow to upgrade compatibility with a new operating system, has restricted progress.

INFORMATION TECHNOLOGY

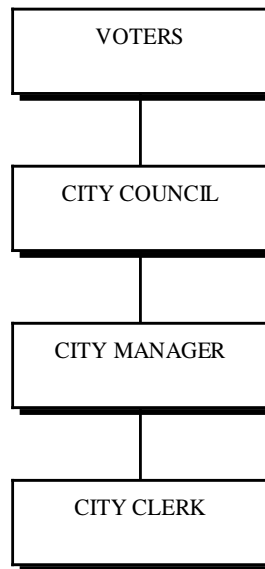
3. Upgrade City networking to include Voice Over IP technology to prepare for replacement phone system.
9-Month Status: 80% completed. The last switches to be installed and configured to support VOIP will be implemented during the summer of 2016.
4. Improve response times and handle increased support calls due to new operating systems and hardware.
9-Month Status: Due to the delay in new operating system compatibility, and the delay of computer replacements, support calls have remained at current levels.
5. Replace and migrate main database server to current hardware standards and software levels. Main City databases will need to be migrated including Collections' Munismart software, fleet management, Fire information system, GIS mapping, as well as antivirus system logs and virtualization control databases. The six year old database server is scheduled for replacement by winter 2015/2016.
9-Month Status: Completed. A new database server was installed in August 2016, and all databases were migrated and tested with departmental applications.

CITY COUNCIL

MISSION

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

CITY COUNCIL ORGANIZATIONAL CHART



2016 OPERATING BUDGET

CITY COUNCIL

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Expense					
Compensation	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Fringe Benefits	\$1,235	\$1,233	\$1,254	\$1,240	\$1,254
Outside Services	\$5,115	\$5,216	\$24,000	\$22,850	\$24,000
Supplies	\$3,963	\$3,403	\$1,500	\$1,200	\$1,250
Insurance	\$130	\$150	\$150	\$150	\$160
Total Expense	\$26,443	\$26,003	\$42,904	\$41,440	\$42,664

CY 2016-2017 PRIORITIES

Members of City Council met on January 25, 2016 to discuss and set priorities for the remainder of CY 2016, as well as CY 2017. The following items are the top priorities that members of Council chose for 2016-2017. Responsible Fiscal Management is the guiding principal pertaining to all priorities listed below.

1. Balanced Budget Issues: FY 2017 and FY 2018
 - Collective Bargaining/Contract Negotiations
 - Health Insurance Costs
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Information, Marketing and Communications
4. Public Safety Work & Continued Support of Social Safety Network
5. Parking Master Plan/Implementation Measures
6. Foster/Enhance Dialogue with Legislative Delegation
7. Enhanced Community Event Opportunities

CY 2016-2017 PROJECTS

1. Main Street Complete Streets Project
2. Citywide Multi-Generational Community Center
3. Sustainability: Municipal Facilities, Recreation Assets, Northern Pass
4. Opportunity Corridor Economic Development Initiatives
 - South Main Street
 - Penacook Village
 - Downtown 2nd & 3rd Floor Redevelopment
 - North Central Corridor / Storrs Street Connection & South End Rail Yard

ONGOING INITIATIVES

1. Sewalls Falls Bridge
2. Major Transportation Corridor Improvements – Loudon Road
3. Create and Expand Partnerships (particularly in regards to Recreation and Economic Development opportunities)
4. Creative Economy Work
5. Continue Expanded Neighborhood Street Improvement Program

CITY COUNCIL

CY 2016-1017 GOALS STATUS

GOAL 1. BALANCED BUDGET ISSUES: FY 2017 AND FY 2018

- a) Collective Bargaining/Contract Negotiations: The City's negotiating team has reached a tentative agreement with the Concord Police Supervisors Association (CPSA) which provides for 2.5% cost of living adjustments in the next three years. The parties also agreed to re-opener language in the event medical plans need to be modified to avoid the Excise Tax (Cadillac Tax) on medical plans. The City will be negotiating contracts in 2016 with AFSCME, CPPA, and UAW.
- b) Health Insurance Costs: This year, the Health Benefits Review Team sent out a Request for Proposals for medical insurance. Six vendors responded. The incumbent, Harvard Pilgrim, had given the City a not-to-exceed rate increase of 14% in December 2015. After a lengthy review process of the proposals received, the City negotiated with Harvard Pilgrim to offer the same plans to active employees with a 6.9% increase. This brings our five year average for premium increases with Harvard Pilgrim to 4.6%, as this five year period includes two years with no increases.

As of July 1, 2016, all City employees will be paying 10% of their medical and dental plan premiums. This cost sharing was implemented as a way to control the cost of health care. Compared to the previous health insurance points structure provided by the City, these changes will reduce the overall health insurance costs and share part of the responsibility with employees.

