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A N N U A L

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# CONCORD

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R E P O R T

# 1978

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# MANAGERS MESSAGE



*John E. Henchey, City Manager  
January 1968-August 1978 (Concord Monitor photo)*



*James C. Smith, City Manager  
Appointed January 1979 (Concord Monitor photo)*

At the heart of the Council-Manager form of local government is the provision of stable, nonpartisan municipal administration. The recent smooth transition from the administration of John Henchey, Concord's first City Manager since the adoption of a new City Charter in 1967, to that of another professionally trained and experienced municipal administrator, was accomplished without confusion, rancor or prejudice and demonstrated again the wisdom of Concord voters in adopting this form of government. It is, in fact, an outstanding example of this community's dedication to political stability and professional municipal government. The City Council deserves recognition and public gratitude for its responsible leadership during this transition.

In more than ten years of service to Concord, City Manager John E. Henchey guided the community through a true reawakening from an almost stagnant economy, serving the single industry of State government and growing at only about 2% per decade to a growing economy with a diversified industrial, commercial and service base, growing in population at nearly 20% per decade. During Mr. Henchey's tenure, the City laid the foundation to cope with Concord's future and the demands for services which that future will require: a new and comprehensive zoning ordinance was prepared and adopted for the City; water filtration and waste water treatment

plants were constructed and plans completed for the construction of a second waste treatment system to serve the central City; downtown urban renewal was conceived and implemented with projects at Main and Centre Streets; City Hall was renovated and a new Police Station, Council Chambers and District Court were constructed; numerous parks and recreation projects were constructed; downtown revitalization was initiated with the construction of Bicentennial Square and adaptive reuse of the former Warren Street Police Station as a restaurant and offices. The residents of the City of Concord owe a sincere debt of gratitude to John Henchey for his many years of outstanding service and we wish him well as Town Manager of Cape Elizabeth, Maine.

As the new year began, James C. Smith took up the reins as Concord's new City Manager. With experience as manager in communities in Pennsylvania and Ohio, and for the last five years as City Manager of Berlin, New Hampshire, Mr. Smith will have many problems and opportunities to face. Among them are: replacement of several retiring department heads; construction of a new waste treatment plant on Hall Street and separation of sanitary/storm sewers throughout the City; construction of a connection to the Contoocook River for an emergency water supply; construction of a new municipal public works and vehicle maintenance facility; location of a re-

placement site for the current sanitary landfill, or other method, to dispose of the City's solid waste; replacement of the Central Fire Station with two new facilities better geographically located; continued revitalization of downtown Concord; continued recruitment of commerce and industry to strengthen Concord's tax base.

Monetary inflation and the energy shortage, burning national issues of the day, will continue to impact upon the City. Their effects must be managed with innovation and leadership. Having stepped into the void as Acting City Manager, I can offer a measure of my confidence in Concord's ability to deal with these issues after noting the general ability of Concord's municipal department heads to manage their operations with individual enterprise during the vacancy of a permanent City Manager. A concerned citizenry, effective City Council leadership, a qualified City Manager, proven management staff and loyal employees are assets which give little doubt that Concord is prepared to meet the challenges of the 1980s. Mutual concern, cooperation and a willingness to make hard decisions and take action will assure that these challenges will not only be met but that Concord will progress as a result of having met them.

Thomas F. Dwyer  
Assistant City Manager  
Acting City Manager,  
9/1/78 through 12/1/78



1977-1978 CITY COUNCIL (left to right): Robert N. Ehrenberg (At-L); Barbara E. Henderson (W-6); Lawrence J. Sullivan, Jr. (W-7); Gerald R. Smith (W-8); Richard A. Croak (At-L); Barbara T. Underwood (At-L); Rodney E. Tenney (At-L); Marjorie B. Foote (Clerk); Martin L. Gross (Mayor); John E. Henchey (Manager); John F. Upton (At-L); C. David Coeyman (At-L); Paul F. Cavanaugh (Solicitor); Kenneth L. McDonnell (At-L); Steven A. Stefanides (W-1); Grace M. Walker (W-2); Robert E.K. Morrill (W-3); Peter J. Cotch (W-4).

# CITY COUNCIL

The legislative authority of the City of Concord is vested exclusively in the fifteen member City Council, which is elected in odd numbered years. The City Council consists of seven Councilmen-at-Large for four year terms, and eight Ward Councilmen elected every two years. Regular monthly meetings are held on the second Monday. The Chairman of the Council, elected by its members, is Mayor of the City. Generally speaking, the Council's chief powers include: the power to approve and adopt the City budget; the power to enact ordinances; the power to fix penalties and fines, and the power to make certain appointments.

The regular monthly meetings are held on the second Monday of each month and special meetings are called by the City Manager or by at least eight members of the City Council. All meetings are public and the agendas are prepared for the Council members with material to be considered, and agendas are posted in two public places so that the public is notified of what is to be considered.

At every regular meeting there are hearings on various ordinances, resolutions and miscellaneous requests. In addition to the twelve regular meetings, the Council held six special meetings, four recessed meetings, one budget hearing other than the seventy hearings held at regular meetings and five on-site hearings concerning streets.

The City Council members took office at the City Council meeting held January 9. The new Councilmen-at-Large were C. David Coeyman, Kenneth L. McDonnell, Barbara Underwood and John F. Upton. Councilman Coeyman was previously a Ward Councilman for

Ward two and Councilman McDonnell a Ward Councilman for Ward four; Councilman Underwood was reelected and Councilman Upton was elected for the first time. Councilmen-at-Large Richard A. Croak, Robert N. Ehrenberg and Rodney E. Tenney remained in office as their terms had not expired.

Ward Councilmen elected were: (1) Steven A. Stefanides, reelected; (2) Grace M. Walker, elected for the first time; (3) Robert E. K. Morrill, elected for the first time; (4) Peter J. Cotch, elected for the first time; (5) Martin L. Gross, reelected; (6) Barbara E. Henderson, reelected; (7) Lawrence J. Sullivan, Jr., elected for the first time; (8) Gerald R. Smith, elected for the first time.

Martin L. Gross was reelected Mayor and Richard A. Croak was elected Mayor pro tem. The Clerk of the Council is the City Clerk, Marjorie B. Foote.

In the fall of the year, Ward One Councilman Steven A. Stefanides tendered his resignation. Roger W. Bourque was elected Ward one Councilman by the people at the biennial election to fill the vacancy.

City Manager John E. Henchey submitted his resignation August 1 to take effect September 5. He accepted an appointment to become Town Manager of Cape Elizabeth, Maine. Mayor Gross appointed four members of the Council with himself as Chairman to screen applications to fill the vacancy. Assistant City Manager Thomas F. Dwyer was appointed Acting City Manager until the new City Manager was appointed. The new City Manager, James C. Smith from Berlin, New Hampshire took office January 1, 1979.

## 1978 In Review

The Council passed fifty-four resolutions and forty ordinances, including:

- A public hearing on the budget was held, and a resolution passed, adopting a total 1978 budget amounting to \$7,410,199 including \$154,825 Capital Outlay.
- Council authorized the Manager to enter into agreements with the Towns of Allentown, Bow, Dunbarton and Pembroke for solid waste disposal at the Concord site.
- A new ordinance was adopted raising the sewer user charges.
- Permission was granted to pursue 50% federal funding for potential future acquisition of the Everett Ice Arena.
- It authorized acquisition of the Nichols property in East Concord on behalf of the Concord Conservation Commission.
- The Council approved acquisition of new data processing equipment, which would be shared with the Concord Union School District.
- The Council voted to approve the implementation of a new classification and compensation policy, establishing a new wage schedule inclusive of a 2% wage adjustment. It also approved a contract with the firemen's labor union. It later approved a new contract with the AFSCME bargaining unit.
- A Council Committee was established to review the City's economic development.
- A new position of Custodial Services Supervisor was created and maintenance of buildings within the so-called Municipal Complex was consolidated; the Council adopted a reorganization within the Fire Department.
- The Council ordered the razing of four hazardous buildings; voted against acquisition of land at the Island in Penacook.

- A Council Committee was appointed to review a proposed ordinance establishing truck routes through Concord; another was appointed to review City policy for financing utilities.

- The Downtown Revitalization Corporation was established.
- Authorization was granted to apply to the U.S. Department of Housing and Urban Development under its Small Cities Community Develop-

ment Block Grant program to develop the block around Central Fire Station. At the same time, the Council committed \$600,000 City funds to the project.

## CITY SOLICITOR

The City Solicitor is responsible for conducting legal research, providing legal advice to the various departments of the City and to represent the interests of the City in court cases and before judicial boards and commissions.

During 1978 there were two court cases involving the City which were decided by the New Hampshire Supreme Court. In the first case, *City of Concord v. New Testament Baptist Church*, the Supreme Court found that a church related school, to which church members sent their children as a matter of conviction to receive a religiously oriented education, was a facility "usually connected with a church" and thus was per-

mitted under the Concord Zoning Ordinance. In the second case, *Burgess v. The City of Concord*, the court found that the mapping of a future street known as the Northwest Bypass was void because the City had failed to comply with due notice and hearing requirements called for in State statutes. At year's end, the Solicitor was involved in negotiating with the former owners of Allied Leather, the General Host Corporation, in an attempt to settle a longstanding dispute over billing for wastewater treatment services rendered by the City's Penacook Plant.

During the year the Solicitor was also involved in four cases before the Public Labor Relations Board and several court cases growing out of taking of land for the new Hall Street Wastewater Treatment

Facility which were pending before the New Hampshire Commission on Eminent Domain. The office was involved in drafting numerous ordinances, contracts and development agreements, and participating in the Code Review Committee's work. Other issues referred to the Solicitor by the City Council included: development of a Code of Standards of conduct for City officials and employees in the contracting and expending of federal funds; reviewing the legality of a residency requirement for City employees; a review of procedures for amendment to the City Charter; investigation of the concept of periodic reappointment of department heads, and access to public records.

## BOARDS AND COMMISSIONS

### Building Board Of Appeals

Robert A. Foster  
Ralph T. Harpe  
Gary G.K. Wilson  
Preston W. Colbroth  
Carroll Garland

### Citizen's Advisory Committee

William G. Robinson  
Peter T. Mullin  
Louis F. Bradley  
James W. Ordway  
Alan Pardy  
Donald Chase  
Mary Gile  
Beth Bartlett  
Frederick Pennett  
Barbara Hanus  
Frederick A. Moore  
Edna McKenna  
Robert Smith  
Thomas Case  
Peter Timbas

### Conservation Commission

Joel F. Potter  
Joyce P. Prowse  
Robert E.K. Morrill  
William C. Ingham  
Marjory M. Swope  
Robert V. Johnson, II  
Edward E. Kyle  
John B. Morrill

### Economic Development Advisory Council

Robert N. Ehrenberg  
Lawrence J. Sullivan, Jr.  
John E. Henchey  
Timothy W. Woodman  
Dean Mattice  
T. Benson Leavitt  
Alvah D. Chisholm  
R. Peter Shapiro  
Martin Elkin

### Board Of Health

Luigi Dolcino, M.D.  
Philip Boulter, M.D.  
David G. Underwood, M.D.