The City is moving retirees over the age of 65 to a new Medicare Enhanced plan that does not cover prescriptions and is one third of the cost. The City will be adding a supplemental drug plan through Aetna that is a Part D Medicare plan. This will reduce the monthly premium from \$477 to \$318 per month, representing a 33% decrease in cost for a substantially similar plan.

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

On April 11, 2016, the City Council approved a resolution which expanded the RSA 79-E Program to make historic buildings not located within the two established RSA 79-E Districts in downtown and Penacook Village potentially eligible to participate in the program.

Over the last several months, the Community Development Department put forth two significant changes to the Zoning Ordinance to facilitate the development and redevelopment of property. The first, approved by Council, eliminated the 60% open space requirement for minor subdivisions, addressing what was considered a particularly onerous regulation for property owners in Concord. The second change is scheduled for a public hearing in May and will alter the base thresholds that trigger minor site plan review. Currently, property owners or would-be tenants must submit a full site plan in limited instances where a new use is permitted but no change to the site is actually proposed. If adopted by Council, such conversions, which have virtually no impact on the surrounding neighborhood, will no longer require the expense and time of site plan submittal making it easier for business growth.

GOAL 3. PUBLIC INFORMATION, MARKETING AND COMMUNICATIONS

The City is working effectively towards increasing public awareness through branding, marketing and communications.

City Administration: A "Communications Collaborative" has been created, which consists of public information specialists from Parks & Recreation, the Library, Police, Fire, General Services, and the City Manager's office. The "Collaborative" will meet regularly to discuss initiatives and ideas for increasing/improving communications.

CITY COUNCIL

Fire Department: The Fire Department maintains an active presence in print, electronic and social media. WKXL hosts a weekly segment to provide an update on Fire Department activities and safety messages. Recent topics have included fire safety and fall prevention, drug abuse, and major incidents. The Department's Facebook page has 3,024 friends, and its Twitter account has 754 followers.

General Services Department: The General Services Department continues to increase communications with the community. The Department disseminates public information via website updates, print media, press releases, the City Manager's newsletter, its monthly General Gazette newsletter, and bill stuffers. Social media is used to improve community engagement, continue branding, and encourage public awareness of services.

During the first quarter of calendar year 2016, the General Services Department promoted curbside Christmas Tree collection, the 2016 Solid Waste Brochure, water main break updates, employee spotlights, water quality, Everett Arena events, spring road load limits, and EPA Watersense's "Fix a Leak" Week. A YouTube video, "How to Detect a Toilet Leak," was created in conjunction with free toilet dye test kits for Fix a Leak Week to encourage water consumers to find toilet leaks to save water and, potentially, money on their utility bills. Through March 2016, the Department has 666 Facebook likes, 316 Twitter followers, 24 Google+ followers, and 38 subscribers to its YouTube channel. Approximately 50 press releases have been issued to the local media.

Human Resources Department: In an effort to improve outreach activities as they pertain to position vacancies within the City, the Human Resources Department utilizes online cloud-based recruitment software for applications. An applicant can be made aware of other City job opportunities by completing a job interest card. Job interest cards are sent out to those who have completed a profile and have let the Department know what types of work they are looking for. This has served to reduce phone calls within the Department, while saving the job seeker time in having to check back to our website. It has also saved in recruitment advertising costs. Job vacancies are a hotlink on the home page of the City's website. The Department also advertises vacant positions on Facebook.

Concord Public Library: The Library makes good use of social media to post information about upcoming programs and library services. A YouTube channel was created for the posting of videos about Library programs and a Facebook page is also maintained. The Library recently launched a Twitter account to market to a new demographic of patrons. The Library also makes good use of the News Flash feature on the City website.

Parks & Recreation Department: The Parks & Recreation Department creates four seasonal brochures each year, which are delivered to all elementary school children in the city. These brochures highlight all Department programs and events for a 3-4 month span. The content of the brochures is also posted on the Parks & Recreation website. In addition, the Department maintains a very active Facebook page, with over 2,000 "likes". The Department also creates a monthly newsletter for the website, weekly news releases for local media, a monthly TV show ("We Are Serious About Fun") with Concord TV, and numerous public service announcements. The Department works very closely with the Friends of the Audi to advertise events and rental opportunities.

The Parks & Recreation Department also maintains the website for the Beaver Meadow Golf Course. Staff creates and sends out weekly and monthly e-mail blasts to several thousand golfers who have signed up to belong to its online e-club. The website receives 2,500-3,500 unique web hits per month. The Department maintains a very active Facebook page for the course as well, with over 1,400 "likes". During the golf season, staff coordinates weekly newspaper and radio ads.