### Historic District Commission

Mary A. Abbott  
Timothy W. Woodman  
Harold F. Yeaton  
Clara H. Cleveland  
John E. Henchey  
Roger Watson

### Board Of Housing Standards

Ronald H. Ford  
William W. Frost, M.D.  
George A. Hill  
Clayton A. Higgins, Jr.  
William E. Raymond

### Library Board

Mary C. MacNeil  
Patricia M. Amrol  
Harriet Vandis  
Alice W. Bean  
Robert G. Pelren

### Licensing Board

John E. Henchey  
David G. Walchak  
Clayton A. Higgins

### Personnel Advisory Board

David N. Harris  
David L. Sandoe, III  
John B. Andrews

### Planning Board

Roger E. Watson  
Malcolm McLane  
Horace S. Blood, M.D.  
Eleanor H. Stark  
Richard W. Osborne  
Wesley E. Haynes  
John E. Henchey  
Ronald H. Ford  
Barbara J. Underwood

### Recreation Advisory Council

Robert E. Sullivan  
Leon S. Kenison  
Laura H. Milton  
Katherine Tsouros  
Leon E. Carlson  
Russell F. Martin  
Malcolm A. Richards  
Walter B. Sweet  
Peter Finney  
James Jeannette  
James Stewart  
Robert Hoagland

### William F. Haubrick

Joseph F. Quinn  
William Ferns  
Kathleen K. Mullen

### Regional Planning Commission

David L. Mann  
David E. Tardif  
Pasquale V. Rufo  
Raymond D'Amante

### Revision Of Assessments

Verne F. Santas  
Paul F. Cavanaugh  
Ronald D. Ford  
Hugh Cassidy  
Leon S. Kenison

### Trustee Of Trust Funds

Robert M. Beyer  
Alvah D. Chisholm  
David L. Stark  
Violet Constant

### Zoning Board Of Adjustment

Robert A. Foster  
John F. Swope  
Robert O. Wilson, M.D.  
Thomas J. Duffy  
Manuel L. Rosen  
John S. Clark, Alternate  
Richard N. Peale, Alternate  
Frank J. Preston, Alternate  
Pasquale V. Rufo, Alternate  
George A. Stohrer, Jr.,  
Alternate

# CITY CLERK

The City Clerk attends all meetings of the City Council and prepares the agenda and items to be considered, takes minutes and writes up the meetings for distribution and answers all correspondence. The minutes of these meetings are recorded in permanent records of the City, together with resolutions and ordinances passed. Any resolution, ordinance, petition, etc. that requires a public hearing is published in the daily newspaper and copies of the hearings and resolutions passed are posted on the bulletin board by this office. The City Clerk certifies residency on ski passes and tuition papers; prepares sworn statements as occasion requires.

The Clerk filed 561 commercial code statements, 104 discharges of financing statements, 57 articles of agreement and association, 11 writs and 23 pole petitions. Issued 2,484 certified record, 411 marriage licenses, 1,745 dog licenses, 23 taxicab licenses, 94 taxicab operators licenses, 40 resident certificates, with other sundry items. Receipts for filings and licenses totalled \$24,663.45 in 1978 as compared to \$17,025.05 in 1977.

The City Clerk records all vital statistic records that occur in this City; files adoption records by amending the certificates and sealing them, according to State law; makes amendments to records and prepares for the filing of delayed cer-

tificate of birth records, legal changes of names, putative father statements. All of the latter records are confidential by New Hampshire law, passed this year.

The City Clerk conducts all elections, accepting filings, preparing the ballots and warrant, and programming the machines to be used that day since it is on a computerized counting system. The Clerk attends to the advertising, setting up and taking down booths, ordering the meals for the officials on election day and the payment of salaries and conducts training sessions for ward officials prior to each election. The Clerk registers voters in City Hall and receives certificates from other Clerks throughout the State canceling voter registration in this City and prepares listings for the supervisors of the checklist for an update.

## State Primary Election September 12, 1978

In a State Primary Election a person must vote as either Republican or Democrat for: Governor, United States Senator, Representative in Congress, Councillor, State Senator, Representatives; County offices and Delegates to either the Republican or Democratic State Convention. The total number of votes cast was 5,197, of which 3,854 were Republican and 1,343 were Democrat. The total number of registered voters was 16,808.

On petition of a candidate for State Representative, Elizabeth Hager, the Ballot Law Commission ordered a new election for the position of Republican nominee to the State General Court from Ward 8. A special election was held on October 12, 1978 and 634 paper ballots were cast. The results were: Gerald Smith, 419; Eleanor Mitchell, 282, Elizabeth Hager, 277.

## General Election November 7, 1978

On September 29, 1978, Steven A. Stefanides, Councilman of Ward one, submitted his resignation effective October 31, 1978. The filing period was established so that candidates names could appear on the General Election ballot November 7, 1978. In the General Election which followed, the following were voted on: State and County offices together with United States Senator and Representative in Congress, seven questions relative to amendments to the New Hampshire Constitution, the School Board and Ward Councilman for Ward one. There were eight names on the ballot for the School Board and three members to be elected, also Ward one Councilman out of a list of five candidates.

There were 17,163 registered voters; 10,564 votes were cast at the General Election. Of those, 514 were absentee votes.

### VITAL STATISTICS

	1978	1977	1976	1975	1974
Births	1387	1191	1016	1035	1083
Marriages	411	391	350	389	384
Deaths	581	583	583	640	740

### ELECTED INTO OFFICE

Governor..... Hugh J. Gallen  
 United States Senator..... Gordon J. Humphrey  
 Representative..... James C. Cleveland  
 Councillor..... Malcolm McLane  
 State Senator..... Mary Louise Hancock  
 Representatives:  
 Ward 1: Milton A. Cate and Peter R. Selway  
 Ward 2: Matthew S. Epstein and Newell J. Paire  
 Ward 3: Susan McLane and Max D. Wiviott  
 Ward 4: Gordon R. Blakeney and James M. O'Neill  
 Ward 5: Mark H. Stokes and Barbara J. Underwood  
 Ward 6: Maura Carroll and Ernest J. Valliere  
 Ward 7: Richard D. Hill and Harold L. Rice  
 Ward 8: Eleanor Mitchell and Gerald R. Smith  
 Councilman: Ward 1: Roger W. Bourque



New CES Votomatic election equipment gets a test. (Left to right: Thomas Dwyer, Martin Gross, Katherine Tsouros. Concord Monitor photo.)

# ASSESSING DEPARTMENT

# A

The Assessing Department is responsible for assessing resident and property taxes by April 1st of each year. Approximately 9,400 Inventories of Taxable Property were mailed to property owners and approximately 8,700 were returned and processed. All taxable property is appraised at its full value. Tax rates were set by the N.H. Department of Revenue Administration on October 17, 1978.

The revaluation project was completed by Cole-Layer-Trumble Co. Notices were sent to all taxpayers during the month of June and hearings were held by the Cole-Layer-Trumble Co. Project was turned over to the City in July. Appraisals effective as of April 1, 1979 at 100% value. Appeals received by December 31, 1978 totalled 747, with February 27, 1979 as the deadline for filing appeals on 1978 taxes. Because of new legislation, this was the first year that penalties were imposed for failure to file completed Inventories of Taxable Property. These penalty charges amounted to \$9,373.66.

## REAL ESTATE EXEMPTIONS

Current Use.....	182
Veterans —	
Total & Permanent	
Disabled (\$700) .....	34
Veterans — (\$50) .....	2,381
Elderly Exemption	
(5,000 Assessed Value) .....	433
Elderly Exemption	
(10,000 Assessed Value) .....	210
Elderly Exemption	
(20,000 Assessed Value) .....	178
Blind Exemption	
(5,000 Assessed Value) .....	31

## TAX RATES

	Concord	Penacook
Municipal	\$14.06	\$14.06
County	2.22	2.22
School	21.17	16.21
	<u>\$37.45</u>	<u>\$32.49</u>

## ASSESSED VALUE

	1978	1977
Taxable Property Valuation	\$367,388,390	\$206,806,630
Blind Exemptions	152,000	121,330
Elderly Exemptions	7,195,550	1,603,750
Special School Exemption	150,000	150,000
Net Value	359,890,840	204,931,550
Ratio	100%	58%
Equalized Value	359,890,840	353,330,250

## Warrants Issued

April 1 - December 31	1978	1977
Real & Personal Property	\$ 13,229,093.68	\$ 12,161,488.20
Resident Tax	171,470.00	178,720.00
Bank Stock	6,245.70	6,275.00
Timber Yield	7,333.56	10,184.25
Current Use Change Tax	41,370.00	
Special Penacook-Boscawen		
Water Precinct Tax	2,989.80	2,939.30

## LARGEST TAXPAYERS — 1978

Name	Nature of Business	1978 Assessed Valuation	1977 Assessed Valuation
1) Concord Electric Co.	Utility	\$9,045,600	\$6,180,810
2) N.H.-Vt. Health Services	Insurance	5,645,600	5,526,820
3) St. Paul's School	Private School	4,759,610	4,280,580
4) Hodges Development	Apartments	4,191,000	2,025,900
5) Pasquale F. & Gloria A. Alosa	Apt. & Office	4,055,690	1,793,510
6) United Life & Accident Ins. Co.	Insurance (land —	298,800	211,340
American Property Investors	(bldgs —	3,209,400	2,439,980
7) Concord Natural Gas Corp.	Utility	2,538,700	2,039,800
8) Net Realty Holding Trust	Shopping	2,294,900	1,852,030
9) N.H. Savings Bank	Banking	2,159,800	1,686,930
10) Concord Savings Bank	Banking	1,962,200	1,473,240
Concord Nat'l Bank			

## ECONOMIC GROWTH

	1978	1977
Population (est.)	35,500	35,000
Area Employment	45,300	40,460
Area Unemployment	1,100	1,120
Construction starts (11 months)	\$10,676,620	\$8,330,373
Single Family Homes (new)	139	98
Apartments (new units)	35	16
Trailers	35	30
New Plant Construction	\$3,042,475	\$2,739,650
Existing Plant Construction	\$1,276,929	\$1,734,809
Taxes Paid By Industry:		
Terrill Park	\$145,781	\$141,469
Sheep Davis Park	125,503	111,591
	<u>\$271,284</u>	<u>\$253,060</u>

# COLLECTION DEPARTMENT

The Collection Department is responsible for the collection of various taxes, motor vehicle permit fees, certificate of title applications fees, water bills, special assessment bills and miscellaneous charges and fees. The Department is also one of the three local issuing agents for the Federal Food Stamp Program.

Collections on accounts were as follows:

- Collections on special assessment accounts amounted to \$9,983.
- The amount received from building, plumbing, and electrical permits was \$49,457.

- The amount collected for current year real estate, jeopardy assessments, resident taxes and Penacook/Boscawen Water Precinct tax was \$11,714,242.
- Collections from water bills and penalties amount to \$1,328,265.
- Collections from prior year taxes and other miscellaneous revenue amounted to \$1,785,991.
- At tax sale: June 1, 1978 — 259 accounts were bought by the City for \$371,312. Two properties were deeded to the City for nonpayment of the 1975 real estate taxes. One

was subsequently deeded to the former owner and the other, on leased land, known as Champ's Market, was removed by the Public Works Department. Owners whose property has been bought at tax sale have two years to redeem their property subject to 11% interest and costs. The City of Concord property tax rate was set in October and 9,309 property tax bills amounting to \$13,223,484 were mailed on October 26. The resident tax warrant amounting to \$161,080 was received on August 14 with all bills processed and mailed the same day.

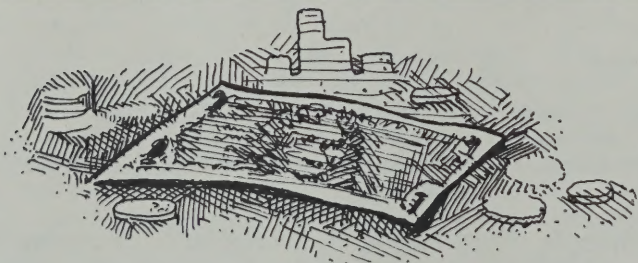
## FIVE YEAR SUMMARY OF THE MOTOR VEHICLE PERMITS AND CERTIFICATES OF TITLE APPLICATION

Year	#MVP	#CTA	NET
1974	23,917	6,512	\$405,472.26
1975	23,008	6,300	389,571.78
1976	30,106	7,297	532,094.84
1977	25,248	7,517	517,541.00
1978	27,134	7,000	610,984.00

## FIVE YEAR SUMMARY OF PROPERTY TAX RATES (Per \$1,000 Valuation)

	1978*	1977	1976	1975	1974
Government	14.06	22.61	21.88	18.69	15.40
City	2.22	4.01	3.58	2.28	1.85
County	21.17	33.29	32.67	30.46	32.50
Concord School	16.21	33.93	32.30	28.37	28.22
Merrimack Valley School					

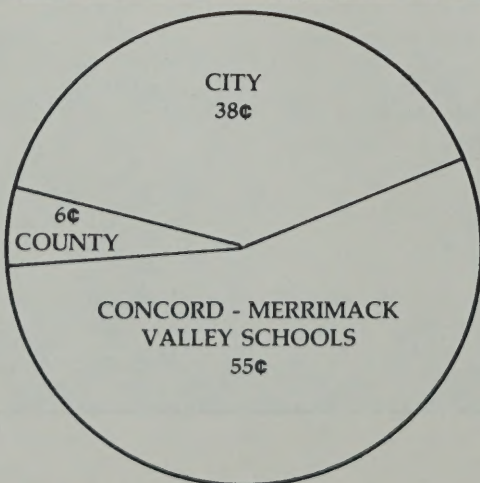
\*Decline in Tax Rates reflects increase in City's total assessed valuation as a result of re-evaluation project completed in 1978.



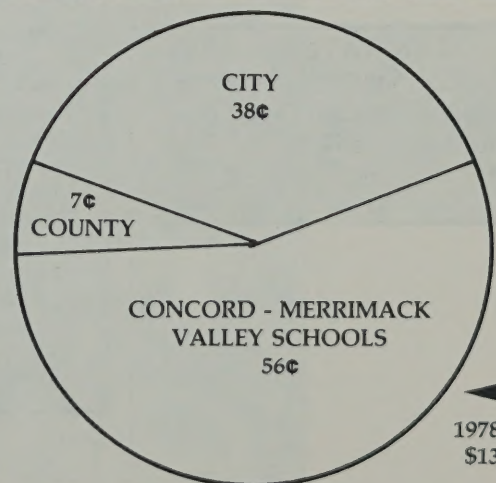
## PROPERTY TAXES RAISED

Function	1978	1977
For City Purposes	\$ 5,060,065	\$ 4,633,502
For County Purposes	799,134	821,932
For School Purposes	7,495,264	6,835,690
Total	\$13,354,463	\$12,291,124

# YOUR PROPERTY TAX DOLLAR



1977  
1977 LEVY =  
\$12,291,124



1978  
1978 LEVY =  
\$13,354,463



# FINANCE DEPARTMENT

The Finance Department is composed of two divisions under the general supervision of the finance director, consisting of the divisions of fiscal control and treasury.

The division of fiscal control maintains encumbrance accounting of the City budget, pre-audits and post-audits City disbursements and prepares and maintains City financial accounts and records.

The division of treasury maintains

custody of all City funds, investment and securities, cooperates with trustees of trust funds to maintain those assets, negotiates City loans, and signs all checks, notes and bonds of the City.

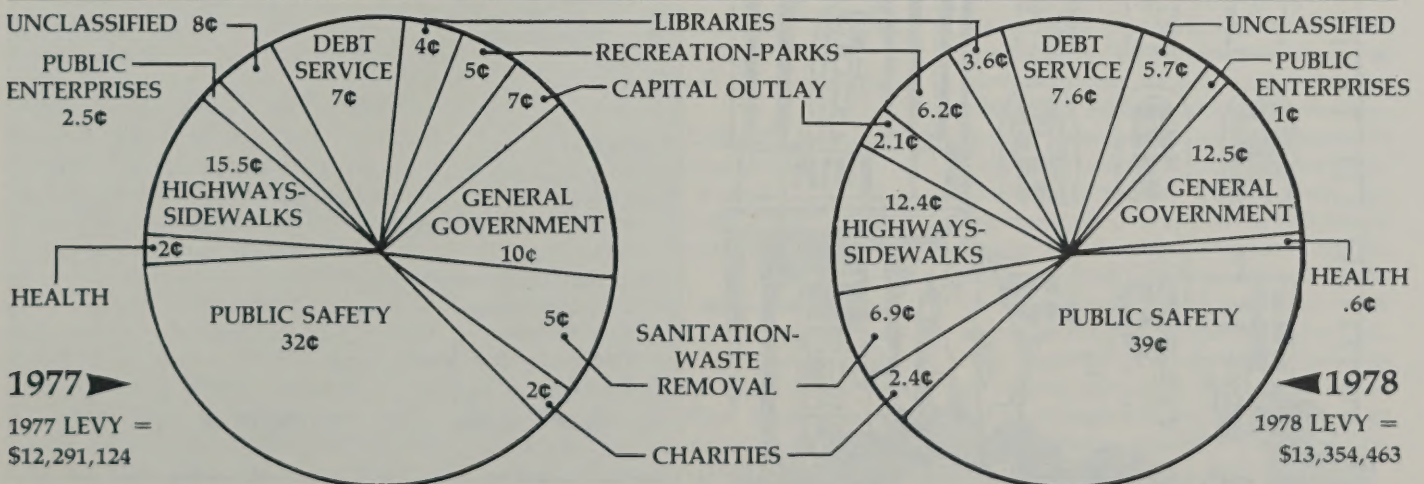
## FIVE YEAR SUMMARY OF EXPENDITURES BY FUNCTIONAL CATEGORY

	1978	1977	1976	1975	1974
Operating Budget					
General Government	\$906,295	\$815,024	\$712,680	\$659,672	\$599,154
Public Safety	2,824,992	2,508,177	2,318,775	2,104,667	1,876,658
Health & Inspection	46,098	40,954	33,631	32,649	23,975
Sanitation & Waste Removal	497,785	452,413	393,891	429,893	340,058
Public Service Enterprises	82,107	69,324	71,557	57,282	81,103
Highways & Sidewalks	899,704	921,560	834,119	714,537	667,992
Libraries	264,390	267,123	226,329	223,755	255,949
Charities	171,423	157,297	160,562	142,505	129,017
Recreation & Parks	448,012	405,632	385,457	354,099	324,511
Unclassified	413,285	382,327	384,580	249,161	246,620
Debt Service	554,899	605,809	548,420	493,929	287,963
Capital Outlay	153,102	99,933	107,603	71,425	40,541
<b>TOTAL</b>	<b>7,262,092</b>	<b>6,725,573</b>	<b>6,177,604</b>	<b>5,533,574</b>	<b>4,843,541</b>

## FIVE YEAR SUMMARY OF GENERAL FUND REVENUES

	1978	1977	1976	1975	1974
Property & Resident Taxes	\$4,954,651	\$4,532,564	\$4,345,240	\$3,583,193	\$3,031,928
Other Local Taxes	695,834	597,727	615,173	433,328	483,342
State Tax Contributions	1,346,295	1,236,955	1,098,739	1,042,698	959,361
Licenses & Permits	61,888	48,246	46,687	33,756	36,576
Registration Fees & Permits	22,711	15,839	12,812	14,830	14,374
Departmental Service Charges	336,920	317,081	247,479	270,563	256,544
Unclassified	45,077	37,013	50,299	281,413	196,665
Fund Balance	90,000	170,000	30,000	105,000	135,000
<b>TOTAL</b>	<b>7,553,376</b>	<b>6,955,425</b>	<b>6,473,429</b>	<b>5,764,781</b>	<b>5,068,800</b>

## YOUR PROPERTY TAX DOLLAR



**STATEMENT OF DEBT LIMITATION AND BORROWING CAPACITY**  
December 31, 1978

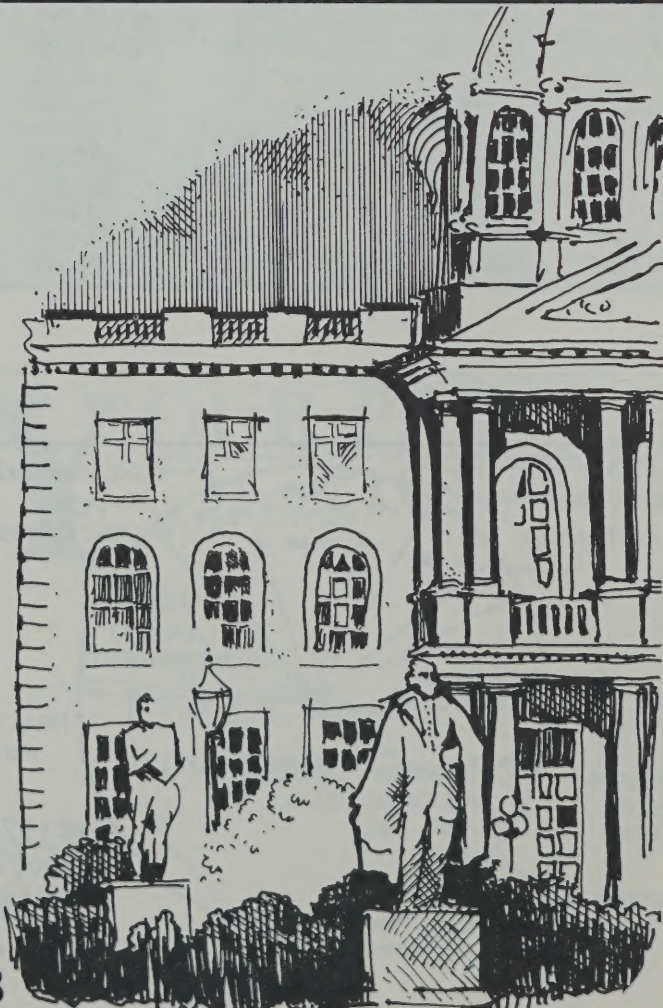
	1978	1977
<b>N.H. RSA Chapter 33:4-a Debt Limits</b>		
1. Cities = 1.75% x Equalized Assessed Valuation (1976) ( <u>\$387,309,213</u> )	\$6,777,911	\$6,777,911
2. Schools = 7% x Equalized Assessed Valuation (1976) ( <u>\$362,173,480</u> )	25,352,143	25,352,143
<b>Balance of Bonded Indebtedness, by class, December 1976</b>		
1. City — Public Improvements	1,667,000	1,919,000
Improvements & Equipment	625,000	775,000
Improvements & Urban Renewal	0	30,000
Improvements — Parking Areas	5,000	10,000
Improvements — Special Assessments	6,900	9,200
	<u>\$2,303,900</u>	<u>\$2,743,200</u>
2. School — Broken Ground School Construction	1,260,000	1,420,000
Senior High — Renovation & Addition	270,000	315,000
Conant, Garrison & Rundlett Additions	200,000	250,000
	<u>\$1,730,000</u>	<u>\$1,985,000</u>