Police Department: The Police Department utilizes a number of social media sites, as well as the City website to present information regarding the Department to the public and to keep the public informed of events occurring within the City. The Department's website includes many pages of valuable information, including guidance on how to obtain reports and other services that the Department provides. The site also provides notification of upcoming hiring processes, drug take-back days, citizen police academies, and other events. In addition, all Police Department press releases are placed on the website.

CITY COUNCIL

The Police Department's Twitter page has approximately 1,400 followers, and its Facebook page has approximately 1,700 friends. Both of these venues are used to disseminate information regarding Department and/or City events, and provide emergency information as necessary.

The Police Department administers the Concord Regional Crimeline, which allows individuals to anonymously provide tips regarding ongoing investigations in Concord and surrounding towns. Tips can be submitted by phone, online, or by text message. During 2015, 399 tips were received through Crimeline leading to the arrest of 32 individuals and the ability to close out numerous cases.

The Police Chief participates in a weekly radio show on WKXL, where different topics are addressed based upon events occurring in the city, state and, on occasion, the nation.

Another initiative of the Police Department is "Coffee with a Cop." This program is designed to promote interaction between the community and the Department by sharing coffee and fostering discussion in a relaxed atmosphere. Since its inception, the Department has held six "Coffee with a Cop" events at different locations throughout the city. The most recent event was held on March 16, 2016, at White Mountain Coffee on Pleasant Street. All of these events have been well received by the public and business owners.

During the 2015-2016 school year, the Police Department took part in two new programs focused on the schools: "Lunch with a Cop" and "Police Readers". "Lunch with a Cop" features police officers joining students throughout the city during lunch time to field questions and leave a positive impression with the students. The "Police Readers" program has police officers go into K-2nd grade classrooms and read books to the students. The Department participated in both programs in the early months of 2016 and plans to do a few more sessions before school lets out in June.

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

GOAL 4. PUBLIC SAFETY WORK AND CONTINUED SUPPORT OF SOCIAL SAFETY NETWORK

The Police Department takes an aggressive stance in combatting the opioid crisis facing the City. In January of 2016, the Department assigned an additional investigator to the Drug Enforcement Unit in order to augment the Unit's efforts in conducting undercover drug investigations and to assist in collecting and disseminating drug intelligence. The Department has worked closely with other stakeholders on this matter to include other police agencies, service providers, and other branches of the criminal justice system. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the City. During the first three months of calendar year 2016, the Department made 100 arrests of individuals for illegal drug related charges. This is a 61% increase over the same period last year.

The Police Department also continues with initiatives put in place to best address community safety concerns. The highly successful Problem Oriented Policing (POP) Unit is a tool the department utilizes to address issues which can be best resolved with a concentrated pro-active approach, which is not always possible through the Patrol Division. The POP Unit is able to address public safety issues through enforcement and by coordinating with other City and community resources. The POP Unit has been very successful in addressing issues with the homeless population, panhandling, nuisance properties, and many other quality of life issues within the city.

CITY COUNCIL

In an attempt to strengthen its partnership with the refugee/New American community, the Police Department has held several Q&A type meetings with this population to address any questions or concerns they may have relating to the community, local and state laws, and the Police Department. The Department has its next scheduled Q&A meeting with the refugee community in mid-April. With the assistance of the NH Department of Motor Vehicles, the Police Department has implemented a driver training course to assist those having difficulty obtaining a driver's license due to language and cultural obstacles. This remains a work in progress.

The Fire Department actively participates in collaborative efforts with Concord Hospital, Riverbend Community Mental Health, and the Concord Regional Visiting Nurses Association for effective patient care, particularly for patients suffering from mental health conditions. The Department works with a broad range of agencies to assure that persons who access emergency services receive appropriate follow-up and support from agencies that assist aging persons and persons with disabilities. The Department was a participant in the recent NH Falls Prevention Task Force data meeting, reporting that falls were the leading cause for emergency medical dispatches and providing information on the increase of falls in the last calendar year.

GOAL 5. PARKING MASTER PLAN / IMPLEMENTATION MEASURES

Draft recommendations and a pro forma modeling the financial implications of the recommendations were presented to the City Manager for review, which was completed on March 24, 2016. The staff report is now being finalized for presentation to the Parking Committee in May.

GOAL 6. FOSTER/ENHANCE DIALOGUE WITH LEGISLATIVE DELEGATION

In coordination with Merrimack County, the City provided support regarding a proposal to construct a new County Courthouse, adjacent to the existing courthouse, instead of on the Heights. Support included testifying at numerous State Legislative Committee hearings and background work associated with those hearings.

In coordination with the Greater Concord Chamber of Commerce, the City provided support regarding a proposal to open the State House to the public on weekends to promote tourism in downtown Concord.

GOAL 7. ENHANCED COMMUNITY EVENT OPPORTUNITIES

The Mayor is in the process of establishing an Ad-Hoc City Council Committee to review the process, costs, and revenues associated with community events. City staff has collected information needed for the committee to conduct its analysis.

The Concord Public Library is the current repository of the four community mosaics created by Concord residents as part of the citywide 250th celebration.

PROJECT 1. MAIN STREET COMPLETE STREETS PROJECT

The South Main Street phase of the project began on March 28, 2016. Currently, work is primarily taking place on the east side of the street.

On April 11, 2016, the City Council appropriated \$2 million for installation of underground utilities on a section of South Main Street, roughly between FIT Outfitters and Thompson Street.

CITY COUNCIL

PROJECT 2. CITYWIDE MULTI-GENERATIONAL COMMUNITY CENTER

On February 8, 2016, City Administration presented three new conceptual plans for a citywide community center at the site of the former Dame School. On March 14, 2016, City Administration provided a comprehensive staff report, which discusses these options in detail, as well as provided supplemental information about potential turf centers and walking tracks for each of the three options. City Administration recommended that the Council pursue Option 1A for \$7.1 million. On April 11, 2016, the City Council approved \$6.55 million of additional funding for design and construction of Option 1A. The approved design will include Library programming for 15 hours per week. Design and permitting will commence immediately with a goal of soliciting bids for construction in September 2016.

PROJECT 3. SUSTAINABILITY: MUNICIPAL FACILITIES, RECREATION ASSETS, AND NORTHERN PASS

In March 2016, City Council approved a proposal to locate solar array(s) at the Hall Street Wastewater Treatment Facility. One or two 1.98 million kilowatt hours (each) solar photo voltaic arrays will be installed.

City staff provided a report and presentation to the City Council on the impact of invasive insect species within the City of Concord at its April 2016 meeting. The City Council accepted the report with the understanding that there will be several action items over the next several years.

The City continues to follow the Northern Pass project closely. Per Council's direction, the City has filed as an intervener at the federal and state levels. The Council's Northern Pass Committee, the Community Development Department, and the City Solicitor's office are working closely to fully engage the City as an intervener.

PROJECT 4. OPPORTUNITY CORRIDOR ECONOMIC DEVELOPMENT INITIATIVES

- a) South Main Street: The City continues its efforts to market the former NH Employment Security property at 32-34 South Main Street.
- b) Penacook Village: The City continues its efforts to market the remaining City-owned portions of the former Allied Leather Tannery property at 27-35 Canal Street.

Working with local partners, the City has engaged with the developer of the former Summer Street School, located at 12 Cross Street, about financing needs in order to renovate the property into eight market rate residential condominium units.

The Concord Public Library is monitoring potential locations to better house the Penacook Branch Library, as the current building has increasing challenges.

- c) Downtown 2nd & 3rd Floor Redevelopment: In February 2016, the developer of the Remi Block (formerly known as the Vegas Block) closed on a \$2.8 million financing package for renovation of the property into 20 market rate apartments and three commercial store fronts. The City contributed \$200,000 to the financing package through its Revolving Loan Program. The City has further supported the project with a RSA 79-E Tax Relief Incentive benefit (valued at \$315,000), a license for installation of balconies over the City's adjacent streets, and parking.
- d) North Central Corridor/Storrs Street Connection & South End Rail Yard: Using budget surplus associated with the recent cleanup of the former Tsunis property, staff has begun the process of securing an engineering consultant to commence the preliminary design process.

CITY COUNCIL

ONGOING INITIATIVE 1. SEWALLS FALLS BRIDGE

The old bridge has been removed in its entirety. The south abutment is complete and work is progressing on the north abutment. Erection of the steel for the new bridge will begin in June 2016. Construction is still on schedule for substantial completion by November 1, 2016.

ONGOING INITIATIVE 2. MAJOR TRANSPORTATION CORRIDOR IMPROVEMENTS – LOUDON ROAD.

The City Manager, Deputy City Manager for Development, and City Engineer met with representatives of the NH Department of Transportation (NHDOT) to review alternatives for Loudon Road. City staff will work with NHDOT on costing out and itemizing potential revenue sources for those alternatives and will return to City Council in May or June.