**RATIO OF BONDED INDEBTEDNESS TO  
EQUALIZED ASSESSED VALUATION**

		1978	1977
1. City	<u>\$2,303,900</u>		
	387,309,213	= .60%	.71%
2. School	<u>\$1,985,000</u>		
	362,173,480	= .48%	.55%

**RATIO OF BONDED INDEBTEDNESS TO  
DEBT LIMITS**

		1978	1977
1. City	<u>\$2,743,200</u>		
	6,777,911	= 34%	41%
2. School	<u>\$1,985,000</u>		
	25,352,143	= 6.8%	8%



**TRUST FUNDS BALANCE SHEET**  
December 31, 1978

**ASSETS**

Cash — Concord National Bank	\$404.95
Investments	
Savings Account	\$130,125.70
Savings Banks —	
Time Certificates	45,000.00
Bonds & Notes	603,654.78
Common Stock	342,493.52
Preferred Stock	10,375.00
Investment Trust	177,899.10
<b>Total Assets</b>	<b>\$1,309,548.10</b>

**LIABILITIES**

Principal	
City Cemeteries	\$1,019,831.20
City Library	184,770.07
Other City & Schools	13,877.42
Non-City	21,776.45
<b>Total Principal</b>	<b>1,240,255.14</b>
Accumulated Income	
City Cemeteries	\$50,392.15
City Library	13,001.92
Other City & Schools	5,688.26
Non-City	615.58
<b>Total Accumulated Income</b>	<b>69,697.91</b>
<b>Total Liabilities</b>	<b>\$1,309,953.05</b>

# ECONOMIC DEVELOPMENT

The Economic Development Department is responsible for the solicitation and attraction of businesses to Concord. The Development Director functions as a technical consultant to persons and concerns interested in relocating commercial operations in the City by identifying areas, properties and locations that comply with their company's requirements. The Director also serves as liaison between businessmen and lenders and between businessmen and other governmental agencies.

This past year has witnessed an expansion of the City's commercial and residential base. Sixteen existing companies drew building permits for expansions in excess of a million dollars of additional plant value, some involving construction of new buildings, others involving additions to existing structures. In addition, some of these companies required financial assistance and/or regulatory processing assistance:

New England Tel & Tel  
Sanel Inc.  
Concord Athletic Club  
Prescott  
Eagle Inc. (Hotel)  
N.H. Savings Bank  
Russell Animal Hospital  
Concord Lumber Co.

Concord Litho Co., Inc.  
Penacook Fiber Co., Inc.  
Evans Printing Co., Inc.  
Concord Steam Co.  
Pleasant Street Realty  
DeNauw's Restaurant  
Ekstrom & Neuman  
McDonald's Restaurant

Northeast Delta Dental Service Corporation moved from small office quarters to the Christian Mutual Life Building in March where they took one half a floor.

Two important company changes occurred to prevent vacant buildings and the loss of jobs. The first was the sale of the Swenson Building Granite plant to Rock of Ages. The latter plans to continue operation as an architectural, granite production plant, thus utilizing the skills of the City's granite workers. The second change was the sale of the Artcraft of New England plant from Wick Building Systems, Inc. to a new company now locally owned by the former plant manager called Artcraft of New Hampshire. They have continued the manufacture of quality mobile homes and have now expanded their production line to include modular homes. Twenty-five jobs have been secured with this change, and strong growth is already indicated.

Three major growth moves should also be pointed out here. The first is Summa Four, a two-year-old manufacturing

company making specialized telephone equipment which has expanded their research and production to the point of moving from their start-up space in the Village Press Building to a building in Terrill Industrial Park with 4,000 square feet of space. The second growth move involves Duncraft, a mail order house located in Penacook specializing in wild birdfood and feeders. During 1977 they purchased and occupied 99 Fisherville Road where their wholesale and manufacturing divisions are located. They have recently purchased the old Coca Cola building at 33 Fisherville Road where they plan to relocate their wholesale division. The third move is the relocation of Environmental Engineers, Inc., who are now located at 2 Chenell Drive, the first building in the new Airport Park.

New businesses have also come into the City during this past year. Outstanding among them as support of our industrial and commercial base in Concord is the construction of the F. S. Willey Trucking Terminal on Hall Street. Willey's will be the City's first truly inter-regional, home-based carrier. This new service should give Concord a strong position as a distribution center, located as it is at the intersection of Interstate 93 and 89. New businesses with new buildings include:

- 1) Stowe Woodward - 50,000 sq. ft. bldg.; 20 empl.
- 2) Willey's Express - 25,000 sq. ft. bldg.; 50 empl. to operate from H.Q.
- 3) Fort Eddy Road Shopping Center - 147,000 sq. ft. bldg. space

(These three projects are estimated to produce over \$100,000 in tax returns based on 1978 Building Permit Cost Estimates.) New businesses located in existing buildings:

- 4) C. P. Chemical Co. - purchased vacant Ryan Bldg.
- 5) Atlantic Broom Co. - rental space; 2 empl.
- 6) Business & Industry Association of N.H. - rented 2nd floor of Evans Bldg.; 6 empl.
- 7) Universal Underwriters - leased space in Christian Mutual Bldg.; 1,600 sq. ft.

The Economic Development Department interacts with other agencies concerned with Concord's economic future. During the past year the Director met with the Central New Hampshire Regional Planning Commission on land use issues, discussed regional development

concerns with the Bow Economic Development Committee, served on the Long Range Planning Committee of the Business and Industry Association of New Hampshire, and prepared and pushed new State tax increment financing legislation to assist all New Hampshire cities in promoting downtown revitalization (which was subsequently vetoed by Governor Thomson but was resubmitted in the 1979 session).

The Director also coordinates his activity with the State Office of Industrial Development. During 1978, an Industrial Park Profile for all communities with industrial parks was published by the State Industrial Development Office. A nine-page pamphlet on Concord was assembled by them from data furnished by this office. The staff of the State Industrial Development Office brings clients that are suitable for and interested in Concord to us. The location of Stowe Woodward in Concord came about in this manner. The Department published a profile of Concord to promote the City as a good place to live and work in and to enjoy its fine recreational facilities. It intends to update the brochure to keep it current.

The highlight of transportation improvement for Concord during 1978 was the arrival of Precision Airlines Commuter Air Service to Boston. This service has proven to be of real value to our professional and industrial community and an added convenience to all travelers in this area. Passenger loadings have continued to increase during fall and early winter. Highway improvements will always be basic to Concord's economic health. The planned Storrs Street By-Pass continued to final design and is planned for construction as soon as possible. This is an important link to the success of downtown traffic flow. Closely related to this is the redesign of the Bridge Street/Main Street/Centre Street intersection. Improved turning movements will mean better distribution of vehicles using this intersection. Both of these projects are fundamental to Concord's basic economic development. The construction of Chenell Drive has been completed at a cost of \$53,835 of Concord Regional Development Corporation funds and has been accepted by the City. Environmental Engineers Inc., were chosen to do a lot layout study for Concord Regional Development Corporation of Airport Industrial Park. Final design has been approved and is expected to go for subdivision approval from the Planning Board in January, 1979.

# PLANNING

Downtown Revitalization and new development were the major themes of the Planning Department's activity in 1979. Concord has attracted a number of new investors in the commercial, industrial and housing markets and, as a result, a larger percentage of staff time was devoted to the review of development plans.

At the start of 1978, the staff was developing site plans for two school complexes: the Garrison School/Park Complex at the corner of Sewall's Falls Road and Second Street and the Walker School landscaping/playground project. The former involved coordination with the West Concord Villagers while the latter witnessed close cooperation with the Union School District administration. In January, the final version of the open space plan for the City was completed and reviewed with the Conservation Commission and then presented to the Planning Board. Those two bodies subsequently concurred and the plan was printed and distributed. Also in January an historic preservation grant was received to permit the planning of a building preservation program in the downtown area. Data on downtown buildings were compiled with a report written and exterior photos collected for each building. The historical and architectural merits of downtown buildings were reported along with suggestions on techniques for restoring their character and charm. Discussions began for the creation of the emergency housing facility in Concord. (By the time that this report was written in June of 1979, the City Council had approved a cooperative arrangement with the Guardianship Trust in providing such a facility, and the program was rapidly coming to fruition.)

With arrival of spring, subdivision review remained at a high level. The staff also worked with the City Recreation and Parks Department to prepare a bike trail proposal. The trail system was designed to connect City Parks and Playgrounds and to connect with the highways designated as part of the State system of bike trails. At this time, the staff met with representatives of the U.S. Department of Housing and Development to determine regulations and guidelines of new federal funding programs for downtown revitalization; with representatives of the YMCA to discuss their building expansion plans; with representatives of the Union School



*Pre-Bicentennial Square: Warren Street Police Station, Winter 1975. (Concord Monitor photo)*

*Same view as Winter 1975; steaks are served where prisoners once sat. Spring 1979 (Concord Monitor photo)*



District to review preliminary plans for High School expansion, and with the subcommittee of the Union School District Board to determine how the School District and the City might cooperate in long range planning for elementary schools. Traffic circulation in the downtown area was also reviewed and preliminary amenities in the downtown area. Work continued in the Code Review Committee on an effort to update the City's Building Code.

With the completion of Bicentennial Square, remodeling of buildings abutting that area began in earnest. Because the

buildings are in an architectural design district, remodeling proposals underwent a design criticism. When completed, the projects reflected the positive effect of Bicentennial Square on stimulating downtown revitalization. The Planning Department also worked with the Community Development Administrator to complete a proposal for an application to HUD for a Small Cities Three Year Community Development Grant. The proposal was a culmination of a series of analyses made for the Downtown Revitalization Committee and Citizens Advisory Committee. It called for the reuse of a City block in Concord involving downtown housing, recreation, parking and social service. The proposal has since become code-named the Firehouse Block Project.

In addition to downtown revitalization, plans for development went forward with the expansion to the Penwood Apartments development, construction of a new central trucking terminal in the Hall

Street industrial park zone and an approval of plans for a Fort Eddy Shopping Center (currently under construction). In May, a new development corporation was formed to promote revitalization of the City's central commercial area called the Downtown Concord Revitalization Corporation. By summer, activities of the Corporation increased: it established its Advisory Committee and asked the Department for assistance in providing information, background reports and suggestions. Planning helped organize a three meeting program and workshop so that the new Advisory Committee might be better informed in setting the direction which it felt the downtown effort should take.

Subdivision activity grew during the summer months. In June, ten applications for subdivision approvals were processed, reviewed and acted upon by the Planning Board. The number of lots involved ranged from 2 to 200. In July, the Planning Board entertained subdivision applications from people seeking to sell one lot to those contemplating sale of thirty lots. At the same time there was plan review, field visits and meetings with developers. This work was largely related to two major housing proposals: the first, a 200 lot development in West Concord, and the second, a 100 lot development on the Heights. In each case cluster subdivisions were proposed and concerns raised about



No longer a parking lot, Bicentennial Square plaza slowly assumes shape. (Concord Monitor photo)



Bicentennial Square plaza nearly complete, Spring 1978. (Concord Monitor photo)



Laying "Z" brick in Bicentennial Square plaza, Spring 1978. (Concord Monitor photo)





*Appropriately celebrating the Square's opening with square dancing under the lights, Summer 1979. (Concord Monitor photo)*

storm drainage. Applications for those two major subdivisions were received in August by the Planning Board.

The Downtown Revitalization Corporation began to pick up its activity in the fall with a prospectus prepared to elicit urban development Action Grant Proposals. The elements of the Firehouse Block Project and their costs were refined for final presentation to the City Council in September. The Department worked with the Community Development Administrator in preparing the final submittal of the applications to HUD for the Firehouse Block Redevelopment Project. A work schedule and flow analysis of the Project was made so that various time schedules would be known and the process made clear to the Council. At year's end the Downtown Revitalization Corporation was still awaiting response to its prospectus but it has since been decided that the firm of Parsons Brinkerhoff would be the developer.

Development of an industrial park site was also a major issue of interest at the close of 1978: Keewaydin Shores Developers plans the development of an industrial park off Locke Road that could conceivably generate \$25 plus million in

ratable property tax value by the end of the build-out period. Staff was also involved with meeting State representatives in consideration of proposals to locate a new State Highway Garage and to vacate its Stickney Avenue location which is a prime commercial site. Meetings with State Highway officials were also held to determine how Storrs Street might be extended to complement further downtown revitalization efforts. Consideration is underway to review Airport operation and development. In October the Walker School landscaping project was completed with trees and playground equipment in place. The staff began landscape designs for the front of Concord Library, Centre Street and certain parcels of City owned land in downtown in an effort to provide examples of how the downtown environment can be enhanced and made attractive to people in the central core. Staff also worked in the development of site plans for the Dame School to improve the school site and related play area.

Activity in December was something of a climax to the frenetic pace of growth and downtown redevelopment of 1978: Planning Board approval was requested by Berkshire Builders for its development

north of Loudon Road consisting of 92 lots, and Hampshire Living, Inc., for its development north of Portsmouth Street consisting of 50 lots. The staff met with representatives of Engel Estates who expected to ultimately develop 200 lots in West Concord. Two other major subdivision developments were reviewed by the Planning Department: the so-called Bly Farm development, adjacent to Concord Country Club in East Concord, with a projected 107 units and the development of a tract of land south of Clinton and Birch Streets which included a proposal for a combined farming and housing complex. Review of these subdivisions was done in collaboration with the Public Works and Water Departments and included considerations from other City Departments.

All in all, it was a busy year for the Planning staff as they wrestled with many varied issues in an effort to provide the City Council and Planning Board with well-thought-out review and analysis. Looking ahead, we can only see "more of the same" in 1979, and a continuation of downtown revitalization and new development as the major themes of the department's efforts.

# 1979 City Calendar

July						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 <i>Union School Board</i>	3	4 <i>Independence Day</i>	5 <i>Zoning Board</i>	6	7
8	9 <i>City Council</i>	10	11	12	13	14
15	16	17	18	19	20	21
22	23 <i>Conservation Commission</i>	24	25 <i>Planning Board</i>	26	27	28
29	30	31				

August						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 <i>Zoning Board</i>	2	3	4
5	6 <i>Union School Board</i>	7	8	9	10	11
12	13 <i>City Council</i>	14	15	16	17	18
19	20	21	22	23	24	25
26	27 <i>Conservation Commission</i>	28	29 <i>Planning Board</i>	30	31	

September						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 <i>Labor Day</i>	4 <i>Union School Board</i>	5 <i>Zoning Board School Opens</i>	6	7	8
9	10 <i>City Council Library Hours</i>	11	12	13	14	15
16	17	18	19	20	21	22
23	24 <i>Conservation Commission</i>	25	26 <i>Planning Board</i>	27	28	29
30						

October						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 <i>Union School Board</i>	2	3 <i>Zoning Board</i>	4	5	6 <i>Library Films</i>
7	8 <i>Columbus Day</i>	9 <i>City Council</i>	10	11	12	13
14	15	16	17	18 <i>Library Films</i>	19 <i>Teacher Convention</i>	20
21	22 <i>Conservation Commission</i>	23	24	25	26	27
28	29	30	31 <i>Planning Board</i>			

# 1979/1980 City Calendar

## November

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3 <i>Library Films</i>
4	5 <i>Union School Board</i>	6 <i>Municipal Election</i>	7 <i>Zoning Board</i>	8	9	10
11	12 <i>Veteran's Day</i>	13 <i>City Council</i>	14	15 <i>Library Films</i>	16	17
18	19	20	21	22 <i>Thanksgiving</i>	23 <i>School Holiday</i>	24
25	26 <i>Conservation Commission</i>	27	28 <i>Planning Board</i>	29	30	

## December

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1 <i>Library Films</i>
2	3 <i>Union School Board</i>	4	5 <i>Zoning Board</i>	6	7	8
9	10 <i>City Council</i>	11	12	13	14	15
16	17	18	19	20	21	22
23	24 <i>School Vacation</i>	25 <i>Christmas Day</i>	26 <i>Planning Board</i>	27	28	29
30 <i>Conservation Commission</i>						

## January

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 <i>New Year's</i>	2 <i>Zoning Board School Open</i>	3	4	5 <i>Library Films</i>
6	7 <i>Union School Board</i>	8	9	10	11	12
13	14 <i>City Council</i>	15	16	17 <i>Library Films</i>	18	19
20	21	22	23	24	25	26
27	28 <i>Conservation Commission</i>	29	30 <i>Planning Board</i>	31		

## February

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2 <i>Library Films</i>
3	4 <i>Union School Board</i>	5	6 <i>Zoning Board</i>	7	8	9
10	11 <i>City Council</i>	12	13	14	15	16
17	18 <i>Washington's Birthday</i>	19	20	21	22	23
24	25 <i>School Vacation</i>	26	27 <i>Planning Board</i>	28	29	
	<i>Conservation Commission</i>					



# 1980 City Calendar

March						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1 <i>Library Films</i>
2	3 <i>School Reopens</i>	4	5 <i>Zoning Board</i>	6	7	8
9	10 <i>City Council</i>	11	12	13	14	15
16	17	18	19	20 <i>Library Films</i>	21	22
23	24 <i>Conservation Commission</i>	25	26 <i>Planning Board</i>	27	28 <i>School Conference</i>	29
30	31					

April						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2 <i>Zoning Board</i>	3	4	5 <i>Library Films</i>
6	7 <i>Union School Board</i>	8	9	10	11	12
13	14 <i>City Council</i>	15	16	17 <i>Library Films</i>	18	19
20	21	22	23	24	25	26
27 <i>Fast Day School Vacation Conservation Commission</i>	28	29	30 <i>Planning Board</i>			

May						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3 <i>Library Films</i>
4	5 <i>School Reopens Union School Board</i>	6	7 <i>Zoning Board</i>	8	9	10
11	12 <i>City Council</i>	13	14	15 <i>Library Films</i>	16	17
18	19	20	21	22	23	24
25	26 <i>Conservation Commission</i>	27	28 <i>Planning Board</i>	29	30 <i>Memorial Day</i>	31

June						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 <i>Union School Board</i>	3	4 <i>Zoning Board</i>	5	6	7
8	9 <i>City Council</i>	10	11	12	13	14
15	16 <i>Library Summer Hours</i>	17	18	19	20 <i>School Recesses</i>	21
22	23 <i>Conservation Commission</i>	24	25 <i>Planning Board</i>	26	27	28
29	30					

# PURCHASING

The Purchasing Department processed a total of 7,909 purchase orders and field purchase orders during 1978 for construction, equipment, supplies and services for all City departments at a total value of \$3,573, 274.33. Requests for 109 bids and 196 quotations were prepared and mailed to bidders from a list of businesses on file; 64 contracts and agreements were set up for common purchases by all departments and for items purchased on a yearly basis; 4,894 field

purchase orders, at a dollar value of \$71,237.05 were used to purchase small items of less than a \$30.00 value and 3,015 purchase orders at a dollar value of \$3,502,037.28 were processed for all other items valued at over \$30.00. A major part of the funds were spent on the following items: data processing system, Manchester Street sanitary sewer extension, Regional Drive, Chenell Drive, water main bridge crossing and pipe installation. The total combined cost of these items was \$870,331.07. Motorized equipment spend-

ing for 1978 was \$173,726.23. The most costly items were a Street Sweeper - \$37,298.00 and an Aerial Lift with Forestry Body - \$28,093.00. The Purchasing Department spent approximately 187 hours expediting deliveries and issued 845 change orders on purchase orders. Revenue from the sale of surplus City property was realized in the amount of \$18,242.21. Items sold included motorized equipment, bicycles, office equipment, cord wood, encyclopedias, clothing, etc.

# PERSONNEL

Two new positions were added to our list of classified jobs with the passing of the 1978 budget. They were 1 Police Officer and 1 Keypunch Operator. Seven positions were deleted: 2 Maintenance aides, 1 Truck Driver & LEO, 1 Senior Maintenance Aide, 1 Engineering Aide, 1 Housing Inspector and 1 Comfort Station Attendant. The total number of classified positions in 1978 was 441.

Some 814 individual personnel actions were processed during the year, including: 73 Probationary starts, 66 Completion of Probation reports, 185 Temporary hires, 9 Service Retirements, 3 Disability Retirements, 6 Discharges, 214

Resignations, 29 Promotions, 43 Leaves of Absence and 186 other reasons such as suspensions, return from leave of absence, transfers, etc.