ONGOING INITIATIVE 3. CREATE & EXPAND PARTNERSHIPS (particularly in regards to Recreation and Economic Development opportunities)

The Parks & Recreation Department coordinates work with many community groups to expand recreation opportunities and to help with the offering of the following programs and services:

- Coordinates the Adopt-a-Spot Program with over 50 different organizations maintaining areas around the City.
- Works with numerous youth sports groups to assist with marketing and registering of participants. In addition to the Concord Crush Youth Lacrosse Program, the Department works with Concord Youth Hockey to assist with their “learn to play hockey” registrations.
- Works with the Pope Memorial SPCA for the operating of the dog park at Terrill Park.
- Coordinates with several groups for community park clean-up days, including the Friends of White Park, Concord Crew at Kiwanis Riverfront Park, the Merrimack River Greenway Trail Committee, and the group representing the Skate Board Park.
- The Senior Citizen Program continues to expand, due, in part, to partnerships with the Concord Regional Visiting Nurses Association, AARP, and the Community Action Program.
- Works with the Concord School District to host their weekly Concord Heights Family Resource Center at the former Dame School.
- Works with the Friends of the Audi to promote events, marketing, and volunteer days.
- Works with the Capital Area Wellness Coalition, the Patriots Alumni Club, the Concord Police Department, the Concord Rotary Club, the Black Ice Pond Hockey Association, and Friends of White Park to offer several special events around the city.

ONGOING INITIATIVE 4. CREATIVE ECONOMY WORK

Creative Concord is preparing to undertake a strategic planning and priority setting effort in the spring and summer of 2016. At present, Creative Concord is actively engaged in conducting the Americans for the Arts economic prosperity survey and is working with the City on the development of pilot programs for the coming year.

ONGOING INITIATIVE 5. CONTINUE EXPANDED NEIGHBORHOOD STREET IMPROVEMENT PROGRAM

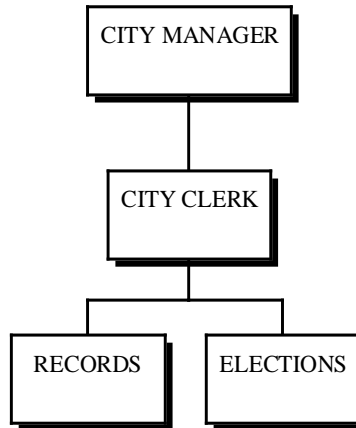
Working with the City’s Purchasing Division, the General Services Department successfully procured bids for the upcoming construction season. Depending upon weather, the work may begin as early as April.

CITY CLERK

MISSION

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

CITY CLERK ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

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

2017 OPERATING BUDGET

CITY CLERK

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Dog Licenses	\$27,642	\$31,502	\$30,000	\$30,000	\$30,000
Marriage Licenses	\$3,010	\$2,793	\$2,800	\$2,800	\$2,800
School District Payments	\$3,677	\$5,455	\$4,000	\$2,990	\$5,000
Recording Fees	\$11,705	\$4,880	\$7,000	\$5,500	\$6,000
Sundry Services	\$48,492	\$50,409	\$35,000	\$40,000	\$37,500
Miscellaneous	\$1,498	\$3,435	\$500	\$300	\$500
Transfer In-Trust/Capital Reserve	\$12,500	\$0	\$0	\$0	\$0
Total Revenue	\$108,523	\$98,473	\$79,300	\$81,590	\$81,800
Expense					
Compensation	\$232,231	\$260,118	\$290,658	\$284,870	\$293,991
Fringe Benefits	\$64,681	\$66,915	\$96,850	\$101,880	\$113,007
Outside Services	\$8,956	\$11,907	\$24,814	\$20,260	\$18,594
Supplies	\$9,556	\$15,608	\$17,145	\$16,475	\$17,225
Insurance	\$2,040	\$2,400	\$2,220	\$2,220	\$2,520
Capital Outlay	\$12,332	\$0	\$0	\$0	\$0
Total Expense	\$329,796	\$356,948	\$431,687	\$425,705	\$445,337

SERVICE INDICATORS

	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Birth Certificates Issued	1,928	2,308	2,200	2,200
2. Marriage Certificates Issued	805	936	800	800
3. Death Certificates Issued	3,668	3,579	3,450	3,400
4. Divorce Records Issued	124	137	140	130
5. Marriage Licenses Issued	419	393	385	375
6. Marriage Ceremonies Performed	136	122	115	120
7. Dog Licenses Issued	5,155	5,405	5,400	5,400
8. Notice of Intent to Issue Summons	751	655	600	550
9. Voter Registrations Processed	289	1,540	3,300	3,500
10. Absentee Voters Serviced	142	1,348	1,293	2,500
11. Average Number of Ballots Cast	4,173	21,733	21,681	29,000

CITY CLERK

2017 GOALS

1. Implement use of the automated agenda system by other boards and commissions within municipal government with a goal of getting all boards and commission to use our current automated system.
2. Finalize and implement updated procedures for all committees to use in order to assure compliance with Right to Know laws specific to the posting of meetings, as well as the production of minutes for those meetings.
3. Continue to work with all departments on finalizing a citywide retention schedule for municipal documents in accordance with State law.
4. Complete a vital records, general office, and election procedure manual that clearly defines and provides guidance specific to the many duties that must be completed by municipal staff relating to the various areas of work completed by the City Clerk's Office.
5. Investigate and implement potential electronic improvements to Election Day activities.