Nine competitive examinations were conducted during the year of 1978. The examinations included: for 1 Firefighter position we tested 30 candidates; for 2 Auxiliary Police Officer positions, 35 candidates; for 1 Police Officer, 48 candidates, for 1 Communication Operator-Police, 45 candidates, for 1 Communication Operator-Fire, 19 candidates, for 1 Meter & Signal Technician, 6 candidates and for 1 Parking Enforcement Officer, 37 candidates.

The Personnel Department received

and processed 8 grievances, 5 submitted by Local Union #1580, 1 by Local Union #1045 and 2 by non-affiliated Employees. The Personnel Advisory Board heard 1 appeal.

The City contracted with the U.S. Civil Service Commission to do a Classification & Compensation Study. New job descriptions were established for all City positions and the pay system was consolidated from 20 labor grades to 16 labor grades to bring about harmony with the classification plan. A separate pay system was also established for uniformed members of the Police and Fire Departments.

# POLICE

The year of 1978 was a busy one for the Concord Police Department. Calls for service handled by the Department increased nearly 7%, from 24,757 in 1977 to 26,468 in 1978. Of this number 1,242 were for assistance to other police departments, including such services as breathalyzer tests and providing detention facilities.

This increase in workload, without any increase in personnel, left the Department with a substantially reduced amount of unobligated time or time which was not actually devoted to the handling of specific calls. This time is normally used for routine patrol, performing such functions as traffic enforcement, building checks, follow-up investigations, foot patrol and

other activities. With uncommitted time at a premium, it was necessary to re-assess our service priorities. It was decided that greater emphasis should be placed on crime reduction and investigation while maintaining the most aggressive traffic enforcement program possible with the limited unobligated time available. These priorities are reflected in the figures for the department's activity during 1978.

The Criminal Division became involved in 428 such investigations in 1978. The overall increased emphasis on criminal matters greatly reduced the amount of time which could be allotted to traffic enforcement. Motor vehicle violations dropped approximately 15% as a result. Nonhazardous motor vehicle violations

were down from 1,655 to 1,500. Arrests for Driving While Intoxicated remained about the same, at 274 compared to 280 the previous year. Hazardous motor vehicle violations dropped from 3,427 to 2,811 of which 1,435 involved excessive speed.

Because Concord contains numerous State buildings, educational facilities, industrial complexes and businesses, it is naturally subject to a large volume of vehicle and pedestrian traffic. This is reflected in the number of accidents investigated by the Concord Police Department during 1978. There were 1,010 accidents requiring police reports, compared to 1,004 in 1977. Two hundred thirty-three accidents resulted in some type of personal injury, an increase of just 3 over

1977. The number of persons actually injured in those accidents, however, dropped from 305 to 297. Three accidents in 1978 resulted in fatalities, one of which was a double fatality, for a total of 4 highway deaths. This was down from 5 fatalities in 1977. These figures indicate that the traffic enforcement was successful in preventing any sharp increase in accidents, injuries or deaths.

The Department's Youth Services Division handled 907 cases in 1978. Of these, 790 were handled within the unit; 68 were referred to Concord Juvenile Court; 49 were referred to the Local Welfare Department.

The Community Resources Unit has continued its progress in improving understanding between the public and the Department. The Unit has been well received by local students and has strived to improve the attitude of the youth of Concord toward the police. The officers of this Unit gave presentations to numerous groups, with audiences totaling 9,045 persons. They conducted 48 tours of the Police Station and attended 54 meetings of various organizations. There was a steady demand for the Unit's security surveys. 35 Commercial and 45 Residential surveys were conducted by the Unit. It appears the increased emphasis on security helped greatly in the reduction of the number of burglaries that occurred last year.

The Communications Unit, consisting of five Communications Operators, was responsible for the efficient operation of the department's telephone, callbox, teletype, and two-way radio networks. The five major areas of activity conducted within the unit are listed below:

As a part of the Department's Career Development program, eight officers attended the N.H. Police Training Academy for a total of 2,560 hours. In addition, there were over 25 various schools, courses and seminars attended by officers, ranging in length from 1 day to 3 weeks, and totaling 1,164 hours. In-service train-

ing, including roll call and regularly scheduled training days, amounted to approximately 8,002 hours. Nine officers participated in the Department's 26 hour emergency vehicle operation course and 55 officers attended the 10 hour refresher course.

The Concord Police Department fully realizes its responsibility to the citizens of Concord and is continually striving to better serve them. Improved methods and

techniques are helping the department to make maximum use of its personnel and facilities. Stringent selection of personnel is serving to insure that only the most competent and highly motivated people become members of the department. Those who do make the grade receive the most thorough and competent training available, which helps to ensure that Concord's needs will be fulfilled efficiently for many years to come.



Unlikely cavalry. Concord Police shared in festivities in opening Bicentennial Square. (Left to right: unidentified father and son, Officer Ralph Lewis, Officer Robert Shine. Concord Monitor photo)

### COMPARISON OF REPORTED OFFENSES AGAINST PROPERTY FOR 1977-78:

	1977	1978	
Burglary	456	357	22% Decrease
Theft	1,494	1,331	11% Decrease
Property Stolen	411,998	397,038	4% Decrease
Stolen Property Recovered	125,842	154,115	18% Increase
Follow up Investigations	467	1,764	278% Increase

### AVERAGE CALLS (PER DAY)

	1978
Receipt of calls for service	74
Teletype messages received, sent and filed	50
Inquiries handled, directions, locations of agencies, etc.	40
Telephone calls transferred within the Dept.	55
Radio transmissions, both dispatching and general broadcasts	1,064
<b>Total Per Day Average</b>	<b>1,283</b>

# FIRE DEPARTMENT

The year 1978 was a year of dramatic change for the Concord Fire Department. On April 1, 1978 the first significant Collective Bargained Agreement became effective. This the results of 42 months of negotiations.

Firefighter Raymond Thurston, John Watson, Paul Dandurand, and William Stetson graduated with the first Paramedic class in N.H. We hope that 1979 will see licensed Paramedics delivering emergency medical services in Concord.

On September 23, 1978 the reorganization of the Department became effective. Thus the Department changed from utilizing deputy chiefs as platoon supervisors, to utilizing deputy chiefs as administrators of major Department Divisions. With this change came a new direction for the Concord Fire Department; an approach to fire protection problems on a business oriented basis.

There have been welcomes as well as farewells. Deputy Chief Francis LaClair retired after 24 years of service to the city. Mrs. Marion Batchelder, our first Department Secretary, retired July 1, 1978. Mrs. Batchelder's successor is Mrs. Rita Gerard, former Accounts Payable Supervisor in the Finance Office.

The Concord Fire Department has confined 83% of all fires in Concord to the space of origin, and 66% of all fires with smoke damage were also confined to the space of origin. We feel very proud of this record, since we were "at bat," so to speak, 1600 times in 1978.



Fire forces at Concord Lumber Company blaze which destroyed its office building, Summer 1978. (Concord Monitor photo)

We also exhibit a great deal of pride in our Emergency Medical Services. All Officers and Firefighters are Emergency Medical Technicians and 9 Firefighters are completing their education for an Associate Degree in Science with a Major in Health Care.

## BREAKDOWN OF OPERATIONS DIVISION ACTIVITIES

- 1) Number of Incidents . . . . . 3,053
- 2) Percent of Incidents by Stations:
  - Central . . . . . 62.2%
  - Heights . . . . . 22.8%
  - Manor . . . . . 14.9%
- 3) Total Dollar Loss . . . \$641,701.82

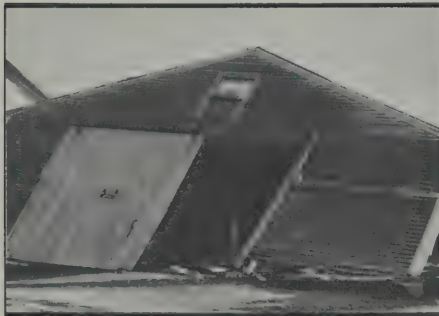
59% of this loss was in individual fires with less than \$100 loss each •  
 63% of our alarms were received between 12:00 Noon and Midnight •  
 56% of our alarms occurred in residential occupancy

(Concord Monitor photo)



# BUILDING AND INSPECTION

**B**The department is responsible for the issuance of building, plumbing, electrical, sign, rooming house and housing permits. It also inspects existing housing, new construction, remodeling and land use for conformity to city codes.



(Concord Monitor photo)

As was projected in the 1977 Annual Report, 1978 was a major construction year for the City of Concord. Structural construction is increasing at a growing rate. It is conceivable that the City's population will reach 40,000 by 1982. Proposals for townhouses, condominiums, cluster developments, downtown renovations and single family home subdivisions, with a possibility of a new mall,

BUILDING AND INSPECTION DEPARTMENT		
	1978	1977
The estimated cost of construction:		
Total valuation of New Work	\$9,386,576	\$6,190,205
Total valuation of Renovations	4,474,435	2,616,796
	<u>\$13,861,011</u>	<u>\$8,807,001</u>
Permits issued during 1978 were as follows:		
Building Permits	717	660
Plumbing Permits	381	381
Demolition Permits	42	11
Sign Permits	104	158
Electrical Permits	736	617
Number of Yard Sale Permits Issued:	762	690
Single Family Dwellings Constructed:	144 Units	77 Units
	\$4,580,596	\$2,193,027
Fees Collected for Permits Issued:	\$49,029.50	\$37,023
Zoning Board Appeals:		
Total Requests	62	66
Variance Requests	27	36
Granted	11	19
Exception Requests	35	30
Granted	29	26

will all contribute to the growth in the city's population. This, together with the development of industrial sites within the city, should all contribute to a thriving and healthy economy for the city in future

years. Although 1978 saw an increase in building activity, 1979 promises to be a more active year. A review of those statistics will await next year's annual report.

# HEALTH AND LICENSING

**H**This Department has the responsibility to procure, study and analyze data concerning public health, to investigate all sanitary hazards, to enforce sanitary laws, to issue various public licenses and to issue burial permits and to tabulate death causes.

During 1978, the Department condemned all the food stored at the Louax Restaurant and The Bakery after both businesses were destroyed by fire. The Department now takes yeast and mold tests from contact and non-contact surfaces in restaurants and stores, in addition to bacterial counts. Yeast and molds cause spoilage of foods and these tests indicated the potential for cross contamination. Several complaints of food poisoning during the year were investigated and proved negative.

Concord still has a pigeon problem. Poisoning is prohibited, but trapping is being carried on at the N.H. Hospital and shooting with special bullets is being used at one industrial site. Also during the year, one tenant had to be evicted and their apartment fumigated.

The Department with the assistance of the Visiting Nurse Association, holds

immunization clinics at City Auditorium. All vaccine is supplied by the State Division of Public Health. Tuberculosis tests are also given. (At the time this was written in 1979, the Department had been combined with the Building and Code Department to become one department of Code Enforcement.)