2016 GOALS STATUS

1. Implement the ability for citizens to request vital records and/or license their dogs online.
9-Month Status: Staff has completed the conversion of the City's dog licensing database to a new system. Final adjustments to the online program are currently being completed by the vendor. The online dog licensing system will be available to citizens by the end of April 2016. Staff is also working with the vendor of the online vital records program, which is expected to go live in mid-May and will allow for citizens to request vital records online.
2. Implement an updated procedure for all committees to use in order to assure compliance with Right to Know laws specific to the posting of meetings, as well as the production of minutes for those meetings.
9-Month Status: Procedures for committees and staff members to use to ensure compliance with Right to Know Laws and municipal policies will be drafted for final review by the Legal Department and City Administration. Minimal progress to date.
3. Continue to work with all departments on finalizing a citywide retention schedule for municipal documents in accordance with State law.
9-Month Status: The City's Municipal Records Committee has been tasked with making recommendations as to how long municipal records not listed within State retention statutes should be kept, along with which departments should retain documents currently stored by more than one municipal office. After recommendations are complete, they will be submitted to City Administration for review and approval. This goal remains a department priority.
4. Complete a vital records manual and a general office manual to outline procedures staff should follow when performing their duties.
9-Month Status: Staff has made great progress on this goal. The vital records manual is approximately 60% complete, with the goal of completion by the end of calendar year 2016. Minimal progress has been made on the general office manual.
5. Complete an election procedures manual that clearly defines and provides guidance specific to the many duties of staff prior to and in follow-up to any election.
9-Month Status: Staff continues to update the Ward Official Election Manual prior to each election, ensuring that the most up to date information is within the manual. Staff continues to draft an internal departmental manual that outlines the in-office duties that must be completed pre- and post-election.

2017 OPERATING BUDGET

GENERAL OVERHEAD

BUDGET DETAIL

Revenue

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Transfers					
Transfer in-Engineering Inspections Fund	\$400	\$400	\$1,892	\$1,892	\$1,830
Transfer In-Parking Fund	\$96,150	\$96,150	\$97,390	\$97,390	\$97,460
Transfer In-Airport Fund	\$30,500	\$32,360	\$32,340	\$32,340	\$33,670
Transfer In-CD Con Prop Mgmt Fund	\$23,300	\$47,560	\$55,600	\$55,600	\$48,800
Transfer In-Impact Fee Fund	\$309,100	\$131,794	\$131,790	\$131,790	\$45,000
Transfer In-NEOCTIF	\$31,520	\$33,090	\$34,744	\$34,744	\$36,480
Transfer In-Sears Block TIF	\$287,430	\$282,780	\$385,210	\$385,210	\$386,560
Transfer In-Penacook TIF	\$1,180	\$1,240	\$1,368	\$1,368	\$1,440
Transfer In-Golf Fund	\$74,950	\$74,950	\$76,440	\$76,440	\$76,260
Transfer In-Arena Fund	\$42,760	\$47,444	\$48,370	\$48,370	\$48,090
Transfer In-Water Fund	\$441,710	\$454,970	\$471,315	\$471,315	\$501,320
Transfer In-Wastewater Fund	\$544,040	\$560,361	\$570,825	\$570,825	\$599,405
Transfer In-Trust/Capital Reserve	\$0	\$111,611	\$30,000	\$30,000	\$0
Transfer In-Trust/Self Insurance	\$138,863	\$1,523	\$20,000	\$15,000	\$20,000
Sub Total	\$2,021,903	\$1,876,233	\$1,957,284	\$1,952,284	\$1,896,315
Special Programs					
Cable TV Franchise	\$749,281	\$799,876	\$820,000	\$831,381	\$853,164
Transfer In-Trust/Economic Dev	\$20,000	\$20,000	\$30,000	\$30,000	\$34,000
Sub Total	\$769,281	\$819,876	\$850,000	\$861,381	\$887,164
Risk and Insurance					
Insurance Distributions & Credits	\$327,702	\$163,786	\$82,500	\$529,980	\$80,000
NHRS subsidy for Retiree Health Ins	\$1,003,419	\$994,283	\$1,013,650	\$1,013,650	\$974,960
Retiree share of Health Ins	\$478,493	\$456,021	\$539,890	\$539,890	\$391,410
Sub Total	\$1,809,615	\$1,614,091	\$1,636,040	\$2,083,520	\$1,446,370
Comp Adjustment					
Transfer In-Trust/Self Insurance	\$0	\$148,000	\$183,000	\$183,000	\$0
Sub Total	\$0	\$148,000	\$183,000	\$183,000	\$0
Total Revenue	\$4,600,799	\$4,458,199	\$4,626,324	\$5,080,185	\$4,229,849

2017 OPERATING BUDGET

GENERAL OVERHEAD

Expense

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Transfers					
Transfer Out - Capital Proj Fund	\$235,690	\$340,100	\$340,000	\$340,000	\$391,750
Transfer Out-Golf Course Fund	\$28,104	\$26,480	\$20,520	\$20,520	\$19,760
Transfer Out-Arena Fund	\$16,710	\$16,030	\$15,280	\$15,280	\$0
Transfer Out-Trust	\$1,023,629	\$1,300,081	\$1,521,252	\$1,521,252	\$694,472
Sub Total	\$1,304,133	\$1,682,691	\$1,897,052	\$1,897,052	\$1,105,982
Special Programs					
Intown Concord	\$20,000	\$20,000	\$30,000	\$30,000	\$30,000
Cable TV System	\$244,137	\$265,838	\$262,400	\$268,090	\$273,013
Holiday Celebrations	\$5,000	\$55,000	\$5,000	\$5,000	\$5,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Sub Total	\$294,137	\$365,838	\$322,400	\$328,090	\$333,013
Debt Service					
Principal on Bonds and Notes	\$3,824,051	\$4,015,667	\$4,117,230	\$4,117,230	\$3,990,730
Interest on Bonds and Notes	\$1,057,791	\$1,487,638	\$1,315,160	\$1,315,160	\$1,356,024
Bond Costs	\$56,926	\$66,266	\$57,300	\$50,000	\$50,000
Sub Total	\$4,938,768	\$5,569,571	\$5,489,690	\$5,482,390	\$5,396,754
Risk and Insurance					
Health Ins-Employee & Retiree	\$2,209,785	\$2,174,927	\$2,352,460	\$2,352,460	\$2,028,370
Prof & Tech Serv	\$940	\$0	\$5,000	\$0	\$5,000
Insurance Deductible and Reserve	\$7,923	\$2,396	\$15,000	\$15,000	\$15,000
Sub Total	\$2,218,648	\$2,177,323	\$2,372,460	\$2,367,460	\$2,048,370
Contingency					
City Council Contingency	\$0	\$0	\$10,000	\$0	\$20,000
Operational Contingency	\$0	\$0	\$95,000	\$0	\$100,000
Sub Total	\$0	\$0	\$105,000	\$0	\$120,000
Comp Adjustment					
Compensation Adjustment	\$0	\$0	\$346,500	\$0	\$488,030
Sub Total	\$0	\$0	\$346,500	\$0	\$488,030
Street Lighting					
Electricity	\$445,877	\$470,847	\$516,280	\$493,700	\$471,560
Sub Total	\$445,877	\$470,847	\$516,280	\$493,700	\$471,560

2017 OPERATING BUDGET

GENERAL OVERHEAD

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Social Service Agencies					
Community Action Program	\$17,710	\$17,710	\$17,710	\$17,710	\$17,710
Concord Area Transit (CAT)	\$125,350	\$125,350	\$125,350	\$125,350	\$165,350
Penacook Community Center	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000
Friends Program	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000
Edna McKenna House	\$31,220	\$31,220	\$31,220	\$31,220	\$31,220
Crisis Center of Central NH	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Concord Coalition to End Homelessness	\$0	\$0	\$10,000	\$10,000	\$0
New American Africans	\$0	\$0	\$5,000	\$5,000	\$5,000
First Congregational Church	\$10,000	\$10,000	\$0	\$0	\$0
Homeless Shelter at St. Peter's Church	\$0	\$0	\$30,000	\$30,000	\$0
Sub Total	\$281,780	\$281,780	\$316,780	\$316,780	\$316,780
Total Expense	\$9,483,343	\$10,548,050	\$11,366,162	\$10,885,472	\$10,280,489

GENERAL OVERHEAD

GENERAL OVERHEAD DESCRIPTIONS

TRANSFERS

Transfers (Revenue)

Reflects the transfer of funds from Enterprise and Special Revenue Funds for municipal overhead charges and other related costs between those funds and the General Fund.

Transfers (Expense)

Reflects transfers to capital project funds for various projects; Golf Fund to support debt service; and Trust Funds, mainly for transfer of a portion of the Highway Block Grant revenues for paving purposes.

SPECIAL PROGRAMS

Intown Concord

The City's contribution to Intown Concord is level funded for FY 2017. Intown Concord manages a variety of downtown events (such as Market Days), provides grant funds to property owners for façade improvements, works with the City to maintain and grow businesses within the City's central business district, and advocates for a number of issues which are critical for the future vitality of Downtown Concord. This expense is offset by the Transfer In from the Economic Development Trust.