DEATHS FROM COMMON CAUSES					
	1978	1977	1976	1975	1974
Diseases of circulatory system	328	337	300	344	424
Cancer and malignant tumors	115	106	111	124	130
Diseases of respiratory system	27	32	45	40	43
Diseases of digestive tract	27	18	31	17	26

# LIBRARY

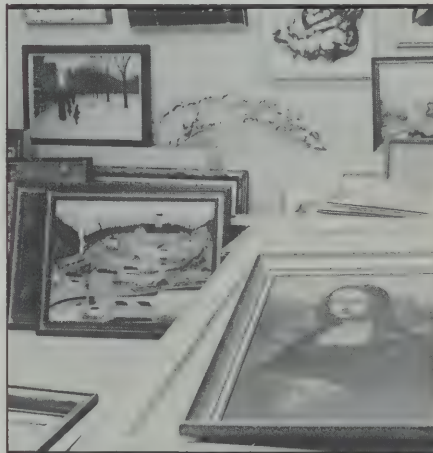
**L**The Concord Public Library includes the main building, open six days a week, a bookmobile service operating five days a week, and the Penacook Branch operating three afternoons a week. The main building includes an auditorium and meeting rooms available to non-profit groups.

Change and transition marked 1978 at the library. In August, Mrs. Lois R. Markey, Library Director for eighteen years, retired. Mrs. Markey's drive to make the library a valuable city and regional resource, and her fostering of the 1966 library addition, stand as lasting accomplishments.

The library staff continued successful, established programs and initiated new ones. The Children's Room and Young People's Room introduced many imaginative new programs. After a trial period of opening Monday nights, this expanded service was made permanent. A summer course on creating your own puppets, films, plays and books filled otherwise idle hours for many children. The Children's Librarian held a workshop to instruct teachers and other adults in the selection of children's books. Special film-strip sessions for young children and their parents were held several times. Once again, the Library Story Lady told "tall" tales in the parks during the summer. Many enthusiastic youngsters attended these sessions, and the *Concord Monitor* ran a prominent feature article and photographs on the Story Lady. Regular screenings of children's films were very popular, and special films and school age and pre-school story hours were held throughout the year. The bookmobile and Penacook Branch brought the Children's Room's Summer reading club to children in out-lying areas.

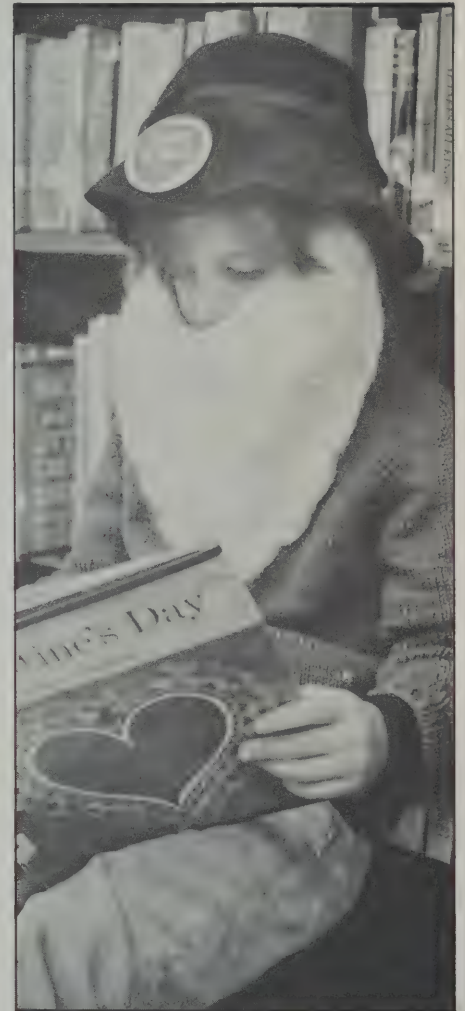
Adult services were also lively. A free spring lecture series on money manage-

ment featured local experts on investment, banking, and estate planning. In December the library hosted the Governor's Council on Energy's course on cutting home heating costs. Library staff compiled and distributed a reading list on solar energy. To meet the demand for framed prints to borrow, librarians selected over one hundred for the collection. The *Concord Monitor* ran a feature on the framed prints and other services of the Art and Music Room. Third Thursday films for adults continued in 1978 and were well attended. In cooperation with the Parks and Recreation Department, the library showed four summertime films in the parks for all ages. Local craftsmen and artists displayed their work each month in the library's display areas.



Framed prints are loaned by the Library's Art and Music Room. (Concord Monitor photo)

The Friends of the Concord Public Library, a volunteer group, sponsored programs for children and adults. Al Oxtun spoke about his years as a meteorologist on top of Mt. Washington. Thanks to the Friends, a professional magician delighted capacity audiences with two free shows of legerdemain in September.



(Concord Monitor photo)

The Library's collection expanded to 154,658 volumes in 1978 (153,937 - 1977); the audio collection expanded to 7,484 recordings (7,100 - 1977), and 240 cassettes (168 - 1977). At year's end, it had 529 framed prints (432 - 1977) and 62 pieces of sculpture (42 - 1977). There were 23,388 registered borrowers by year's end.

Story time in the park with the Concord Public Library Story Lady. (Concord Monitor photo)



# RECREATION AND PARKS

**R**The Concord Recreation and Parks Department is responsible for the maintenance and care of more than a thousand acres of parks and roadside areas. More than five hundred acres is developed for active use while the remainder is preserved for future development and open space. Included in the developed area are: Beaver Meadow Golf Course; the thirty-six acre Memorial Field athletic complex; White, Rollins, Merrill, Heights, Garrison, Kimball, Fletcher-Murphy, West Street, Doyen, Thompson and Hall Street Playgrounds. The Department maintains five neighborhood community centers which serve as a base to conduct recreational programs. A new center on the Heights opened for use during this year; this was the first indoor

center open in the state since 1954.

The Department employs two full-time recreation supervisors who are responsible for planning and conducting all seasonal recreational activities. It is fortunate in being able to solicit assistance from more than one hundred part-time volunteer leaders. The Department coordinates children and youth programs including: two playschools for children ages three and four; neighborhood square dances, figure skating, ski lessons, summer and winter bus trips, football, soccer, basketball, arts and crafts, teen dances and a variety of other activities. Adult programs are also presented including: golf, bowling, men's and women's basketball, badminton, yoga, judo, and senior citizens' events. A comprehensive ten-week summer program is conducted at the twelve playgrounds and seven swimming

pools with a temporary staff of forty hired to supervise activities. Attendance at the playgrounds was 36,838 in 1978, up from the 1977 attendance of 34,196; pool attendance was 73,331, up more than 10,000 over 1977 pool attendance (63,207).

Bicentennial Square officially opened in 1978 and came under the supervision of the Recreation and Parks Director. Special events took place for the opening of the Square including concerts, dances, outdoor exhibits and children's activities. The Department also runs year-round special events around the city including winter carnivals, the annual ski-skate exchange, Easter Egg Hunt, summer band concerts, summer basketball league, Red Sox Baseball trip, Bear Brook and Hampton Beach bus trips.

*A new focal point for outdoor activities, Bicentennial Square hosted an actors' children's workshop, Summer 1978. (Concord Monitor photo)*



# CONCORD CITY WELFARE

The City Welfare Department provides emergency, temporary assistance to needy persons who meet the eligibility requirements as set forth by statutes and guidelines adopted in 1976. There are two offices, one open full-time at City Hall and another located in the former police station in Penacook for residents of Ward 1 which is open five mornings a week. Clients are seen by appointment, at which time an application is taken. According to city assistance guidelines, there can be a three-day delay between the time of application and the time assistance is granted. This gives the office a reasonable amount of time to determine eligibility. Therefore, a person does not necessarily receive immediate assistance. Payment of basic necessities such as food, rent, electricity, gas and fuel are made by a voucher system when a person is deemed eligible. Emergency prescriptions are also provided.

During 1978, assistance was rendered to 271 cases involving 598 persons at a cost of \$22,880 as compared to 1977 when 223 cases, 462 persons, received aid at a cost of \$17,144. Support for eleven children who were court ordered to group homes, institutions or foster homes cost \$11,935 in contrast to 1977 when there were nine children placed at a cost of \$13,498. The Penacook office assisted 45 cases involving 97 persons at a cost of \$2,713 as compared to 1977 when \$2,335 was spent on 37 cases involving 81 persons. Another \$2,463 was spent on the support of two children as compared to 1977 when only \$170 was spent on one child. A total of \$5,327.50 was returned to the City in reimbursements.

Old Age Assistance, Aid to the Permanently and Totally Disabled and Nursing Home Care cost the City \$97,315 for the local share of these state-operated programs. In 1977 the sum was \$94,581. Penacook's share amounted to \$7,255 as compared to 1977 when \$11,925 was spent. Even with the passage of RSA 167:18-c, which allows settlement to apply to persons on State programs resulting in their being transferred to the County after 365 days of assistance, the City has not experienced a great reduction financially. The anticipated reduction in caseload has not yet been reflected because of the delay in the State's billing process. Another factor to consider is that more people are being accepted into these programs with increased benefits thereby

maintaining the high level of expenditures.

The work program had few participants in 1978 and only seven people were assigned. Of the seven, only four took part, but the 320 hours they worked equalled \$848 in wages which was earned to pay for their vouchers.

Activities this year have included participation on the Human Resources Committee of the Municipal Association and attendance at monthly meetings of the New Hampshire Local Welfare Administrators' Association. A considerable amount of time has been spent in an attempt to introduce and support legislation which would benefit local municipalities and save money for the taxpayer.

For the first time, the Welfare Department sponsored Project PAX (Pres-

ents at Xmas) whereby City employees as well as several private citizens and various agencies gave of their time, money and energy to purchase, wrap and deliver gifts for people less fortunate. The response to this project far exceeded our expectations and a total of 165 individuals received gifts. In conjunction with the city-wide Food Basket Program, approximately 42 families which were included in Project PAX also received food baskets. Many calls and notes were received which expressed appreciation for the Project and the thoughtfulness shown. The year was a busy one and often depressing as more people were forced to seek assistance because of spiraling costs. It did, however, end on a happy note as we witnessed the generosity of so many through Project PAX.

*The Welfare Department coordinated "PAX": Presents at Christmas from City employees to children of needy families. (Left to right: Patricia Kelley, Robin Cox. Concord Monitor photo)*





# PUBLIC WORKS

This department is the City's largest and consists of the divisions of engineering, highways and bridges, cemeteries, waste water, refuse collection and central garage and stores. It employs some 124 permanent employees.