Cable TV Franchise/System

The proposed FY 2017 (Cable TV Franchise with Comcast) fee increased from FY 2016. Funding for Concord TV increased for FY 2017.

Holiday Observances/Concord Veterans Council

This account provides for the cost of holiday decorations for Memorial Day and Veteran's Day observances in Concord and Penacook. The recommended funding amount for FY 2017 remains the same.

Pope Memorial SPCA

Funding for the Pope Memorial Society for the Prevention of Cruelty to Animals (SPCA) is recommended to be level funded for FY 2017. The Pope Memorial SPCA is a private organization that provides a variety of programs and services in Concord, one of which would need to be funded as Animal Control in the Police Department budget at a higher cost than what is paid to the SPCA.

DEBT SERVICE

Debt Service

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

RISK AND INSURANCE

Insurance Distributions and Credits (Revenue)

Represents premium holidays from Primex for Worker's Compensation insurance. The credits were for premiums paid in prior years.

Health Ins-Employee & Retiree

Includes the full cost of health insurance for retired employees. Overall, 67.4% of costs are recouped from a NHRS subsidy for retirees (for eligible employees) and Retiree share of Health Insurance (directly from retirees).

GENERAL OVERHEAD

Insurance Deductible & Reserve

Represents deductible amounts for Auto and Property/Liability claims.

Prof & Tech Services

The self-insurance reserve will be used in part for consulting services to assist in managing insurance exposures, contracts and other risks. In addition, funding is provided for deductibles and small uninsured claims that arise during the year. A transfer-in from the Self Insurance Trust offsets both these expenses.

CONTINGENCY

Contingency

These accounts are used to allocate funds for unexpected occurrences including City Council use, over-expenditures for snow and ice removal, Welfare or other extraordinary expenses not included in the adopted budget.

COMPENSATION ADJUSTMENT

Compensation Adjustment

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

STREET LIGHTING

Electricity

This expense reflects the cost of operating street lighting on City Streets.

SOCIAL SERVICE AGENCIES

Community Action Program – Area Center

Agency requested \$25,000 for this fiscal year, which represents a 41.2% increase over FY 2016 funding. Level funding in the amount of \$17,710 is recommended for FY 2017.

CAT/Public Transportation

For Senior Transportation, the agency requested \$16,000 for this fiscal year, and level funding in the amount of \$16,000 is recommended. For Special Transit (door to door service for disabled individuals), the agency requested \$19,350, and level funding in the amount of \$19,350 is recommended. For Public Transportation, the agency requested \$130,650, and funding in the amount of \$130,000 is recommended, which represents a \$40,000 increase over FY 2016 in order to enhance CAT services and qualify for additional Federal matching funds. The total request from CAT for this fiscal year is \$166,000, which represents a 32.4% increase over FY 2016. Total funding in the amount of \$165,350 is recommended for FY 2017.

Penacook Community Center

Agency requested \$28,000 for this fiscal year, which represents no increase over FY 2016 funding. Level funding in the amount of \$28,000 is recommended for FY 2017. Continued commitment to the availability of community centers is recommended at this time.

Friends Program

Agency requested \$57,000 for this fiscal year, which represents no increase over FY 2016 funding. Level funding in the amount of \$57,000 is recommended for FY 2017. Continued commitment to the serious and growing issue of homelessness in the community is recommended at this time.

GENERAL OVERHEAD

Salvation Army/McKenna House

Agency requested \$47,000 for this fiscal year, which represents a 50.5% increase over FY 2016 funding. Level funding in the amount of \$31,220 is recommended for FY 2017. Continued commitment to the serious and growing issue of homelessness in the community is recommended at this time.

Crisis Center of Central NH

Agency requested \$12,500 for this fiscal year, which represents no increase over FY 2016 funding. Level funding in the amount of \$12,500 is recommended for FY 2017. Continued commitment to the serious issue of specialized housing for victims is recommended at this time.

First Congregational Church

The First Congregational Church no longer provides a cold weather shelter and funding for this organization was eliminated in FY 2016.

Concord Coalition to End Homelessness

Agency requested \$10,000 for this fiscal year, which represents no increase over FY 2016 funding. Funding is not recommended for FY 2017.

New American Africans

Agency requested \$10,000 for this fiscal year, which represents a 100% increase over FY 2016. Level funding in the amount of \$5,000 is recommended for FY 2017.

Homeless Shelter at St. Peters Church

In FY 2016, \$30,000 was appropriated to open a winter homeless shelter at St. Peters Church as a one year stop gap measure. No funding is recommended for FY 2017.