**Engineering** - The Division continued its routine record work in connection with the construction of the new streets, sewers and buildings throughout the City. Property, sewer and street layout maps were revised where necessary to reflect additions and changes. Proposals were reviewed for ten major developments including: Woodcrest Heights, Palazzi,



Fall clean-up at South Street and Jordan Avenue. (Concord Monitor photo)



"Bombardier" plows downtown streets, Winter 1978. (Concord Monitor photo)

Tower Point, Engel Estates, Hampshire Living, Brookwood, Tridel, Conant Park, Hillcrest Park and the Fort Eddy Shopping Center. Right-of-way plans were prepared for the wastewater treatment and sewage separation projects and the Division worked in coordination with its consultant verifying existing conditions in an effort to complete the separation design work.

Location surveys, plans and designs were assembled for the reconstruction of Broad Cove Drive, an extension of the sanitary sewer in Portsmouth Street, as well as Locke Road, a storm sewer in East Side Drive, So. Curtisville Road and Portsmouth Street, a sanitary separation project in both Elm and So. Main Streets in Penacook, a storm sewer in Woodlawn Cemetery and the Walker School Playground project.

The Division also undertook the inspection of a number of private and public construction projects including the Manchester Street sanitary sewer, Old Turnpike Road sanitary sewer, Borough Road

storm sewer, Regional and Chenell Drives, and the subdivisions in East Village II, Brookwood and Tower Point as well as the Bicentennial Square project.

Other work conducted by the Division included the following: preparation of a highway construction priority report, review of a federal flood insurance program, drafting of base maps for the Downtown Revitalization Corporation, and a number of airport related projects.

**Cemetery** - This year a total of 351 burials were conducted within the City's various cemeteries including 40 cremations and 13 pauper interments and 111 cement liners were used. New lots and trusts established totalled 98 with 11 perpetual care and flower trusts each having been set up. A number of monument foundations were poured; markers and corner posts set; 278 flower beds and 36 sets of shrubs were planted.

Other work performed this year included the following: cleaning catch basins; general cleanup; loaming and grading of old and new lots alike; mowing and trimming; tree, flower and shrub care; repairs to buildings including new lunch room facilities at Blossom Hill; repairing fences; plowing and sanding; general maintenance of roads; building of a storm sewer system in Woodlawn Cemetery and continued construction of new lots at Blossom Hill.

**Garage and Stores** - Garage mechanics performed in excess of 63 major and 2,900 minor repairs to the City's fleet. New equipment received this year included: 1 sedan, 1 one-ton dump truck, 1 aerial truck, 1 service truck, 1 pick-up, 1 ten-ton dump truck, 1 vacuum street sweeper and 1 five-ton dump truck.

Painting activities were performed on the vehicles, plowing equipment and dumpster boxes.

Building repairs and maintenance services were provided for all City buildings. Employees also constructed new lunch room facilities at both the Blossom Hill Cemetery and Warren Street sheds.

**Refuse** - The City's 3 daytime refuse packers logged 46,000 miles this year, collecting 75,000 cubic yards of solid waste. During the year, the night packer collected 28,000 cubic yards of waste for a combined total annual volume of solid waste collected in excess of 100,000 cubic yards. Material used as cover at the landfill amounted to 44,000 cubic yards.

The City's recycling program continued at the landfill for glass, cans, scrap metal and wood. Weekly curbside newspaper collection was discontinued this year due to lack of public interest and excessive cost overruns. Provisions were made at the sanitary landfill for those wishing to continue recycling newsprint.

The tire problem which had arisen at the landfill is being resolved by the establishment of a contracted shredding operation. A total of 16,673 tires have thus been either removed for recapping purposes or shredded.

**Highway** - During the winter months, the Division plowed the City streets a total of seventeen times, equivalent to 4,420 miles; plowed sidewalks a total of seven cycles, or 252 miles, and the airport eight times. The Division's crews picked up approximately 71,000 cubic yards of snow from the central areas and parking lots of Concord and Penacook. A total of 1,600 tons of rock salt and 2,000 cubic yards of sand were applied to the City's roadways.

The City's spring and fall clean-up program removed approximately 30,000 cubic yards of assorted debris, placed at curbside by City residents.

During summer maintenance, the Division continued its usual road sanding

and sealing program, done this year in the south end section of the City; constructed new sidewalks; installed granite curbing. Also included was the construction of storm sewers in New Meadow Road, Borough Road, Old Suncook Road and Woodlawn Cemetery.

Tree care included the removal of 97 dead or diseased trees, pruning 223, and the planting of 168 new trees around the City. In an effort to protect mature elm trees, a new injection program was combined with spraying to hopefully decrease the spread of Dutch Elm disease. A total of 340 trees were thus treated.

*Wastewater* - The Penacook Wastewater

Treatment Plant treated 478 million gallons of wastewater from the Penacook-Boscawen area along with 639 loads of septic tank pumpings during 1978. The plant operated with excellent efficiency in the removal, on the average, of 90% of bacteria and suspended solids. A total of 12,009 cubic yards of sludge and grit were removed from the wastewater plant and buried at the landfill. Such treatment has definitely improved the quality of the Contocook and Merrimack Rivers, and the effort has contributed enormously in making them more suitable for recreational use.

The crews serving the sewer systems

were active this year constructing 108 new sewer connections, relaying 4 old sewer connections and discontinuing 16. They also rebuilt 55 catch basins and manholes. A total of 207 sewer plugs were cleaned and 2,150 linear feet of sanitary sewer mains were cleaned.

Murray Walters, Inc. was awarded the bid for the construction of the Hall Street Wastewater Treatment Plant which they will build over the next three years at a cost of \$17,482,000. The massive sewer separation project is still in the design phase and is scheduled to be bid in the spring of 1979.

## WATERWORKS

This department is responsible for the provision of potable water for consumption and fire protection. There are now 129.5 miles of pipe in the City distribution, up 2 miles since last year. The Department maintains 2,062 valves (2,018 - 1977), 913 hydrants (898 - 1977), 6,950 services (6,827 - 1977), and 6,769 meters (6,656 - 1977). Water consumption in 1978 amounted to 1,705,260,000, an increase of 9% over 1977. This represents an average daily consumption of 4.67 million gallons, up from 4.3 million gallons. Of the total amount used, 249,250,000 gallons were supplied by the Pembroke well field, constituting 14% of the system's total consumption. This was a decrease of 39,860,000 gallons from the amount pumped in 1977.

Rainfall during the year amounted to 28.87 inches compared to the 30 year average of 36.17 inches recorded by the U.S. Weather Bureau. This amount was 12.77 inches less precipitation than for 1977 (41.64 inches). The elevation of Penacook Lake on December 31, 1977 was 399.40 feet which was 2 feet 1 inch below the spillway (elevation 401.45 feet) at the dam. During the year, the elevation of the lake generally rose to a high mark of 402.80 feet in May and then generally dropped to the December 31, 1978 elevation of 396.05 feet (5 feet 5 inches below the spillway). All elevations as U.S.G.S. Datum.

Heavy winter snow accumulations necessitated the use of brightly-painted marking poles to locate water hydrants. Three service connections and 26 hydrants were thawed out.

In March, Department personnel fabricated metal hatchways to be placed on

the ladders of the two elevated tanks. This modification was necessitated by several instances of vandalism to the tanks' exteriors.

Twenty-five employees took advantage of a Department-sponsored blood pressure screening program offered in January. Eighteen employees completed the multimedia First Aid Course conducted by the Red Cross.

Several modifications were made to the No. State Street storage building. In March, obsolete electrical wiring was upgraded, and additional lighting was installed. Bins and storage shelves for the inventory of fittings and repair devices were constructed. In April, an electric hoist which had been used to remove screens for cleaning in the old Penacook Lake gatehouse was installed in the storehouse to facilitate the moving of materials to and from storage locations. Two new Ford 1-ton trucks were delivered in April. Replacements for fleet vehicles, one carries a compressor for system maintenance and the other is a utility repair vehicle.

Throughout late spring and summer, preparations were made for the injection of fluoride into the City's water system. In May, construction began on the room to house the injection equipment at the plant, and the concrete base for the 5,500-gallon fluoride tank was poured. During August and September the equipment was installed, and fluoridation of the entire system began on October 17th. In June, by-passes were constructed around the valves separating extra-high service from high-service at the intersections of Pleasant Street and Kensington Road, Rum Hill Road, and Pleasant View Avenue. This procedure will eliminate excessive wear on these valves which previously had to remain partially open.

On December 31, 1978, Mr. Gordon W. Stevenson, the Assistant Director of Water Works, retired after 24 years and 6 months of service for the City. The Department, with Mr. Robert N. Gillis as Director, had 45 permanent employees during the year.

*Spare Hydrants in front of City Water Works. (Concord Monitor photo)*



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# DIRECTORY

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## EMERGENCY!!!

Rescue ..... 225-3355  
Fire ..... 225-3355 (other: 224-2545)  
Police ..... 225-2706 (other: 228-0596)

City Manager — James C. Smith, 224-2391  
Asst. City Manager — Thomas F. Dwyer, 224-2391  
Assessor — David H. MacArthur, 224-0241  
Chief Building Inspector — Emil E. Laufik, 224-2397  
Chief Environmental Inspector — George A. Hill, 224-2397  
Cemetery Superintendent — Donald Wood, 225-3911  
City Clerk — Marjorie B. Foote, 224-0591  
City Prosecutor — Vacant, 224-3383  
City Solicitor — Paul F. Cavanaugh, 224-3383  
Code Enforcement Administrator — Frank P. Morono, 224-2397  
Community Development Coordinator — Candice Cooper, 224-1512  
Economic Development Director — Dwight Barrell, 224-9937  
Engineer — Richard K. Perkins, 224-1955  
Finance Director — Verne F. Santas, Jr., 225-2775  
Fire Chief — Clayton A. Higgins, Jr., 224-2545  
Library Director — Louis D. Ungarelli, 224-2743  
Personnel & Purchasing Director — Joseph C. Musumeci, 224-2395  
Planning Director — Randall P. Raymond, 224-1955  
Police Chief — David G. Walchak, 228-0596  
Public Works Director — Ronald H. Ford, 224-1955  
Recreation & Parks Director — John W. Keach, 224-0951  
Tax Collector — George M. West, 224-4261  
Treasurer — Violette P. Constant, 225-2775  
Water Works Director — Robert W. Gillis, 225-5574  
Welfare Director — Patricia F. Kelley, 224-1091

Mayor — Martin L. Gross  
Mayor Pro Tem — Richard A. Croak  
Councilmen-at-large — C. David Coeyman  
                                  Richrd A. Croak  
                                  Robert N. Ehrenberg  
                                  Kenneth L. McDonnell  
                                  Rodney E. Tenney  
                                  Barbara J. Underwood  
                                  John F. Upton  
Ward Councilmen — (1) Roger W. Bourque  
                                  (2) Grace M. Walker  
                                  (3) Robert E.K. Morrill  
                                  (4) Robert C. Washburn  
                                  (5) Martin L. Gross  
                                  (6) Barbara E. Henderson  
                                  (7) Lawrence J. Sullivan, Jr.  
                                  (8) Gerald R. Smith

The Council meets on the second Monday of each month at 7 P.M. in the Council Chamber at City Hall on Green Street.

MAR 13 1981

New Hampshire State Library



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